# Transforming Process & Practice Through Patient Partnerships

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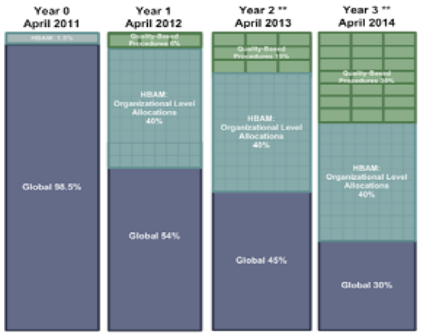
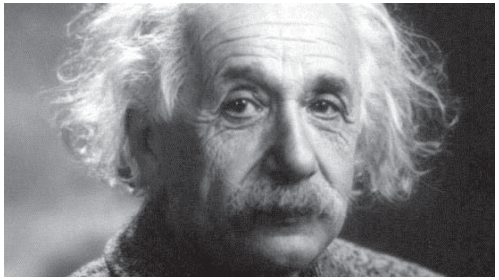
BLUEWATER HEALTH

## Financial Changes in Health Care




## Albert Einstein (1934)

"We cannot solve our problems with the same level of thinking that created them"



## Bluewater Health

## Our Strategic Themes

Vision: Exceptional Care - Exceptional People - Exceptional Relationships
Values: Compassion, Accountability, Respect, Excellence (CARE)

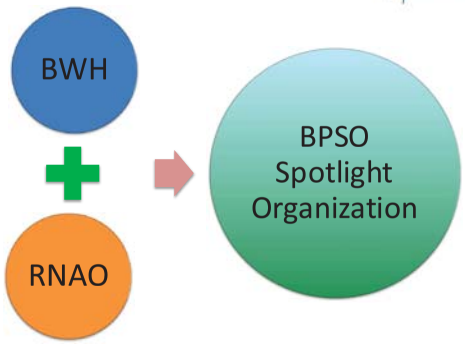
BLUEWATER HEALTH

## Bluewater Health's Goal

| | |
|---|---|
| Empower staff to make changes | Reduce wait times |
| Improve quality of patient care | Move away from the silo mentality |

Focus on each patient and their personal journey

## BPSO Spotlight Organization




## Quality Based Procedures

- Quality-Based Procedures (QBPs) are an integral part of Ontario's Health System Funding Reform (HSFR) and a key component of Patient-Based Funding (PBF)
- BWH has currently implemented 9 QBPs

## A Culture of Innovation

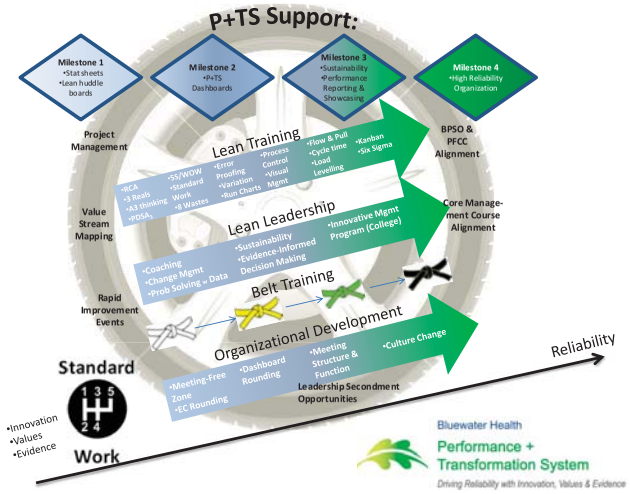
## Performance + Transformation System (P+TS)

**Mission Statement**

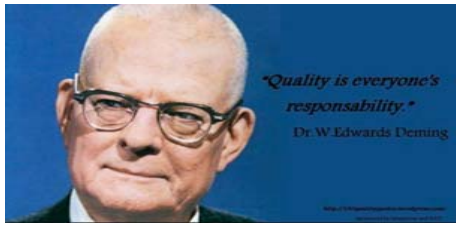
- Together we build a Lean culture

DRIVE

- **Driving...**
  - **Reliability**: Keeping our patients safe doing the right things at the right times.
  - **Innovation:** Allowing us to see our performance evolve
  - **Values**: Respect for people through engagement
  - **Evidence:** Informing and guiding our improvements




