

THE IMPACT OF A MENTORED LEAN PROGRAMME AT LERATONG HOSPITAL – AFRICA HEALTH CONGRESS 2019

PRESENTED BY MR. GREY DUBE - 30 MAY 2019



GAUTENG PROVINCE

HEALTH
REPUBLIC OF SOUTH AFRICA



INTRODUCTION



Mr. Grey Dube is the CEO of the Leratong Hospital and his role is to ensure the Hospital functions and services are provided



LERATONG HOSPITAL PROFILE

- **Regional Hospital** situated in the West of Johannesburg in S A.
- Bed capacity: **855 beds** .
- Serve as a referral hospital for 2 District Hospitals, 52 Clinics, 6 Mobile Clinics, a Psychiatric Hospital and 17 Clinics from Johannesburg Metro (**78 Service points**).
- Catchment population: **1.5 million** of which **84 %** is uninsured.





INTRODUCTION TO LEAN IN LERATONG HOSPITAL



Leratong started the processes improvement journey using the Lean tools since 2015

We looked at improving the outpatient journey starting from MOPD, Patient Records and Pharmacy and went further to expand to 6 more areas within the Hospital facility

Initially, the CEO and 4 lean champions based at Leratong were trained in 2014 and now we have a total of 100 staff members who are trained in Lean methods and are currently practicing the lean methodology on a day to day basis.

Leratong has entered the second phase of the Lean journey and they are receiving Mentoring, Coaching and guidance from **Dr John Toussaint , **Ms Kim Barnas** from the Catalysis and **Prof Faull** of the Lean Institute Africa on a monthly basis.**



INTRODUCTION TO LEAN AT FACILITY LEVEL



- Lean is introduced through the following process:
 - 2 day Workshop where participants learn to use various lean tools
 - 5 day Rapid Process Improvement Workshop focusing on a specific areas of improvement **e.g. 5S, VSM, A3, PDCA**
 - Weekly A3 reporting
 - Sustaining daily Management systems



MODEL LINES

Rationale:

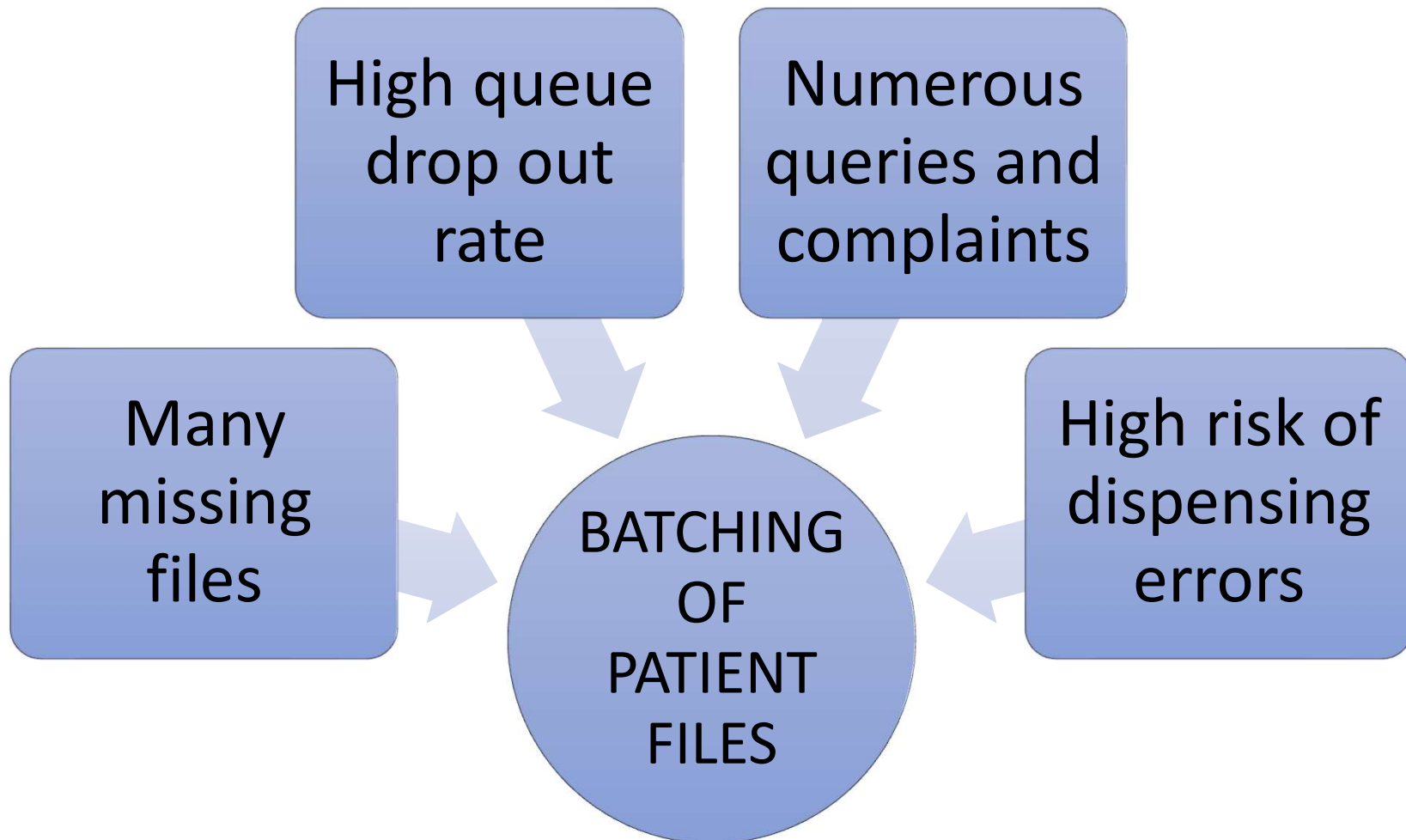
- Excessive waiting time;
 - Patient Registration,
 - MOPD,
 - Pharmacy,
 - Accident & Emergency,
 - X-ray and SOPD

Target Condition:

- To reduce the patient journey
- To reduce congestion in all key areas
- To improve the flow of patients
- To minimize loss / misplacement of patient files
- To reduce waiting time
- Doctors to start outpatient clinics at 08:00 instead of 11:00
- To introduce standardized performance systems



