Maximizing Patient Safety, Achieving Operational Excellence and Employee Engagement through Principles of the Lean Management System

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Today’s Objectives

1. Define Lean Management System
2. Explain why we focused on Patient Safety
3. Show how we were able to:
   1. Identify Problems and Incorporate PDCA
   2. Implement Standards of Work
   4. Improve Employee Engagement
4. Demonstrate how all of these principles have helped BVNA achieve improvements
5. Give you some key takeaways that you can use

What is LEAN?

- Lean is an approach or strategy that allows for constant adaptation to new challenges
- Was started in the 80’s with Toyota as they strived for perfection using Continuous Improvement
- Lean creates more value for customers, patients, and employees
- Employees are your greatest asset
- Why is this important to BVNA?
Patient Safety

How did BVNA come to focus on patient safety as a Lean project?

Problem Solving

• Effective Problem Solving helps eliminate chaos and fire fighting
• Getting to the Root Cause: 5 Whys
• Focusing on process
• Problem solving is a job for everyone

PDCA at BVNA
**Standard Work**

- Establishing expectations, transparency, and accountability
- Sets standards for daily, weekly, monthly activities and checks
- Keeps all PDCA cycles spinning

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**Standards of Work at BVNA**

Daily huddles

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**Standards of Work at BVNA**

Checklists
Employee Engagement

- Standard work, clarity around roles, and individual responsibilities
- Suggestion System
- Daily recognition

Changing the Culture at BVNA

Measuring Change

- VBP
- Care Transition Process
- QAPI
Care Transition Process

This Has Been a Great Learning Experience!

- It helps to change the language, how we problem solve and objectively focus on continuous improvement.
- You can incorporate elements into what you do.

Specific Lessons Learned

- It’s about process, not people
- Checklists are a help, not a crutch
- Don’t try to do everything in the senior management meeting
- Go to where the problem is
- 5 whys are great
- Eliminate waste
- Create a common language
- Gives a common goal to strive for
- Recognizing staff has benefits; creates enthusiasm
Next Steps for You

1. Remember, process not people
2. Go to the gemba
3. 5 whys
4. Checklists
5. Engage employees to have ideas