



Western Cape
Government

BETTER TOGETHER.

IMPLEMENTING THE DAILY MANAGEMENT SYSTEM THROUGH THE DOUBLE LOOP PDCA

Quality Management conference 2019

Garth Hankey

Groote Schuur Hospital

- **Groote Schuur Hospital**
- **Reality of our service**
- **Our improvement journey**
- **Our improvement method**



Groote Schuur Hospital

- One of two Central Hospitals in the Western Cape
 - Secondary, Tertiary and Quaternary care services
- 975 beds and 3762 staff
- 70 000 admissions/year
- 500 000 outpatients/year
- 25 000 operations/year
- Undergraduate and post graduate teaching platform for the four HEI's
- 80 years of excellence in service delivery (1938 – 2018)



Reality of our service

South African Context

- Quadruple burden of disease, social determinants, migration, ageing population.

A weak healthcare system

- Challenges in primary care, weak referral pathways, care co-ordination

Rising workload

- 25% increase in in-patients in 10 years
- 8% increase in theatre utilization since 2011

Increasing patient severity

- Rise in ICU days from 9% to 13% since 2010

A high level of OPD activity

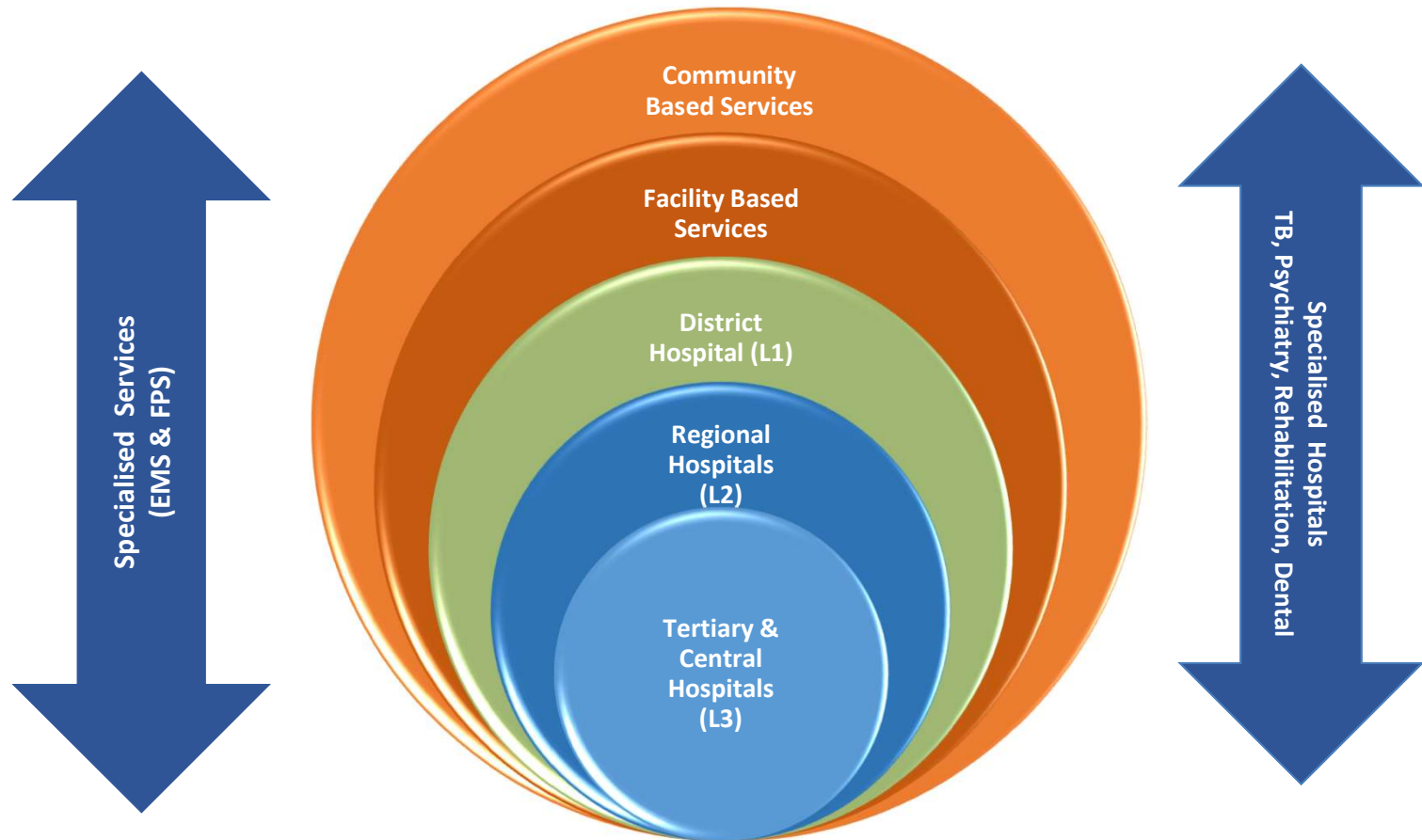
- All divisions

Reality of our service

- **Increasing patient load**
- **Diminishing budget in real terms**
- **Waiting times increasing**
- **? Quality of care**
- **Staff burnout with a high attrition rate**
- **Incoming millennials**
- **Advancing technology**
- **Managers – ‘crisis’ mode**

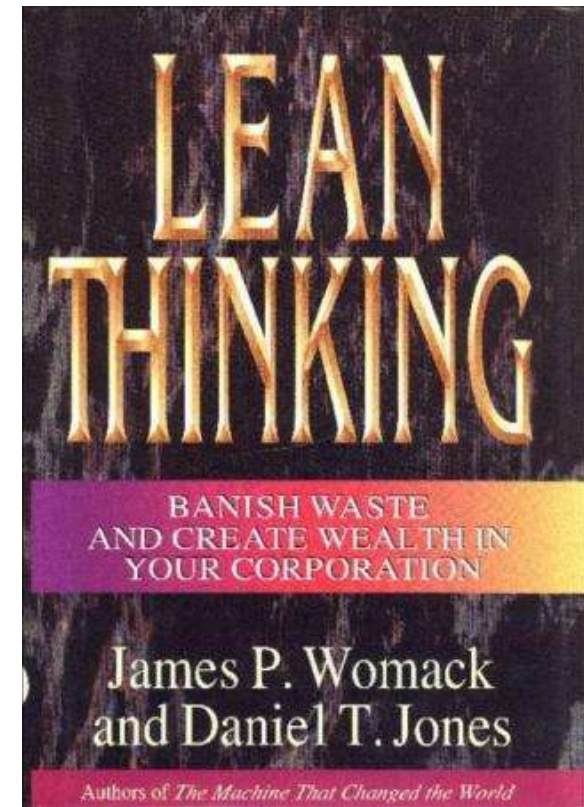


Reality of our service



The Basic Principles of Lean Thinking

1. Understand what is of **value to the end customer**
2. Identify the **process steps** that create value & remove those that are waste
3. Ensure the **work flows** through the necessary value-creating steps
4. Provide what the customer want, only when they want it
5. Institutionalize sustained process improvement to strive for perfection