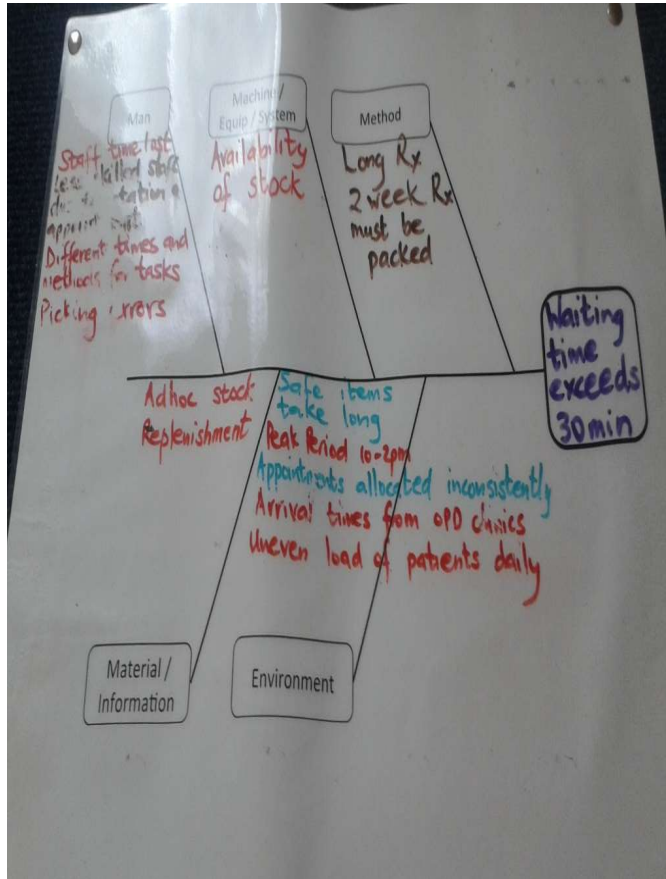
PROBLEMS ASSOCIATED WITH BATCHING AT PHARMACY DEPARTMENT



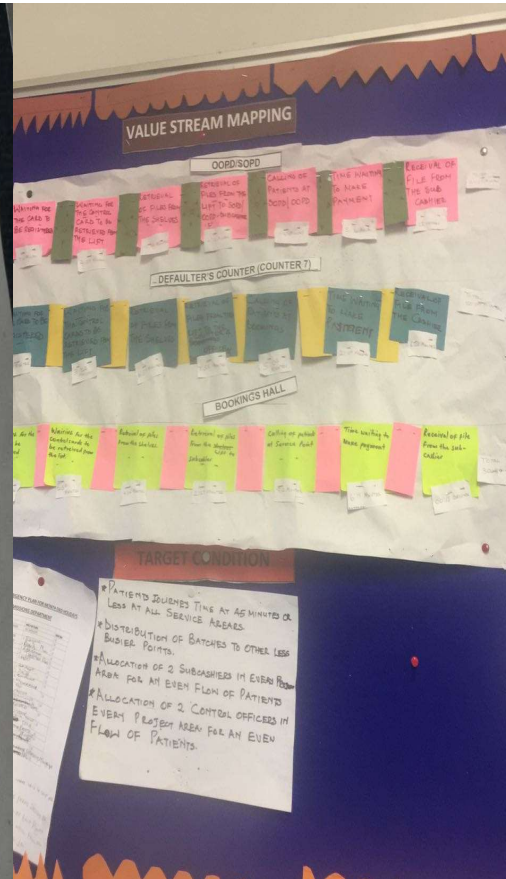


RAPID PROCESS IMPROVEMENTS TOOLS

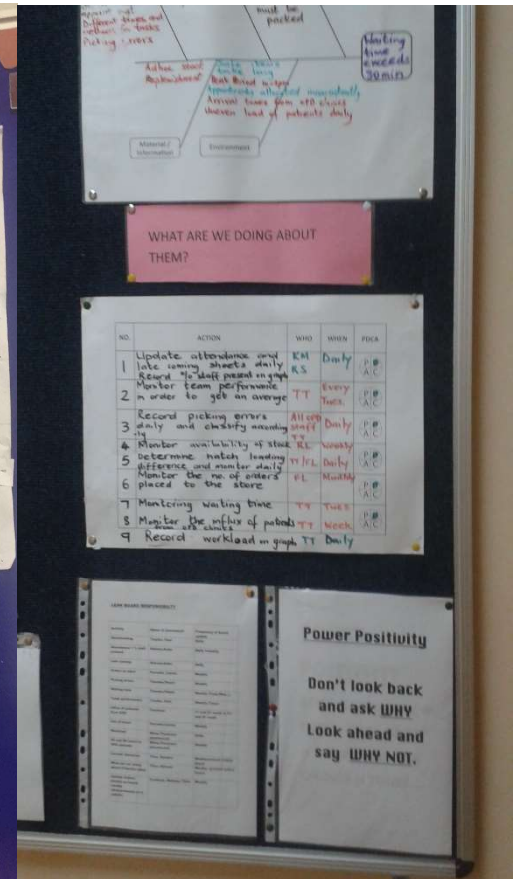
Fishbone diagram



Value stream mapping



PDCA





SUSTAINABILITY PLAN AND APPLYING 5S

Admin area at Leratong Hospital

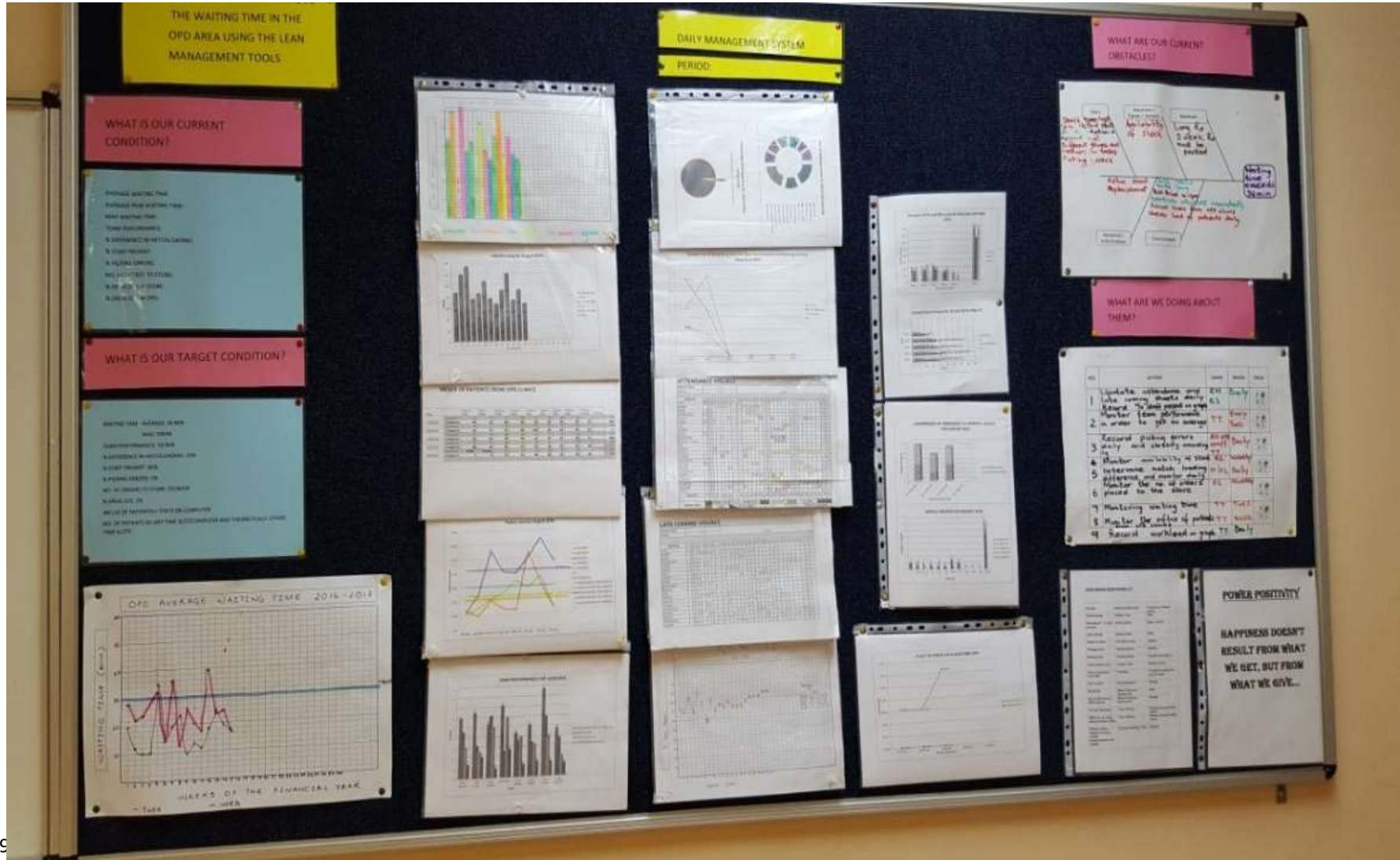


Pharmacy at Leratong Hospital





PHARMACY DEPARTMENT - DAILY MANAGEMENT SYSTEM VISUAL MANAGEMENT





SUSTAINABILITY STRATEGY

The CEO of Leratong and 4 internal Lean champions are responsible to ensure that there is continuous mentoring and coaching on weekly basis.

Different teams and departments are responsible for the update on their visual boards and to ensure data is analyzed and updated regularly

The CEO goes to the Gemba on weekly basis and ask precise standardized questions about the data presented on the daily management system visual board.

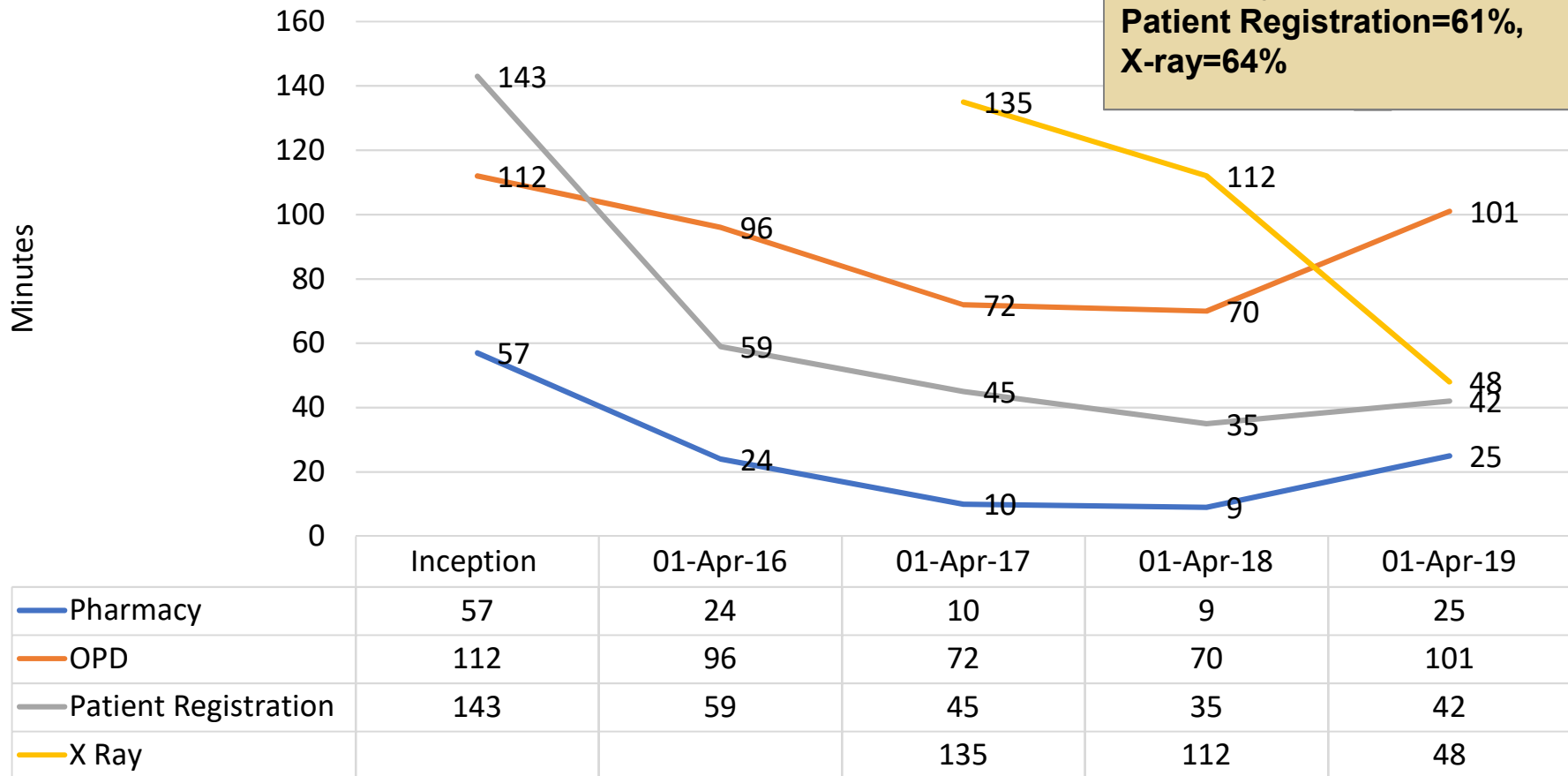
All department who have started with the process improvement initiatives are expected to submit **the A3 reports** on monthly basis which will be submitted to the steering committee.



IMPACT ON PATIENT WAITING TIME

Leratong Hospital

Percentage drop:
Pharmacy=56%, OPD=10%,
Patient Registration=61%,
X-ray=64%



- **Graphs whilst showing recent progress and also showing struggle to improve in MOPD due to number of Public Holidays.**



CATALYSIS PROGRAM



- The Leratong Lean project is now linked with **Catalysis/** Thedacare in the U.S.A
