Who Are We?

• 154- bed Rural, Community Hospital & Physician Network
• Serving an economically- and health-challenged community
• Affiliated by management agreement with CHS in 2009
3 Years Into Our “Journey”

We Are Here

Lean Transition

- Principle-Driven (Culture)
- System Driven (Goals)
- Tool Driven (Point Solutions)

Columbus Regional HEALTHCARE SYSTEM
Why Go Beyond Tools to Culture?

Personal A3 – Lean Leader as CEO at CRHS

In order to lead CRHS to survive and thrive through industry change so that it can continue to serve “Debra”,

I must create a community of problem solvers and empower them to improve everything we do in serving “Debra”.

What Do I see?

Tools being applied, by staff-led improvement teams, at points in poorly defined value streams, through programs, with metrics (counting kaizen) & time limits ("are we there yet?") - "driven" by heroic leaders.

Key Objective for a Transformational Lean Leader

• To eliminate, on their watch, the need for heroic leadership!
• To put in place sustainable lean management that steadily improves every value-creating process by engaging every value-creating worker.
Recognizing that frontline leadership is critical in our rapidly changing healthcare environment, if Columbus Regional is to meet its Mission and achieve True North objectives, Managing for Daily Improvement is designed to help leaders engage all colleagues in identifying customer needs and problem-solving.

This brochure provides an overview of Managing for Daily Improvement, how it aligns our priorities with our Mission and Strategy, and describes our Standard Work for MDI leadership and accountability.
Spreading Lean Thinking

Community of Problem Solvers: 1,500+ Ideas Implemented
Leadership Support

LEAD FROM THE TOP
- People Resist Change
- Lead By Example
- Learn By Doing
- Commit To Becoming A Lean Expert

LEAD FROM THE TOP
- Starts With Leaders Deep Commitment And Perseverance
- You Will Be Tested - - Critical Not To Blink
- Drive Home That Lean Is The Management System
- Lead By Example – On The Shop Floor
  Gary Kaplan – CEO
  Virginia Mason Hospital

REINFORCING DAILY MANAGEMENT SYSTEM
- Leader Standard Work for Gemba Walks
- Expectations for Gemba Walks
- Meeting Free Zones
- All Level of Leaders in Gemba

TRANSFORM THE PEOPLE
- Only Asset That Appreciates
- Respect Your People
- Create A Learning Environment

LEAN STRATEGY TO LEAN CULTURE