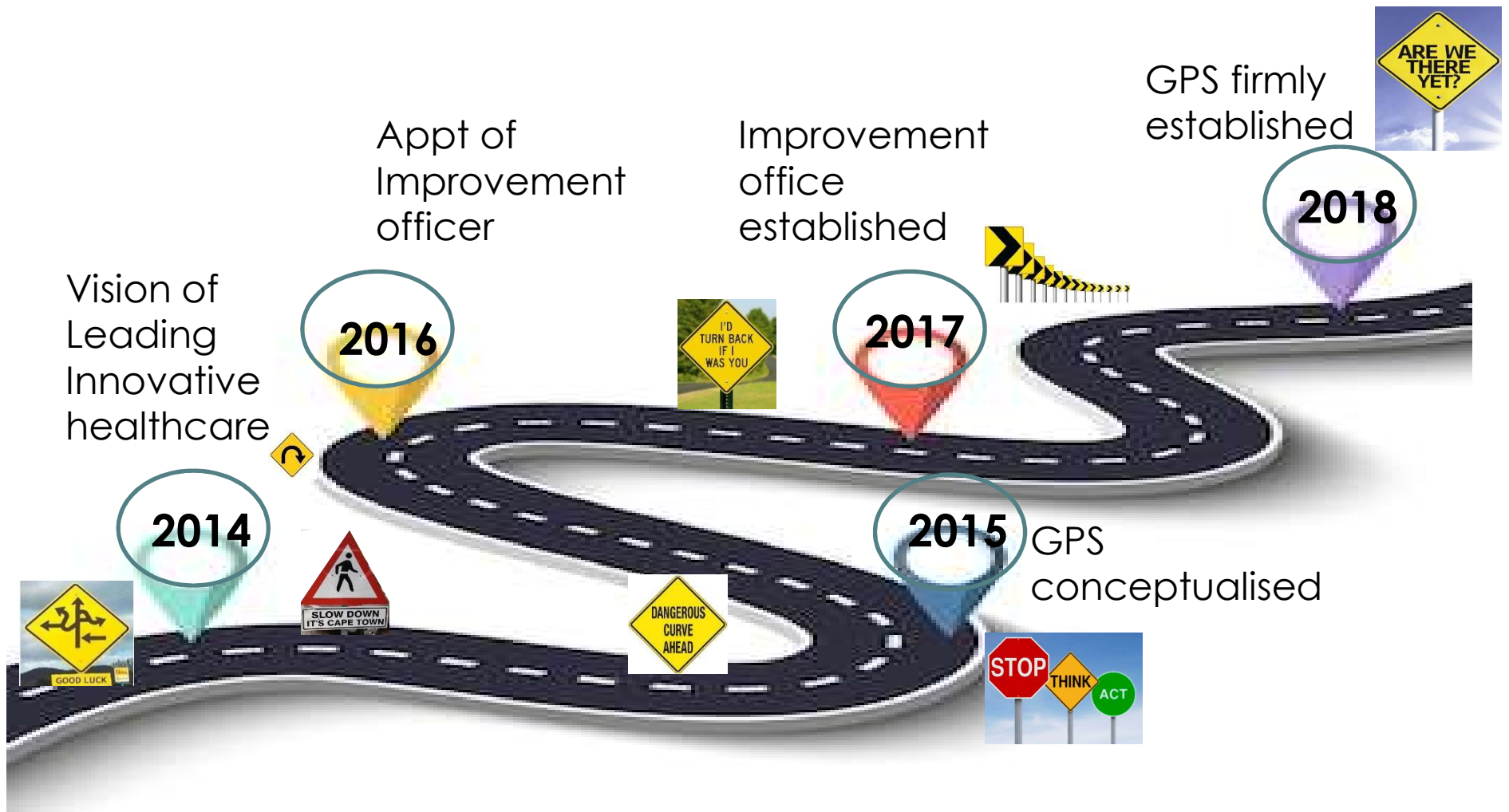
Our improvement Journey

Mapping the journey towards the 'True North' for the Groote Schuur Hospital Performance System (GPS)