- Prof. Faull** provides personal, telephone and onsite coaching and mentoring interactions on scheduled basis
- Through this link the **CEO undergoes executive coaching and mentoring** by Kim Bannas and Dr John **Toussaint** using teleconferencing and videos on a monthly basis



CATALYSIS PROGRAM



- The programme highlights the importance of leadership and change of leader behaviour.
- The purpose of Catalysis is inter-alia to develop and change leadership behaviours in all levels.

BENEFITS OF THE PROGRAMME



- ❑ The Catalysis programme further enriched what was already started
- ❑ **The executive Management team was taken on board with the CEO now being their coach**
- ❑ The process is now taking the Lean Management further and **as Exco members are coached and mentored, they are also learning to coach Supervisors in their own area.**



LESSONS LEARNT

True North

- Identifying the True North forms the core of the approach to rapid improvement plans. Joint involvement of all Managers and Leaders promoted ownership and accountability to the process of improvement
-
- Helped clarify purpose and initiates the transformation journey
-

Deselection and Strategic Filtering

- The approach of prioritising and focusing on the manageable amount of activities is important rather than taking too many and not achieving much in terms of quality and quantity



LESSONS LEARNT

Leader Standard Work

It stabilises systems and describe the best way to perform work.

Manager get clarity of purpose.

The importance of Lean Tools

Need to be accompanied by specific leader behaviours, principles and values.

