Lean Healthcare Transformation: Phase 1 (9 – 18 months)

Strategy
Deployment /
Perform an
Assessment /
Train Executive
Team

Identify, Train, and Coach a Core Team of internal change agents. Select and improve key pilot areas through kaizen activities and projects.

Perform Value
Stream Mapping
on key service
streams to the
patient

Perform team kaizen activities and projects to execute VSM plans.

Identify vision, goals, True North metrics, key value streams.
Identify resources and develop detailed plan.

Develop internal group of individuals who will lead the change and become coaches, teachers, and facilitators.

Impact highly visible areas within the company, and build momentum.

Identify needed kaizen activities and daily kaizen targets through VSM and a 6 – 12 month detailed plan.

Create lean value streams.

Develop internal problem solving capabilities for daily kaizen and daily management.

Train front-line employees and supervisors with a "Lean Healthcare 101" course

Begin to drive change where the work happens.

EMS Consulting Group

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EMS facilitates, transition to Client

Client Facilitates

Lean Healthcare Transformation: Phase 2 (9 - 18 months)

Strategy
Deployment /
Perform an
Assessment

Identify, Train, and Coach additional lean change agents. Perform Cross-Functional VSM on key support functions Perform team kaizen activities and projects to execute VSM plans.

Identify vision, goals, metrics, and key areas of opportunity within support functions and other value streams.

Build a larger internal knowledge base of individuals who will become coaches, teachers, and facilitators.

Identify needed kaizen activities and daily kaizen targets through VSM and a 6 – 12 month detailed plan.

Create lean support value streams. Develop internal problem solving capabilities for daily kaizen and daily mgmt.

Perform VSM and kaizen activities on additional key services to the patient. Train Support
Function
employees and
supervisors with
a "Lean 101"
course

EMS Consulting Group www.emsstrategies.com Identify and execute kaizen activities based on VSM.

Begin to drive change where the work happens for support / administrative functions.



Lean Improvement Model

Strategy Deployment	Annually, looks out 3 – 5 Years			
Value Stream Mapping	1-2 Times/Yr	1-2 Times/Yr	1-2 Times/Yr	
Kaizen Events / Projects	4-12 times/yr per value	stream		
Daily Kaizen -Improvement Kata (80 – 90%) -Idea Program (10% - 20%)	Continuous Improveme	nt, Daily		

- Strategy Deployment creates the key goals/initiatives for the year.
- VSM sets the direction and detailed goals for kaizen activities.
- Kaizen Events, DMAIC projects, and Daily Kaizen are the means by which the goals are met.



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