Steps to a goal



Our improvement Journey



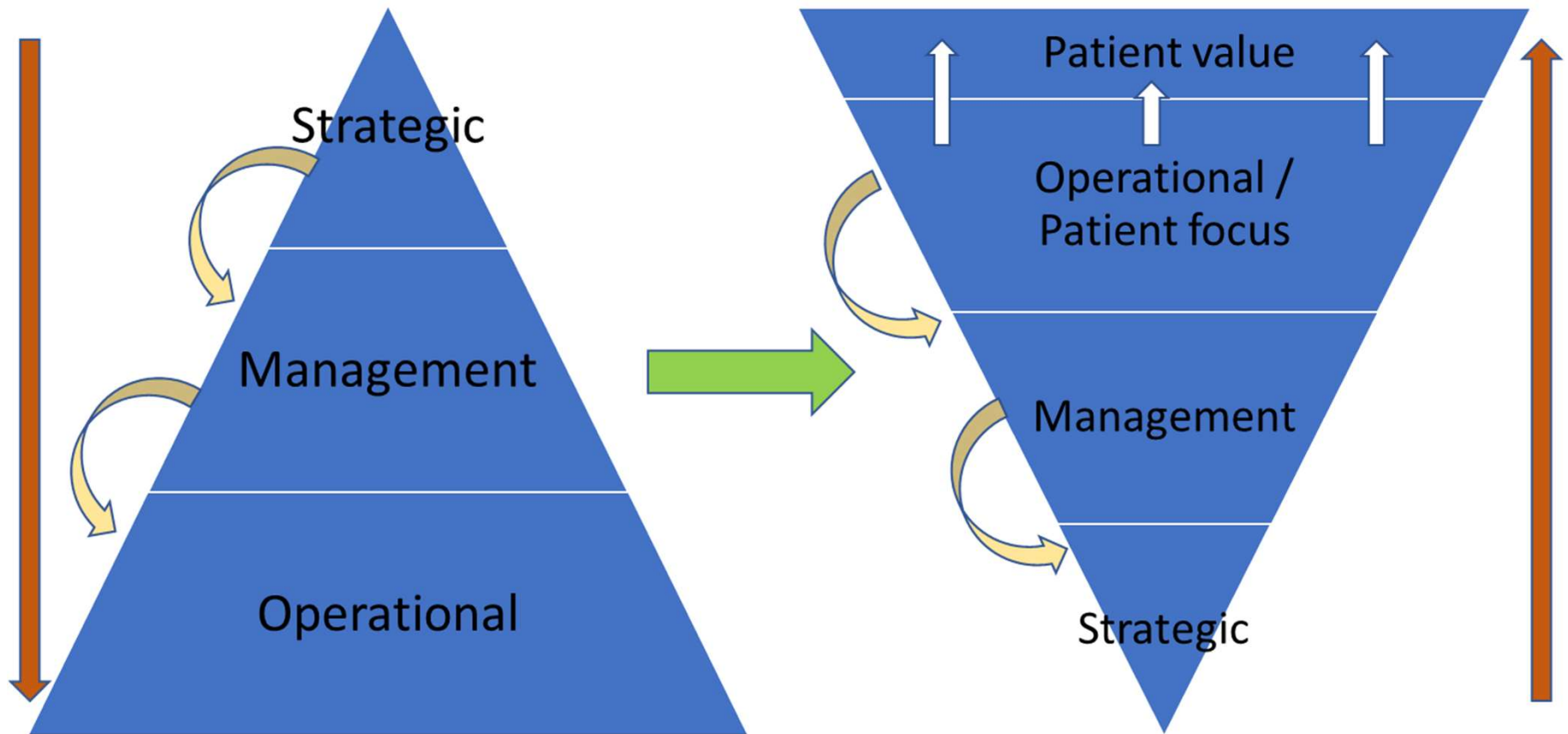
Our improvement journey

GROOTE SCHUUR HOSPITAL PERFORMANCE SYSTEM (GPS) TIMELINE

Strategic leadership	Vision of Leading Innovative Healthcare	Groote Schuur Performance System conceptualised	GPS clearly described Appointment of an improvement officer	Improvement office established	GPS firmly established
Management	Systems thinking workshop; Outpatients lean project	Additional projects initiated; Management learning sessions;	Wider learning sessions; Process standardization;	Second round of Innovations drive	Coaching and mentoring sessions
Operational	Stimulated improvement ideas; Waiting time reduced from 8 to 4.5 hours	Reduced waiting times;	SOP's, guidelines, 7 C's, PDCA, etc.; 30+ projects initiated	40+ projects	Continuous improvement through 7C's and PDCA.
	2014	2015	2016	2017	2018



Our improvement journey



Our improvement journey

Principles

The patient is the authority on what creates value for them

We need to create value and reduce waste

Listen, ask questions and then improve.