Gemba walks and “no meeting zone”

The importance of going to see where value is created for the patient

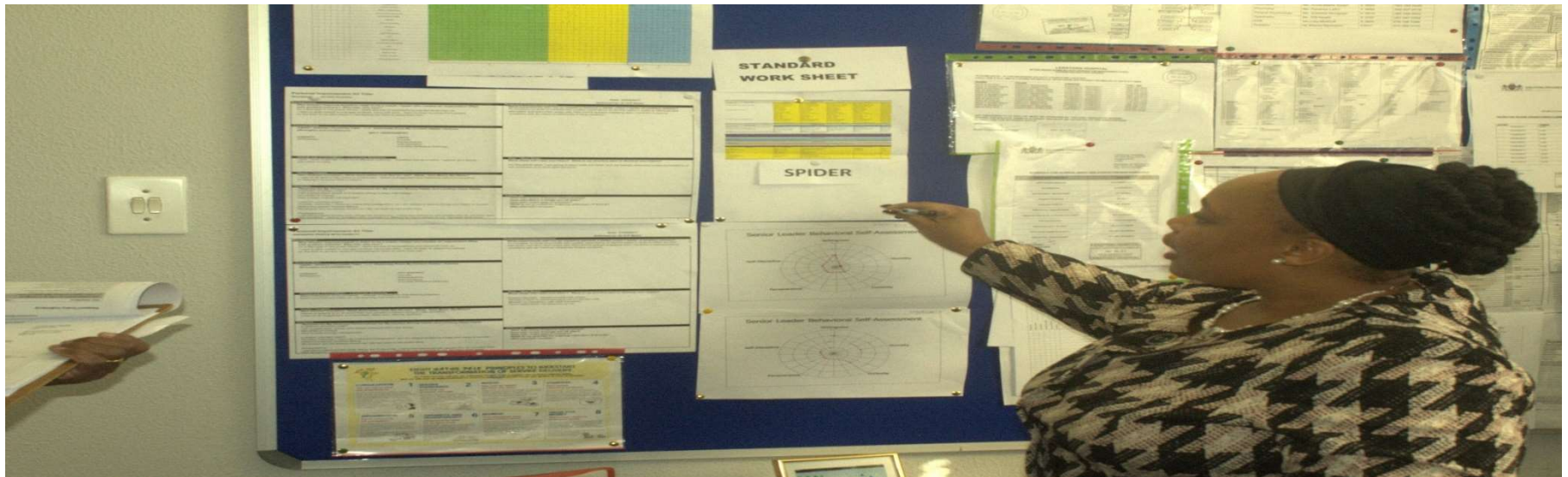
“No meeting zone” allows managers to focus on the needs of their areas and daily problem solving and coaching .



LESSONS LEARNT

The weekly A3 method

It is the best way to illustrate to observers objectively where all the 'bottle-necks' are encountered and to then involve them as part of the improvement processes on a weekly basis. This is not to involve only the high-lighted problematic areas, but all stakeholders that may be linked to them.





EXAMPLE: DEPARTMENTAL A3

Title: Improving service efficiency in SOPD

Date: .06 May – 10 May 2019

Background:

Currently, there are 3 OPD days for different units in SOPD, Monday unit II, Tuesday unit I and Friday unit III. There is a wound clinic on Monday and Friday, Plastic OPD on Friday, Neuro-clinic on Thursday. For the past months SOPD and related clinic see 332 patients.

Current Condition:

Average waiting time:	Unit 1: 89 mins 2: 80 mins, Unit 3: 176 mins
Total average time	
Clinic starting times	Unit 1: 07h52, Unit 2: 09h25, Unit 3: 08h34
Consultation rooms readiness:	96%
Vital signs not done in all patients:	97%
Clinic finishing time:	Unit 1: 14h15, Unit 2: 14h30, Unit 3: 15h05
Average journey time:	81 mins
Journey time:	Unit 1: 81 mins, Unit 2:, Unit 3

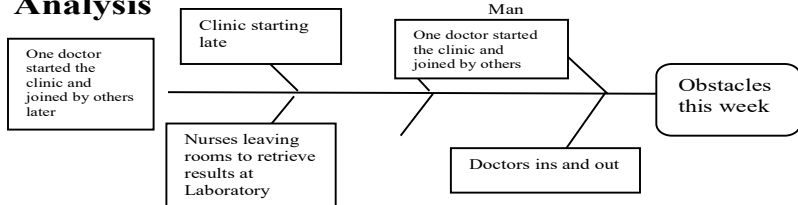
Problem Statement:

- Patients complain due to long waiting time in the queue

Target Condition:

- Average waiting aimed at 60 mins each clinic
- Clinics to start at 08h00
- First patient to be seen at 08h05
- Consultation room readiness aimed at 07h45
- Journey time for the patient aimed at
- All patients to have vital signs as part of triaging
- Clinics finishing time aimed at Unit I, Unit II and Unit III at 16h00

Analysis



Improvement Recommendations

Objective	Countermeasure	Expected Result
Stabilize process	Continuous monitoring of clinic starting time	1 st patient to be seen at 08:05
Visual performance	Data to be measured and recorded	80% of staff to know how to monitor and record

Down referrals = 00

Plan

No	Action	Who	When	PDCA
1.	To engage doctors to see patients accordingly	A. Borton	Daily	
2.	Continuous monitoring of clinic starting time	A. Borton	Daily	
3.	To delegate and monitor consultation readiness	A. Borton	Daily	

Staff actability:

Unit 1=96%
Unit 2=97%
Unit 3=100%

Follow-up:

- Weekly
- To give the report at Exco every Monday.



