Problem Solving A3

LEAN Rollout in Radiology

 Owner/Date
 AR 9/29/2009
 AR 1/8/2010

I. Background/Problem Statement

Radiology has many opportunities for waste reduction and quality improvement, but staff have limited training and skills on how to identify and address these opportunities

II. Current Condition

•Prior experiences with the LEAN and SPIRIT programs were mixed



- -Teamwork and brainstorming
- -Everyone got SPIRIT training
- -Much personal reflection and creative thinking



- -Prior LEAN projects too condensed
- -Staff defensive and unwilling to work with others
- -Difficult to find time to make sustainable change
- Staff unfamiliar with LEAN philosophy
- •Lack of time to become educated and practice LEAN
- Lack of examples of LEAN success at BIDMC

III. Analysis

Reflection with Radiology leadership about opportunities and challenges and conducted focus groups with managers in the department. Findings were:

- •Commitment needed from department and medical center to support education and trial of LEAN concepts
- •Varying levels of education and roll-out across the medical center mean that the best chances for early success are within local work units
- •Leadership needs to make LEAN training and practice a key development goal for all management staff
- Managers need to build experience with LEAN in order to be effective trainers and advisors

IV. Goals/Targets

All Radiology managers and supervisors to receive initial LEAN training and engage in project work within their own areas of responsibility

V. Proposed Countermeasures

Develop a common language

Review SPIRIT and LEAN work-to-date

View LEAN training videos (toast, 5S)

Demonstrate LEAN tools (A3)

Gain hands-on experience

Identify initial projects

Conduct LEAN intro classes with front-line staff

Develop A3 wall

Sustaining

Provide ongoing coaching and support to managers

VI. Implementation Plan

Monthly meetings for Radiology managers showing videos, discussing roll-out plans, reviewing project plans

1:1 meetings with managers for teaching / coaching

Director to attend LEAN intro sessions with managers and front-line staff

Set up office drop-in hours for LEAN

Promote Business Transformation office drop-in hours

Projects completed or in process:

Image Archive: Applying LEAN to PACS computer equipment management

Diagnostic X-ray: Standardizing Rad/Fluoro room supplies management

Interventional Radiology: Standardizing supplies management

Nuclear Medicine: Streamlining Endocrine patient scheduling

Standardizing Gastric Emptying procedures

CT: Redesigning technologist workspace

MRI: Standardizing supplies management

VII. Follow Up

Weekly follow-up for ongoing projects

Continue monthly meetings with managers