Respect the knowledge and experience of the people on the front line of care

Values

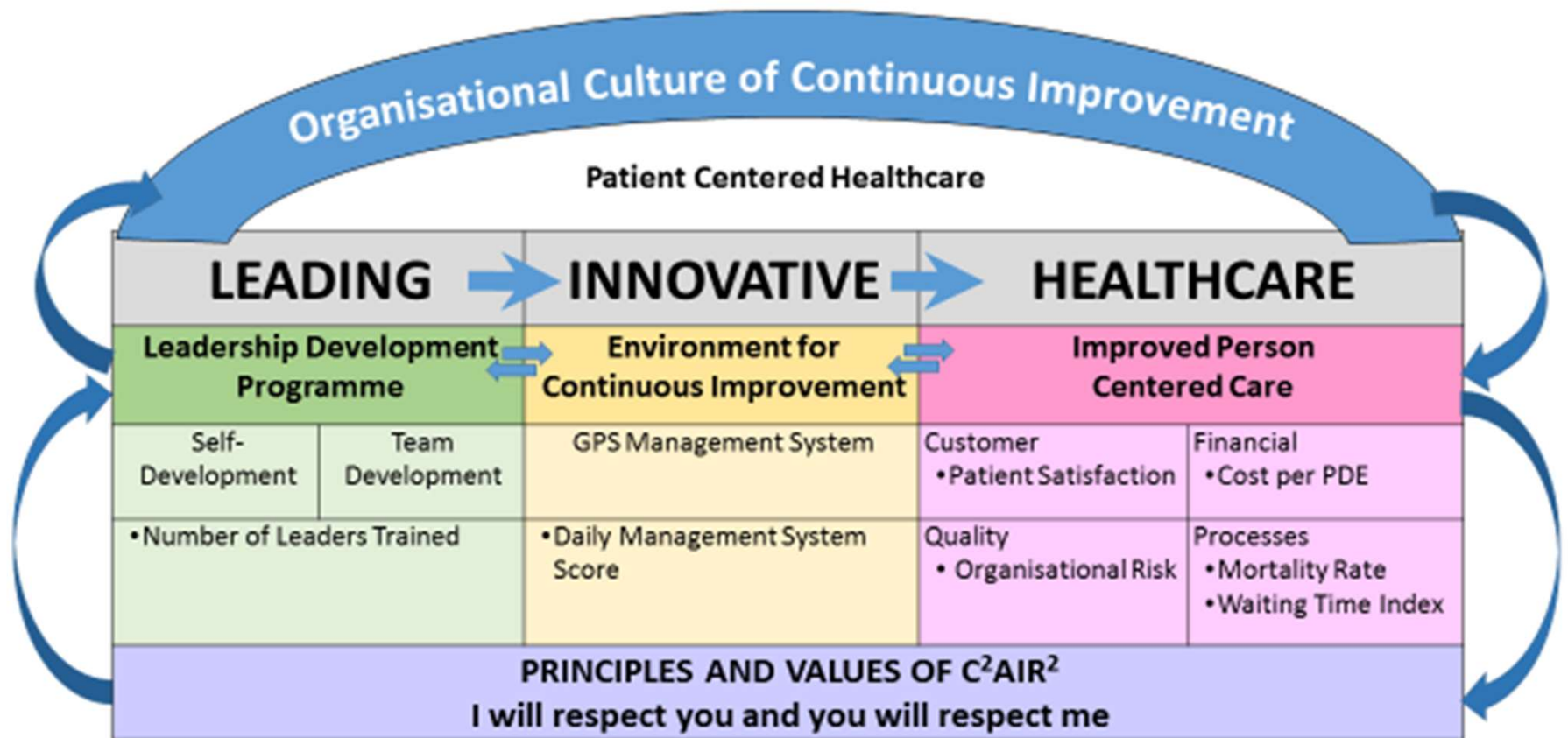
Lead with humility and respect for all

C²AIR²

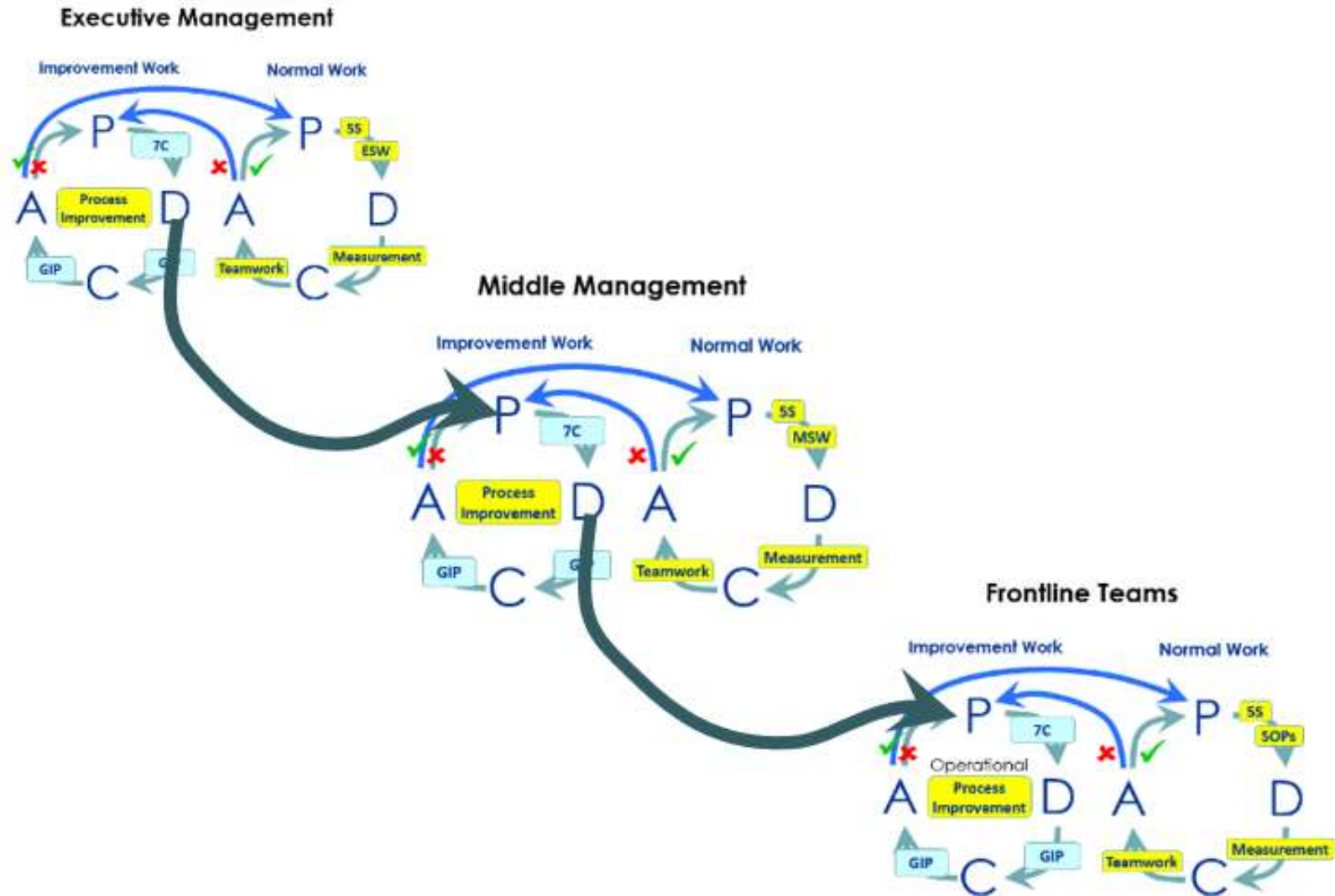
Behaviour

'I will respect you and you will respect me'

Our improvement journey

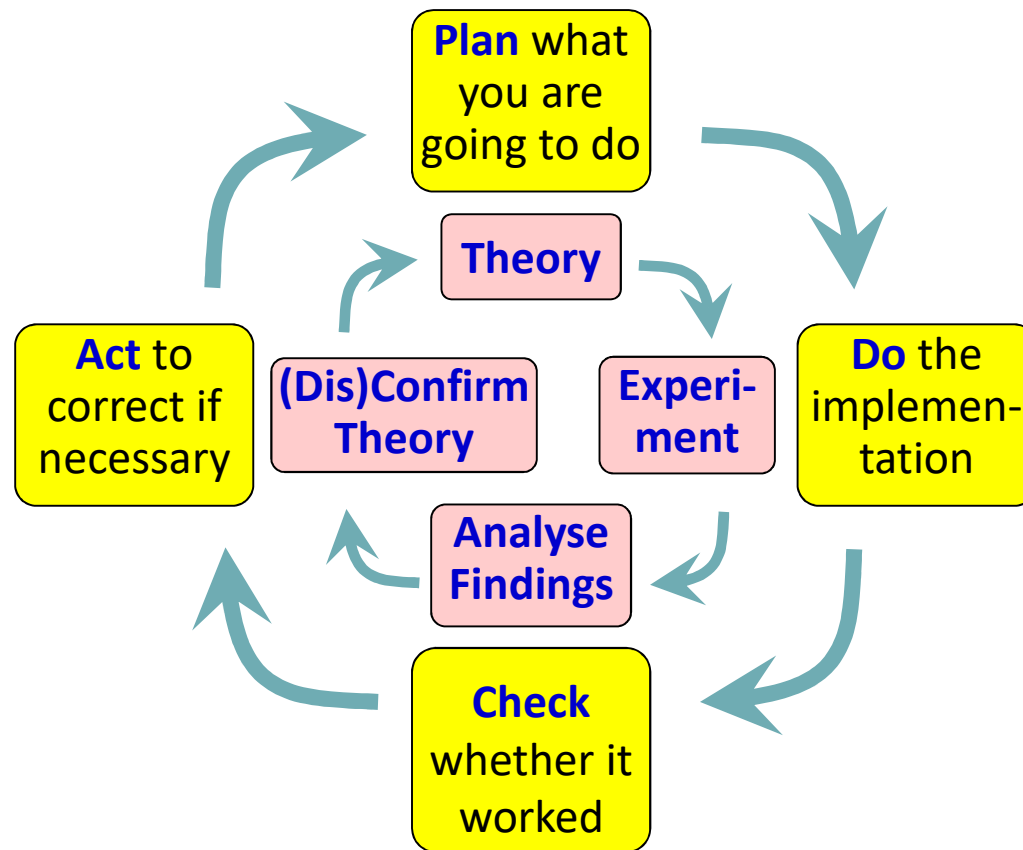


True North Deployment



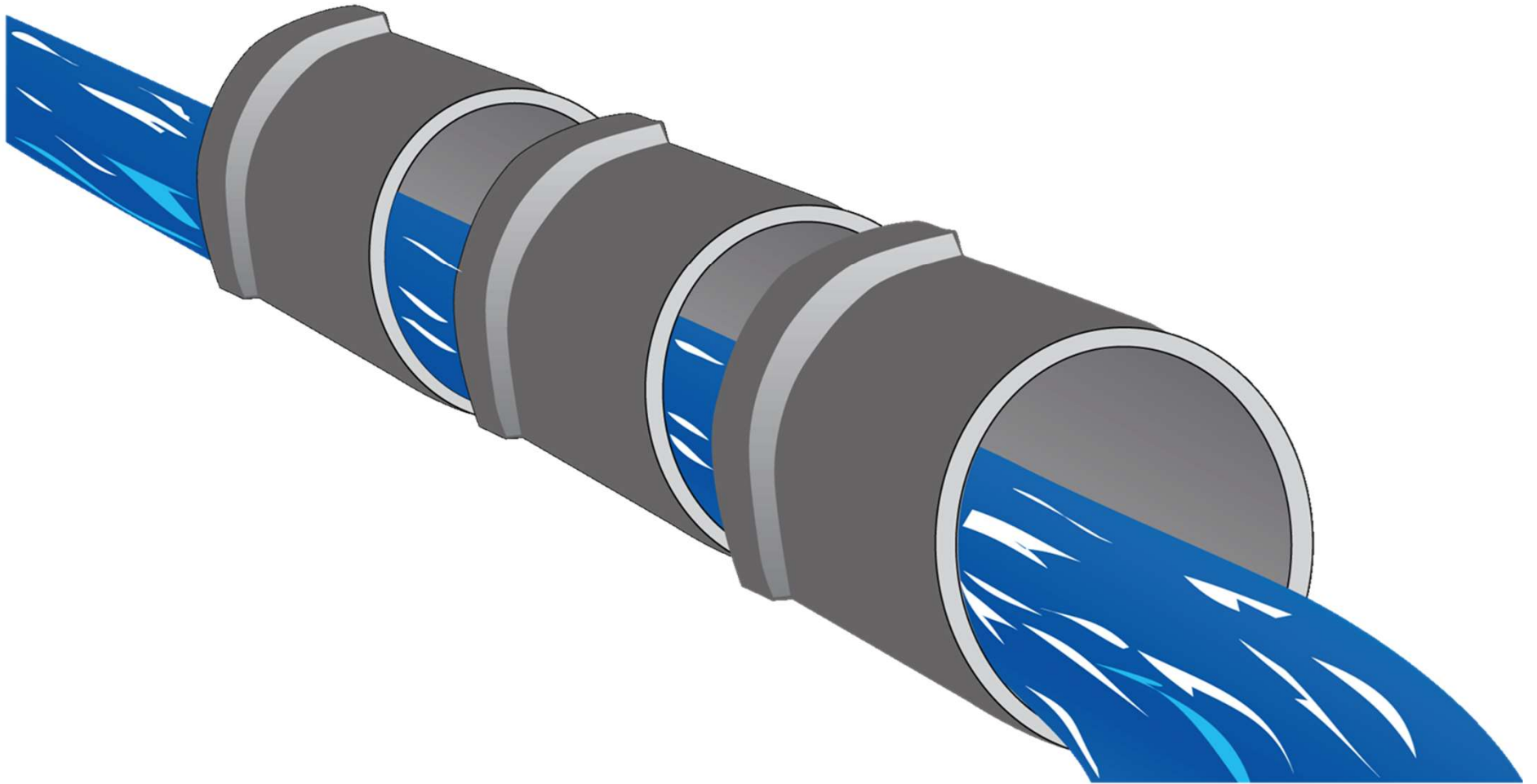
Lean Thinking is based on the PDCA Cycle

