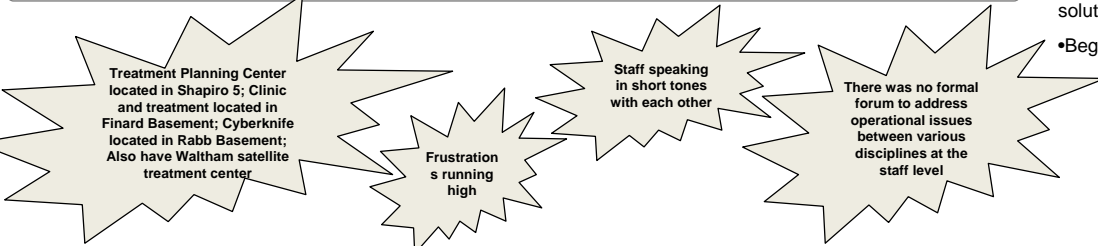


I. Background/Problem Statement

Review of our Employee survey '09 indicated that effective communication and interactions between various disciplines is challenging to foster due to the physical separation of the work units.

II. Current Condition



PROBLEMS	EFFECTS
1 S1: Sort Therapists wanted inventory (plans)	P U S H Upset with dosimetrists because the product was not ready
2 S2: Set Location Ahead of time	
3 S3:Scrub, Sweep, Shine	
4 S4: Standardize	
5 S5: Sustain	

III. Analysis

- Scheduled quarterly department meetings. Updates would be given by each discipline’s manager
- Anonymous questions could be submitted by staff prior to meetings which would be reviewed and answered by department leaders during quarterly meetings.
- The first set of questions submitted were so numerous and demanding that problems be fixed that the Chief suggested we develop Lean meetings to address the multitude of issues.
- Therapist manager began attending dosimetry/physics group meetings to gain an understanding of the issues and begin two-way conversations
- Leaders went to Gemba and observed.

IV. Goals/Targets

1. Improve the quality and effectiveness of communication and interactions among all disciplines (physicians, nursing, therapists, physics, and administrative staff)
2. Provide an interdisciplinary forum where staff can discuss issues and develop action plans to improve patient care, operations or efficiency

V. Proposed Countermeasures

- Assembled a team to participate in “ Lean Cuisine” meetings held every other Monday 12-1 comprised of the manager and two staff from each discipline- 16 in total.
- Anonymous issues were reviewed and discussed and solutions implemented. Minutes to meeting, including solutions were sent to entire department. At next meeting, solutions were revisited to check for sustainability. At times solutions needed tweaking.
- Began training the work groups on Lean principles including Toast video and Lean 101 issues.

COUNTERMEASURES	RESULTS
1 S1: Sort Discussion between therapists and dosimetrist	P U L L Once the therapists learned that the product (plan) was a JIT product they were fine about waiting for it
2 S2: Set Location about the process involved in preparing	
3 S3: Scrub, Sweep, Shine the plan	
4 S4: Standardized	
5 S5: Sustain	

VI. Implementation Plan

- Work group is actively working on problems. Plan to rotate staff through Lean Cuisine to teach more staff about Lean principles
- Planning to train leadership team in more depth so they can guide their staffs.
- Implemented daily huddles to occur within each discipline; should any issues arise from the huddles which affect other disciplines, the manger contacts the specific manager.
- Rolling out idea system. Moving from anonymous questions to identifying self, problem and solution.
- Lean Cuisine agendas are made by the leadership prior to the meeting.
- Next step is to undertake big Lean projects i.e., Cyberknife insurance issues and simulation throughput.

VII. Follow Up

Ongoing Lean Cuisine meetings and leadership discussions regarding direction of Lean work.

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