CHANGE IN LEADERSHIP BEHAVIOUR

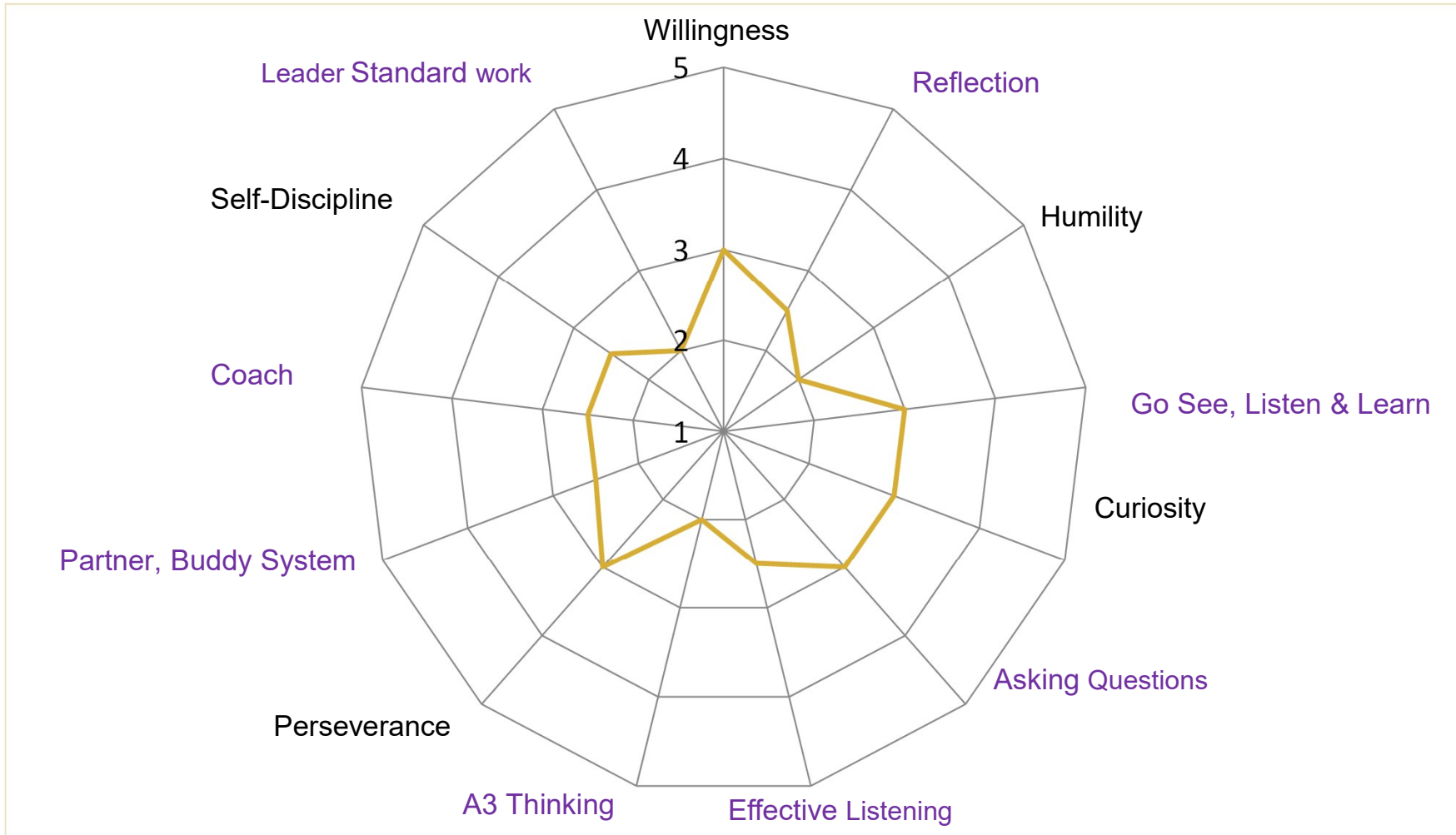
The importance of Management and Support Systems

- Learnt that improvements are not sustainable in the absence of Management Support Systems.





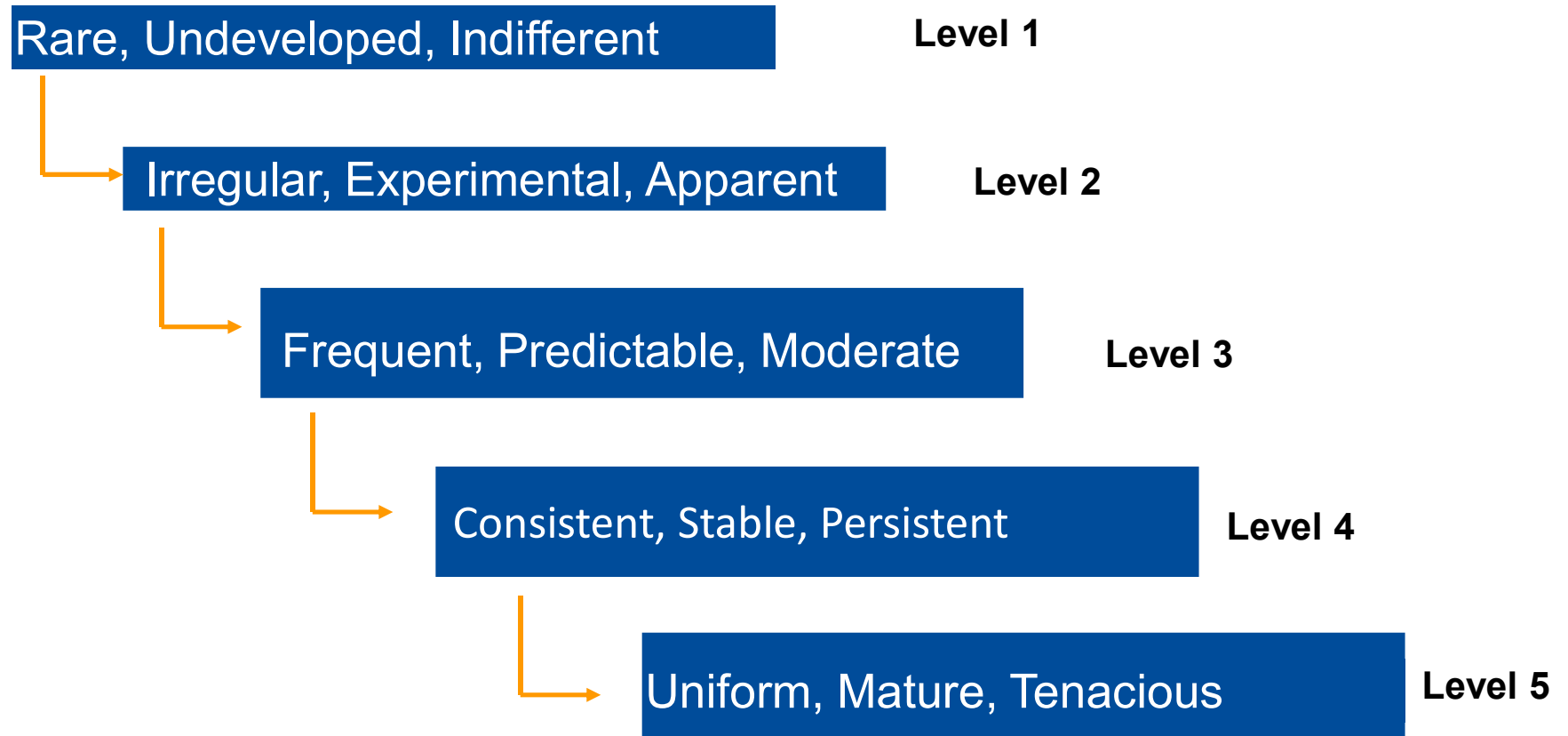
RADAR CHARTS ILLUSTRATING FIVE BEHAVIOURAL DIMENSIONS, WITH ASSOCIATED REINFORCING BEHAVIORS (IN PURPLE)





SENIOR LEADER SELF-ASSESSMENT ON FUNDAMENTAL BEHAVIORS

Levels of frequency, duration, and intensity





BENEFITS OF THE EXECUTIVE COACHING PROGRAM

ON A PERSONAL LEVEL

The coaching program has impacted positively on my leadership style.

WILLINGNESS:- to change and do things differently in order to achieve results.

HUMILITY:- to listen and understand what the front liners do and allowing them to use their knowledge and experience to solve the problems.