which in turn is based on the Scientific Method

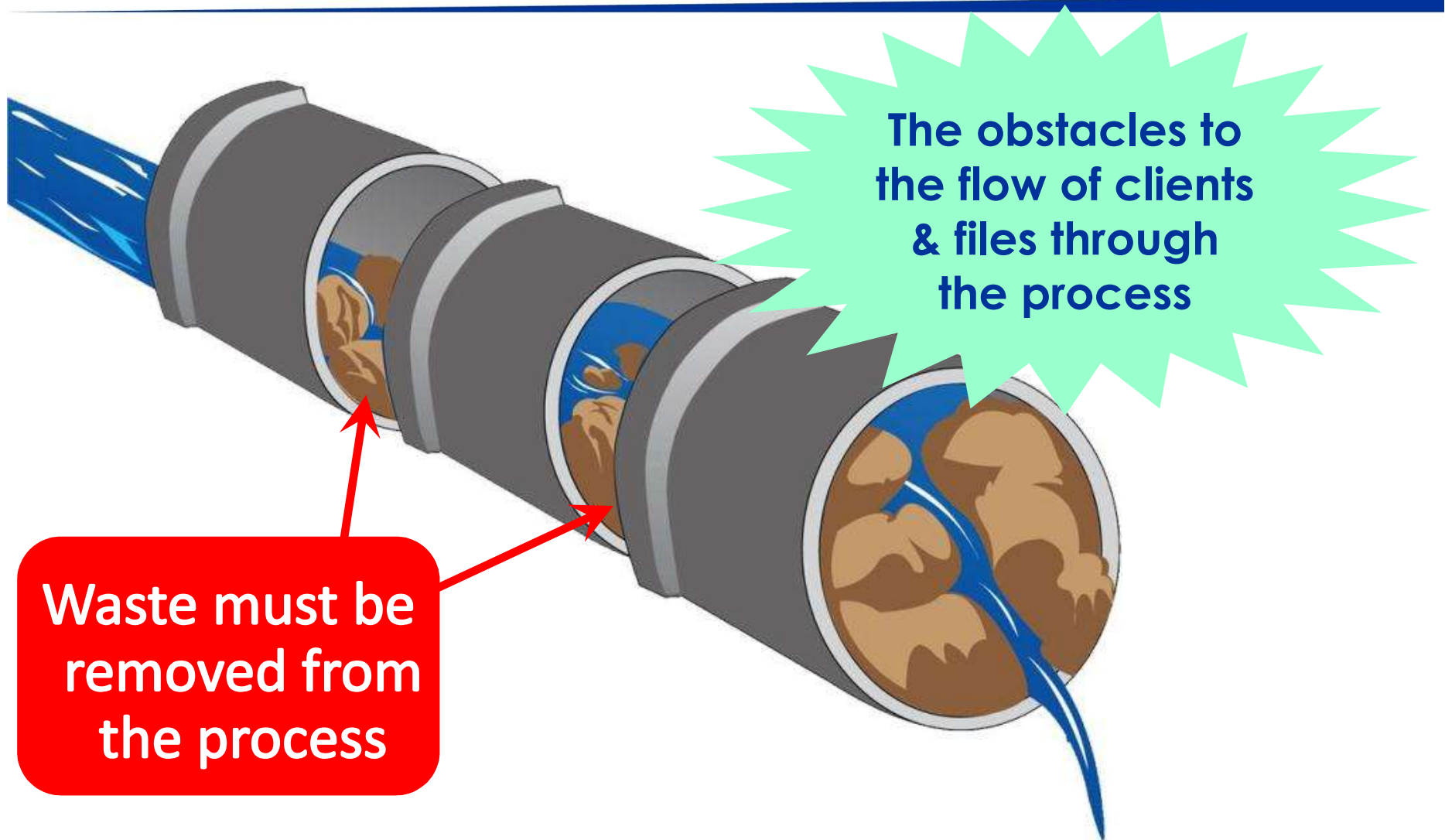


Creating Flow through Processes

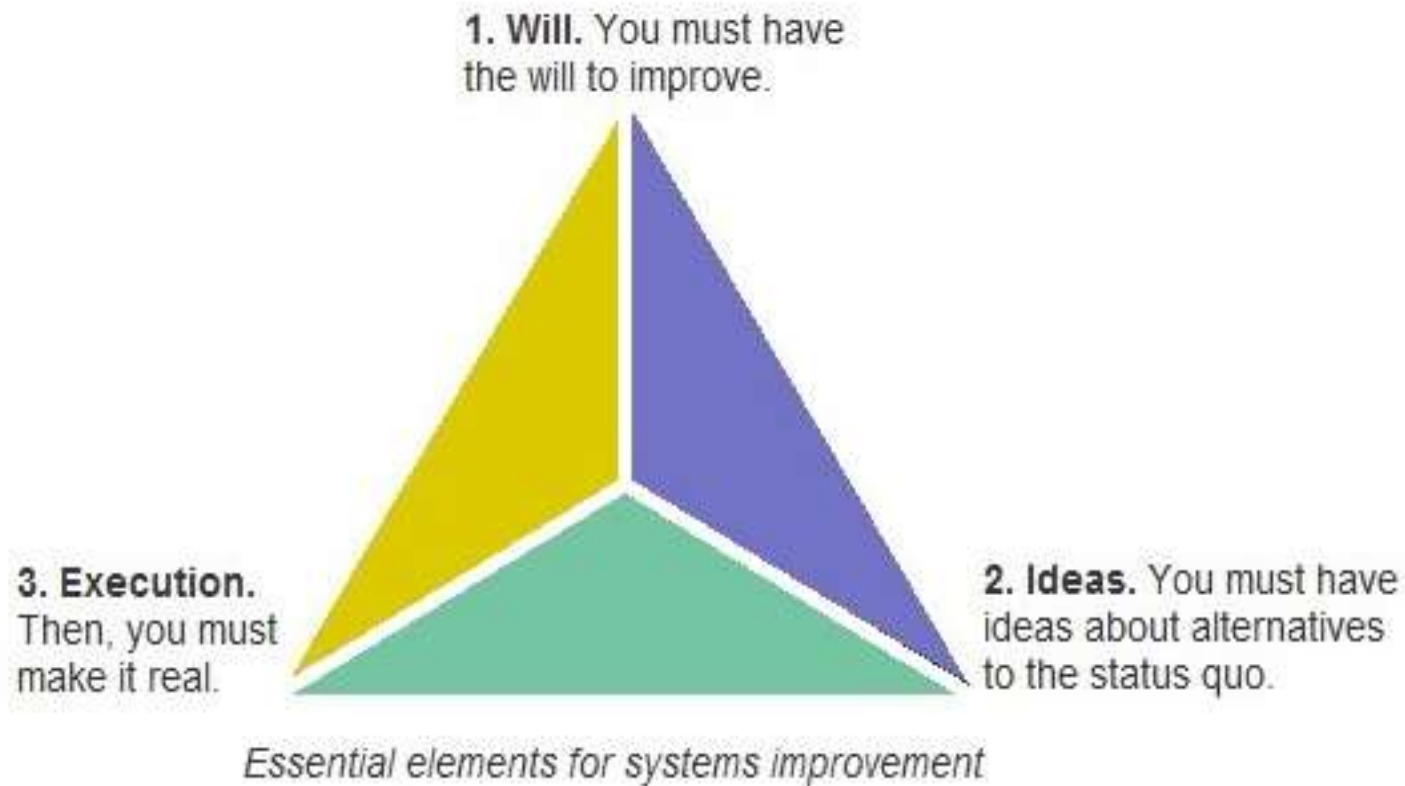
Make people, information & goods flow through the process



