OHSU Strategic Adoption of LEAN Improvement

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Why Lean at OHSU?

“Lean is the way we will survive.”

• Improved work efficiency (reduce waste)
  – More time for teaching, research, etc
• OHSU’s Goal of Excellence in the Triple Aim
  – Outcomes for Individuals and Population
  – Patient Experience of Care
  – Reduce Total Cost of Care
• Clinical excellence to command premium pricing
• Create focus
What is Lean?

• “Lean” includes management systems and improvement methods that focus on optimizing quality and efficiency (referred to as value and waste reduction) – it is a distillation of the Toyota Production System.

• Lean management systems include
  – Strategy Deployment, Daily Management, A3, Management Standard Work, and others

• Lean improvement methods include
  – Kaizen, PDSA, Standard Work, and others
Key Implications of Lean

• We support and focus on institutional processes
• We are building a performance improvement culture that requires focused institutional priorities
• Leaders directly engage in performance improvement, willing to be coached in how to guide the work
• We allocate resources to primarily support a few focused objectives
• Site visits to learn will require faculty time
• Rapid redesign events will require faculty time