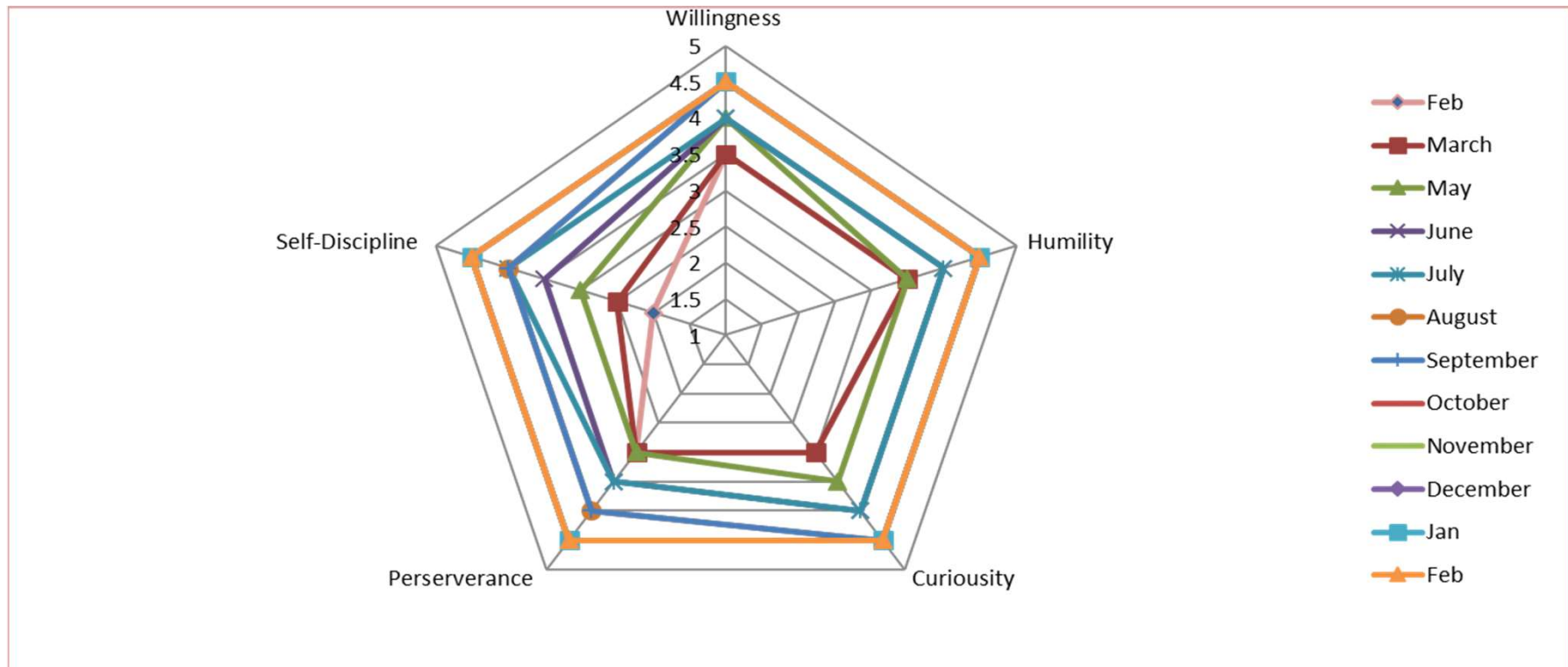
BENEFITS EXECUTIVE LEADERSHIP COACHING PROGRAM

- **CURIOSITY:** asking questions and getting a better understanding of the situation.
- **PERSEVERANCE:** being able to carry on amidst the challenges and obstacles.
- **SELF-DISCIPLINE:** Being consistent and focused on activities that will yield results. Developing and adhering to **leader standard work**.



PERSONAL DEVELOPMENT AND BEHAVIOURAL CHANGE (FEBRUARY 2017-FEBRUARY 2018) – 1 YEAR REPORT

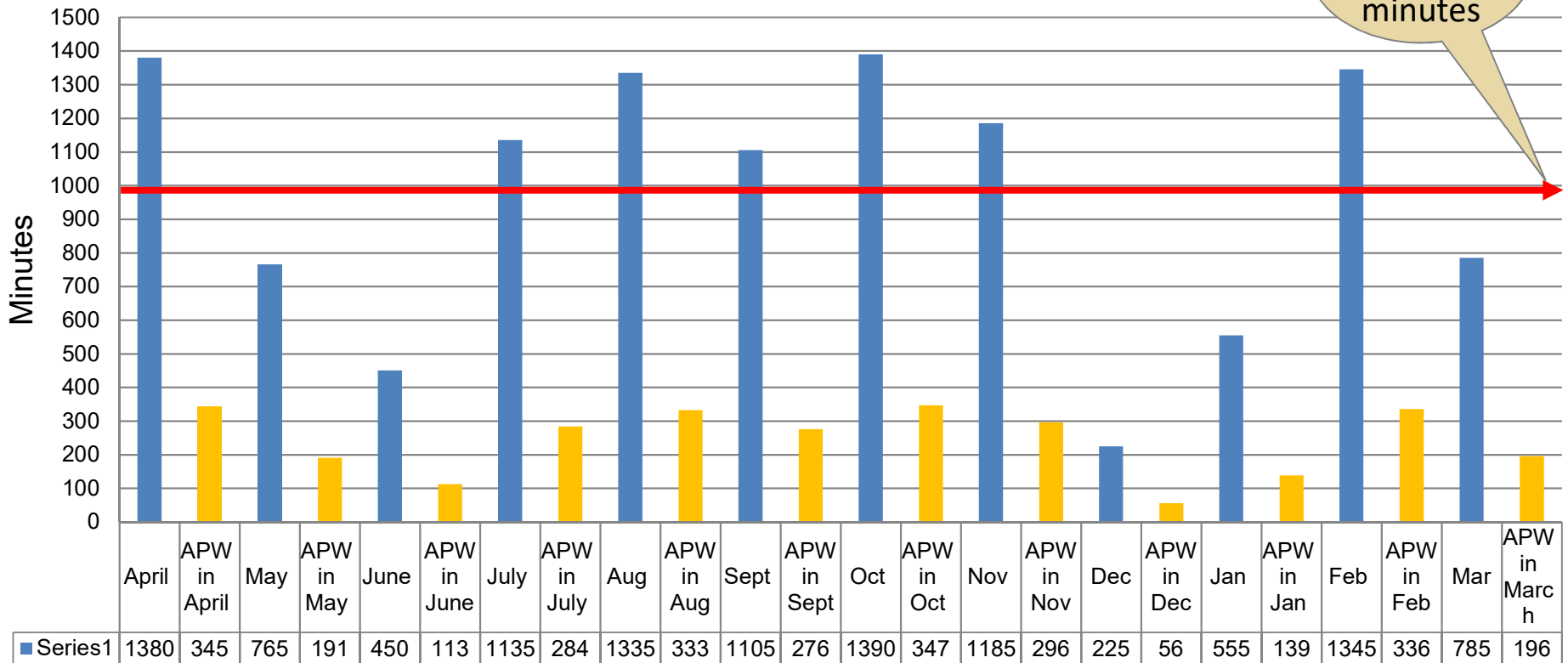
	Feb	March	May	June	July	August	Septembe	October	Novembe	December	Jan	Feb
Willingness	3.5	3.5	4	4	4	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Humility	3.5	3.5	3.5	4	4	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Curiosity	3	3	3.5	4	4	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Perserverance	3	3	3	3.5	3.5	4	4	4	4.5	4.5	4.5	4.5
Self-Discipline	2	2.5	3	3.5	4	4	4	4	4.5	4.5	4.5	4.5