What prevents Value-creating Work from being done?



What do you need to improve???



Leadership behaviour

- **Give direction**
- **Make difficult decisions** (Change language)
- **Don't outsource your staff's thinking**
- **Asking vs telling** (humble enquiry)
- **learn by doing**
- **Unite with workforce** (break silo's)
Nothing about us, without us.
- **Build capability**
- **Listen..... More then you talk**
- **Prevent failure demand**
- **Standardise work**

Daily Management System for Sustaining the Improvements

A DMS is necessary to maintain & improve operational performance

Practices that make up a DMS for front-line teams:

- Visual performance measurement
 - Daily teamwork
 - Standard operating procedures
 - Continuous process improvement
 - 5S workplace organisation
- for teams
- for line management

Visual Performance Management

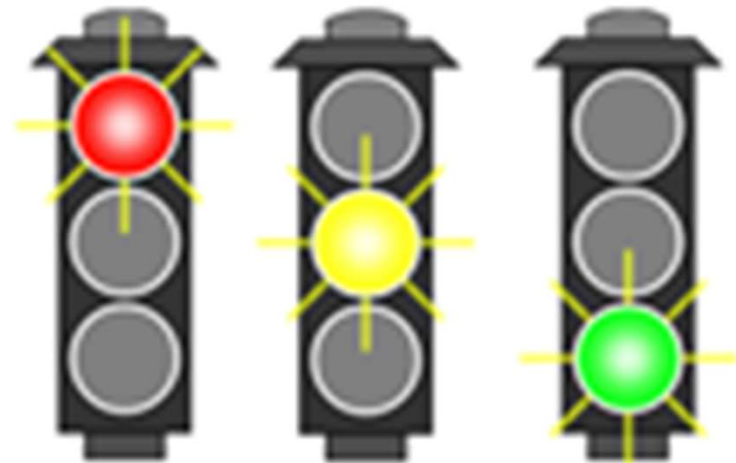
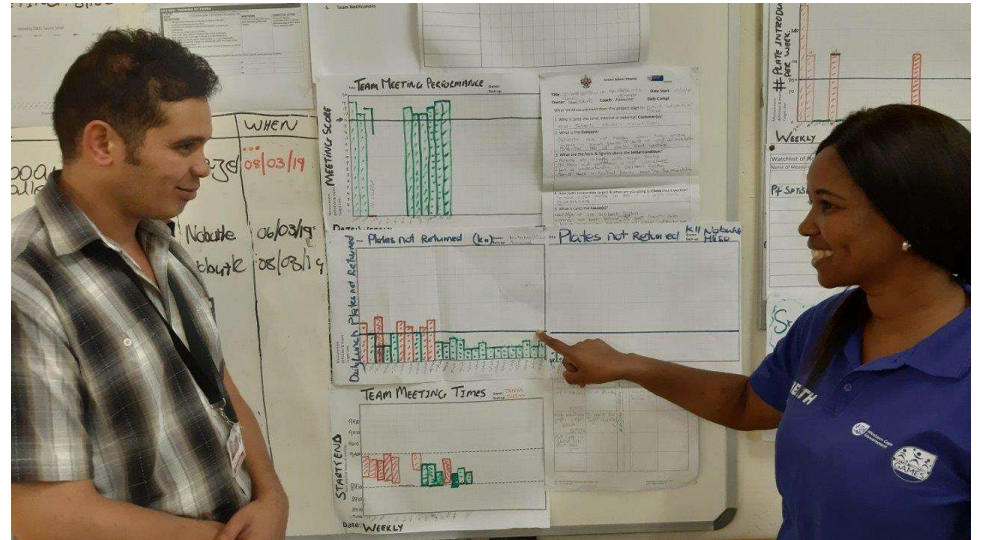
Input – Process – Output

Display

Graph updates

Targets

Trends



Daily Teamwork

Meetings – daily – weekly – monthly

Agenda

Discipline

Tasks

Score your performances



Standard Operating Procedures

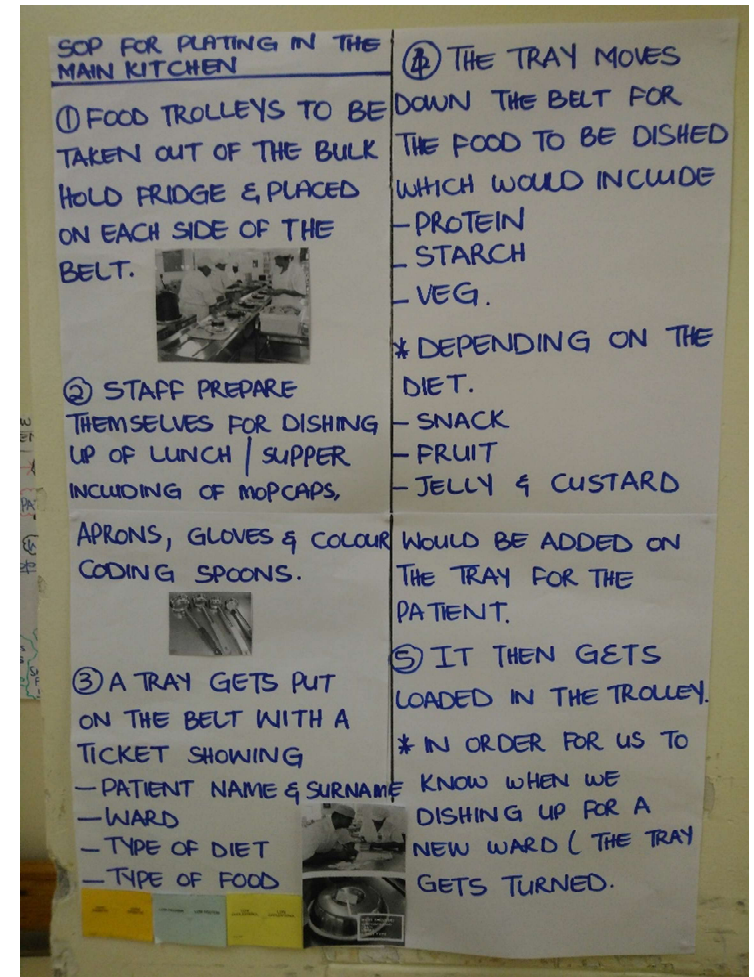
Is it easy to understand

Is it available when you need it

How regularly do you update SOP's

TWI (Training within industry)

