



OHSU Strategic Adoption of LEAN Improvement

November 2011

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