TIME SPEND AT THE GEMBA 2018/19

Gemba Walk 2018/19

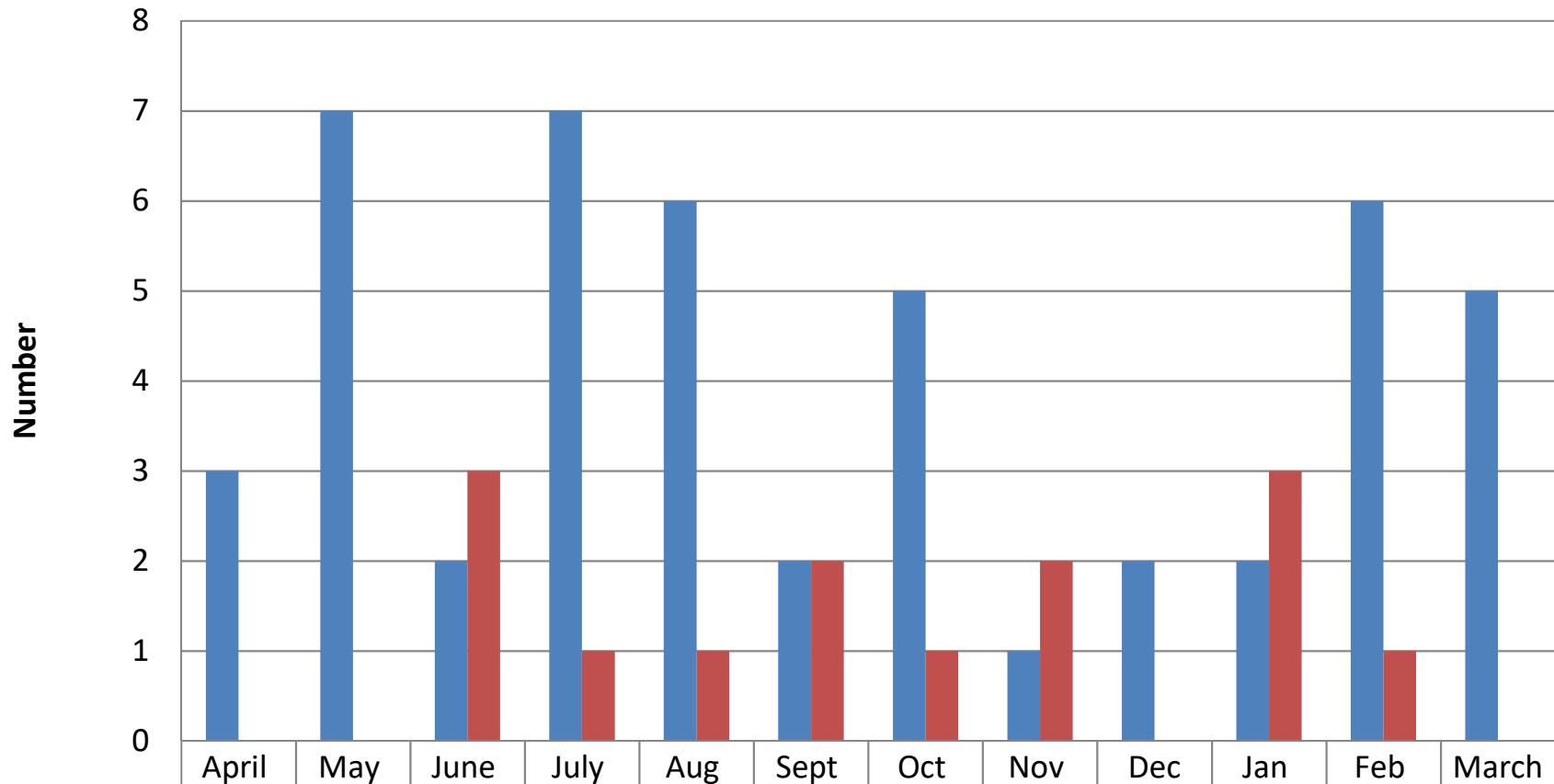


Gemba – Standard Work time spent on coaching managers and frontline staff by developing them to solve own problems



UNPLANNED MEETINGS 2018/19

Interruptions of Meetings 2018/19





FEEDBACK FROM SERVICE EXCELLENCE AWARDS COMMITTEE

“Good morning ladies and gentleman. It is my honour to present this surprise award to an accessible, approachable, supportive, humble and outstanding leader who has demonstrated over a significant period of time dedicated to the promotion of excellence service delivery to our patients in the institution.

He continues to put his heart and soul in to making our institution great place to work in. I remember joining the institution in 2015 and found a lot of people who have worked here for many years and realized it is due to the loving and relaxed working environment present here. It is testament to the work and effort that this man has continuously made. Ladies and gentleman, please acknowledge this wonderful leader as we invite him to come up here and received this honour that he so richly deserves.....Our CEO, Mr Dube..”

BENEFITS EXECUTIVE LEADERSHIP COACHING PROGRAM

ON AN ORGANIZATIONAL LEVEL

- The coaching program is now extended to the next level of leadership.
- **The leadership behaviour attributes of middle managers are being assessed and Personal A3 developed to channel improvement activities.**
- Leader standard work introduced at that level.
- Regular interaction and feedback ongoing
- More focus and goal directed participation now evident.
- Positive feedback from patients has increased.



CEO GOING TO THE GEMBA WITH MEDICAL MANAGER





CATALYSIS – PHASE 1



WAY FORWARD

- 1. Self-Assessment and Personal Development A3**
- 2. Constancy of Purpose**
- 3. True North**
- 4. Transparency through Visual Management**
- 5. Respect for Standards**
- 6. Respect for Every Individual**
- 7. Focus on the Process**
- 8. Scientific Thinking**
- 9. Lead with Humility**
- 10. Seek Perfection**
- 11. Ensure Quality at the Source**