Approval from manager



Continuous Process Improvement



Continuous Process Improvement

Customer

Concern

Initial condition

Check (target)

Causes

Countermeasure

Corrective actions



Groote Schuur Hospital



Title:

Date Start:

Owner:

Coach:

Date Compl:

What TN Measurement does this project align to:

1. Who is (are) the (end, internal or external) Customer(s) ?
2. What is the Concern (from the customer's perspective)?
3. What are the facts & figures about the Initial Condition ?
4. How (with measurable target) & when are you going to Check that it worked?
5. What is (are) the Cause(s) ?
6. What is (are) the Countermeasure(s) ?
7. What Corrective Action(s) are you going to take? By when?



Continuous Process Improvement



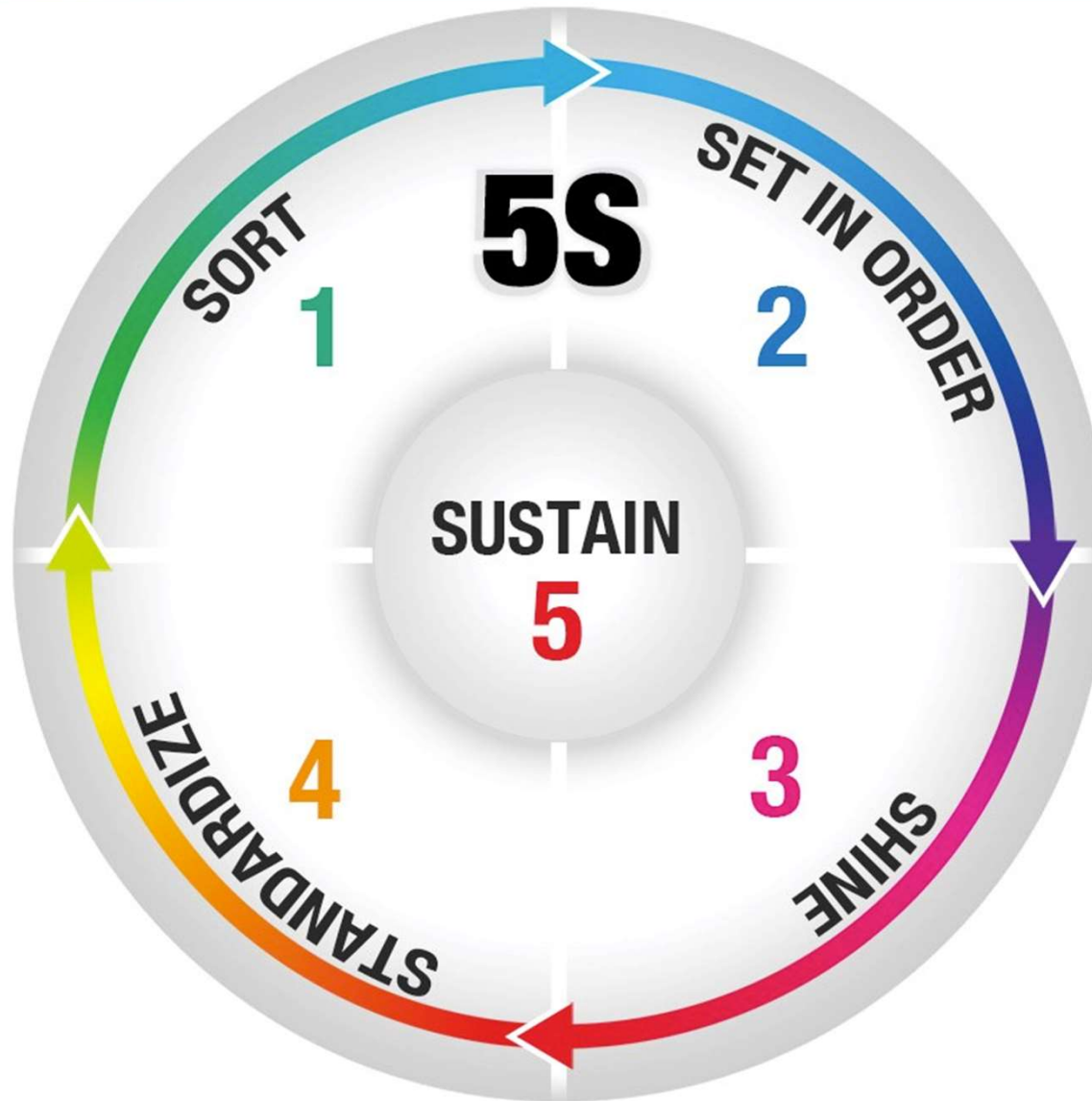
Groote Schuur Hospital



GPS Implementation Process		Owner:		
Countermeasure:		Coach:		
Target:				
Next action & when	What do you expect	Date	What happened	What did you learn
		your coach	action	
		session with	the next	



5S Workplace Organisation



5S Workplace Organisation

Before 5S



After 5S



5S Workplace Organisation



Management Standard Work

Go see (GEMBA)

Regular coaching

DMS support

Calendar standard work

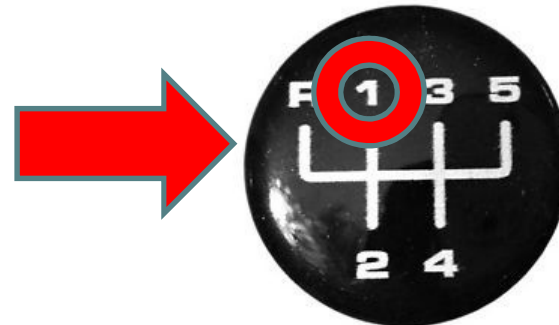
Learning



What brought us to this point...

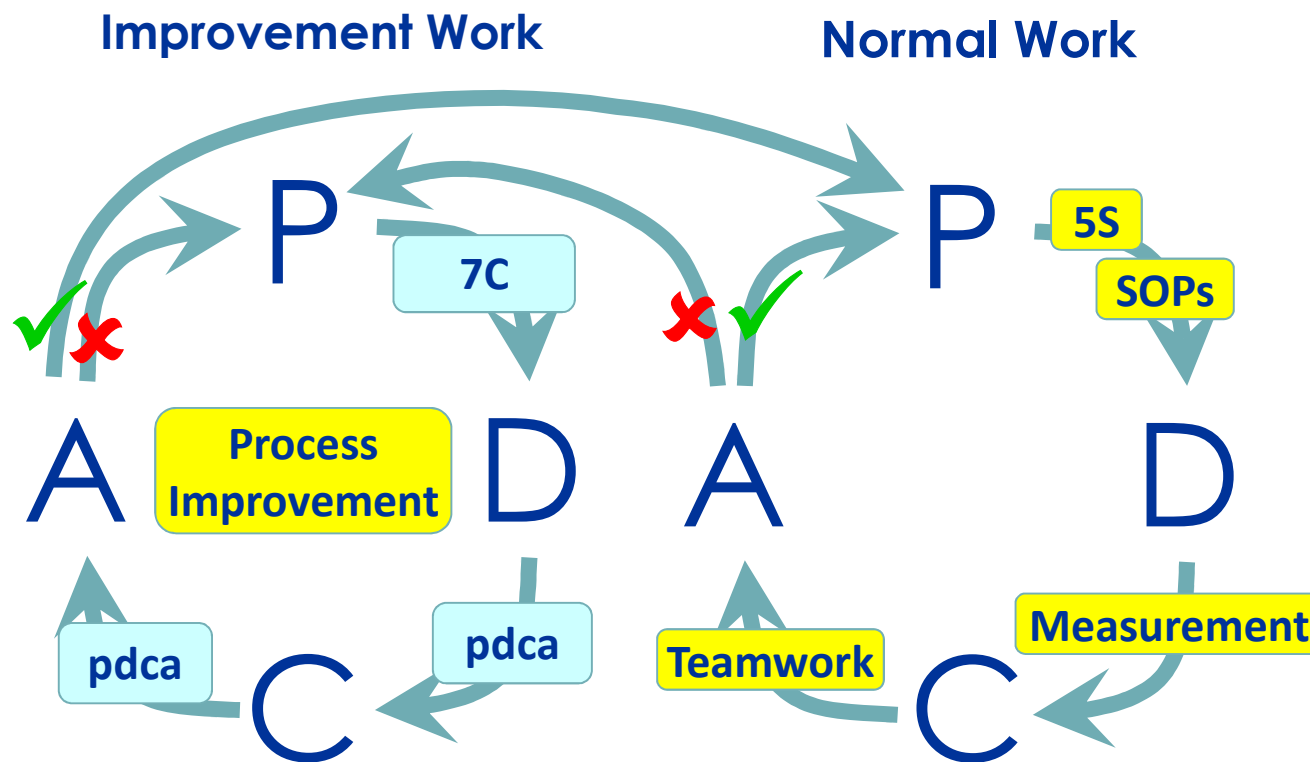


How do we get to 1st gear?

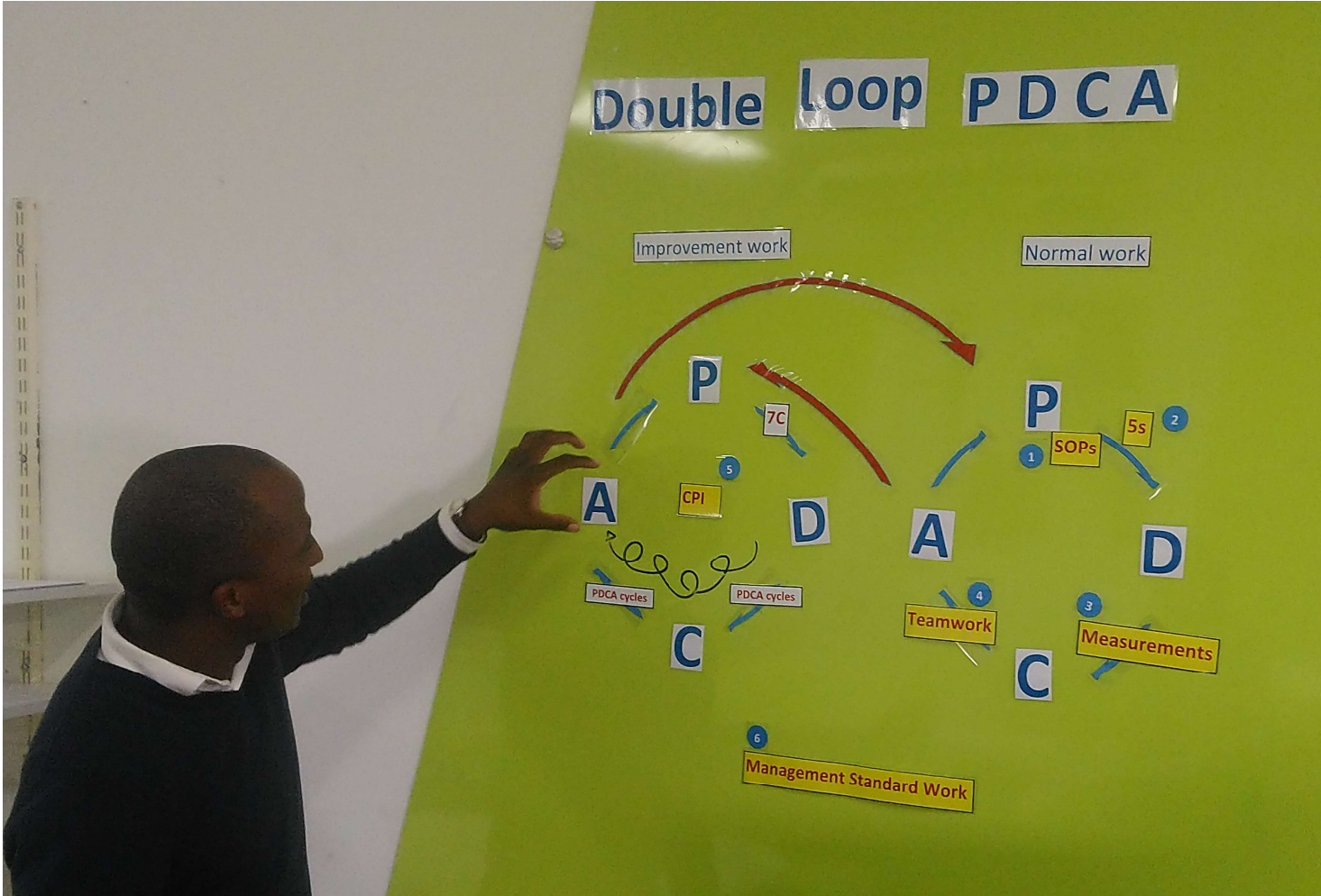


What happens if you pull away in second gear?

Double-loop PDCA to Explain how the Daily Management System Works



Double loop PDCA



Double loop PDCA

After their introduction to the DMS in a 30-minute session, Sister Davids, one of the nurses in the Diabetics Clinic, exclaimed “Jinne, nou gaan die ligte aan!” (Now the lights are switching on!)



Sr Davids explaining the DL-PDCA in the Diabetics Clinic

Lessons learnt

- Many concepts – start small
- Staff feedback - “You expect us to do all these measurements, improvement projects and team meetings, but you don’t give us proper training”.
- ‘Strange jargon’ – adding to their workload
- GPS support team had been working very hard
- Double loop PDCA
- Failure is ok
- We don’t have all the answers
- Learn by doing
- DMS champion development
- Anyone can be a leader

Thank you



“We are not fighting against people, we are fighting against a system” – *Oliver R Tambo*

Contact Us



Western Cape
Government

BETTER TOGETHER.

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