GAUTENG PROVINCE

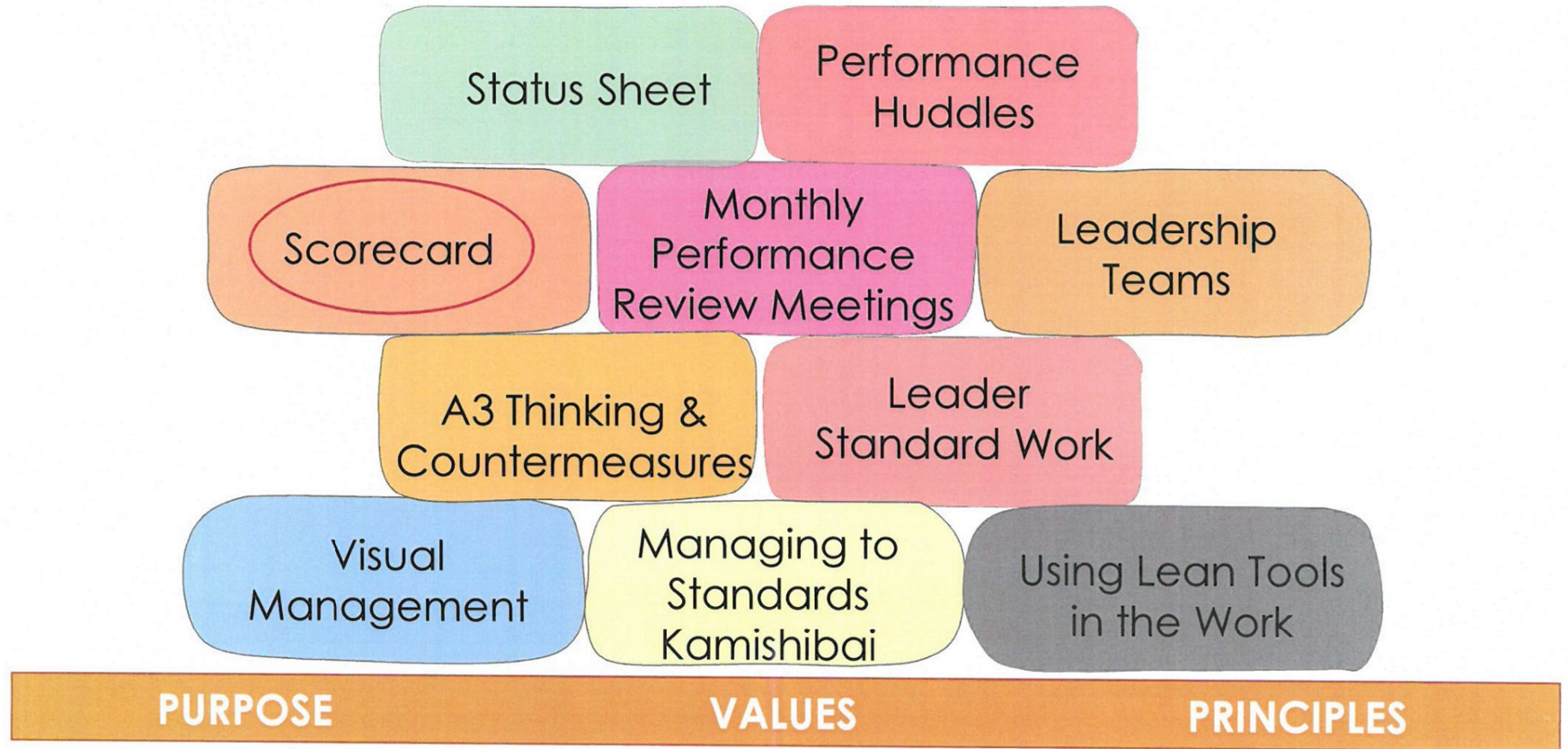
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CATALYSIS – PHASE 2



Lean Management System





Our Goal

To develop our people to
solve problems and
improve performance.



SELF EVALUATION / LEADERSHIP

How does your behaviour and actions as a Senior manager inspire, support, and promote continuous organizational improvement?

Do You?

- Listen to and talk with your staff about the way the organization is managed?
- Encourage your staff to participate fully by allowing them to spend appropriate time improving themselves?
- Work with your customers to improve the way things are?
- Recognize the special efforts staff make, and thank them?

Source: The Star, Workplace

CONCLUSION

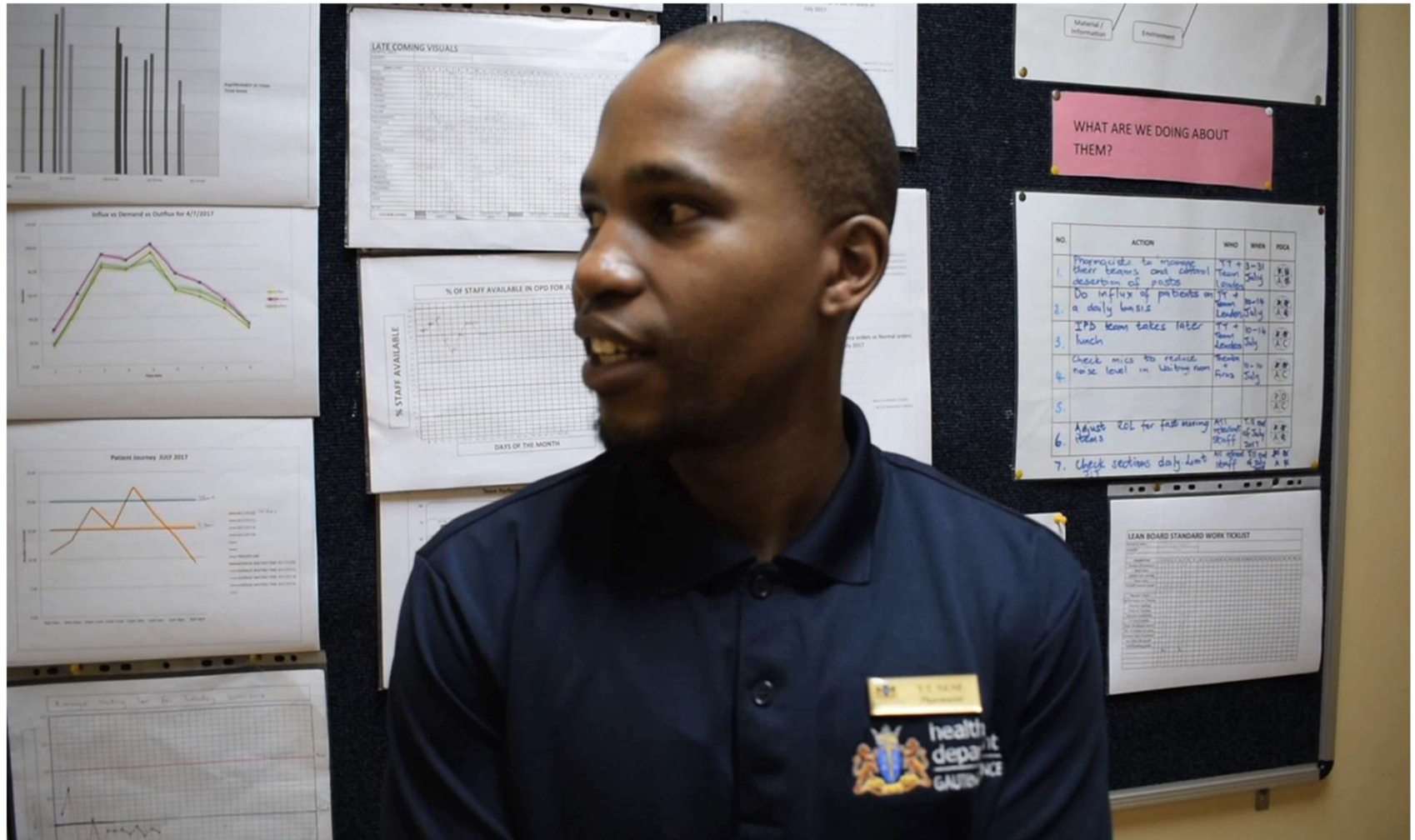
The journey of continuous improvement depends on the positive leadership behaviour attributes.

Strive for:-

- Standard work at all levels,
- Visual boards providing instant performance of the team
- Frontline solving problems and improving performance
- Culture change
- Moving away from control and command to support, remove barriers, teach, coach, mentor and provide tools of trade.



VIDEO ON PATIENTS EXPERIENCE





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THANK YOU