## What is Lean




## Standard Work

Ensures sustainability of improvement processes

Standard Work

## What Lean is NOT

## Healthcare & Lean

- Principles of Lean can be applied to any organization
- It's about delivering high quality care
- Focuses on the needs of the patient
- All while eliminating waste and utilizing best practice

## Taiichi Ohno's Thought

*Lean Healthcare provides the most value from the patient's perspective. Lean processes consume the fewest resources and utilizes the talents of the people who do the work.*
(Adapted from Taiichi Ohno 1988)

## But Is Lean Really Patient Focused?

- Lean has recently been criticized for neglecting the human factor
- Some have commented that Leaning processes has lead to a lesser quality experience for the patient
- Foundational principles of Lean Healthcare seem to be getting lost in an effort to save money, time and staff effort
- Lean efforts were met with varied degrees of success

## The Big Question?

How Do We Create a Culture of Lean and Maintain Patient and Family Centered Care Environment

*"Emily should not use more energy to navigate the healthcare system then she uses to fight her illness"*

## 3 Core Principles

- ***Focus on the Patient*:** (not on the staff) and design care around them
- ***Identify Value*** for the patient and get rid of everything else (waste)
- ***Minimize Time*** to treatment and through the treatment course Toussaint & Gerard (2010)

***Provide and exemplary healthcare experience for Emily every time***

## Voice of Emily through Our Patient Experience Partners (PEPs)

***"Giving a voice for positive change"***

- Launched their own Lean huddle board and performance board
  - →Forum to bring forth ideas for change for future patients
- Made a significant contribution to quality improvement by participating in:
  - →Value stream map sessions
  - →Implementation of quality based procedures
  - →Rapid improvement events

## PEP Training in Lean

- Co-chairs have completed their yellow belt training
- Plan for more PEP to participate in Lean belt training
- PEP partners are encouraged to read and learn about Lean processes
- Lean information has become part of the PEPs on boarding process

## In the Words of Our PEPs

*"I thought it would be a 'fly on the wall' experience."*
*"Instead they really wanted to know what we thought!"*
Patient Experience Partners Detra Blair and Lyn Coulthard after a Value Stream Mapping Event

## Video

From….

*‘we promote hand hygiene to help stop the spread of infection’*

To…..

*‘please clean your hands for your safety and ours’*

From…….

*‘influenza vaccination’*

To..

*‘flu shot’,* with an invitation to *‘join our community of immunity’.*

## Our Peps are Currently Involved in…

- Restructuring of hospital wide orientation
- Patient education material for COPD,CHF, DI and Cancer Care
- Patient way-finding
- Lean education for PEPs, volunteers and staff
- Med Rec steering committee
- Corporate communication, Voicegate appointment reminder system

*“PEP’s participation in Lean work has been very beneficial to BWH in order to drive the right change and focus on having a patient’s voice in process improvement initiatives. It helps clarify what is meaningful to our patients’ and families.*

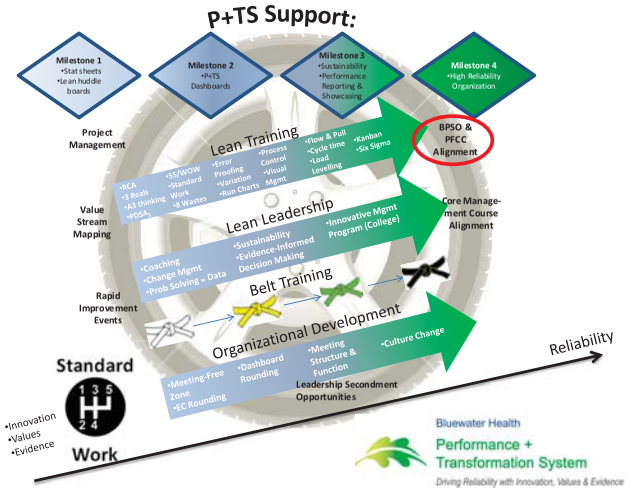
Lisa Regan Director Performance + Transformation and Patient Flow

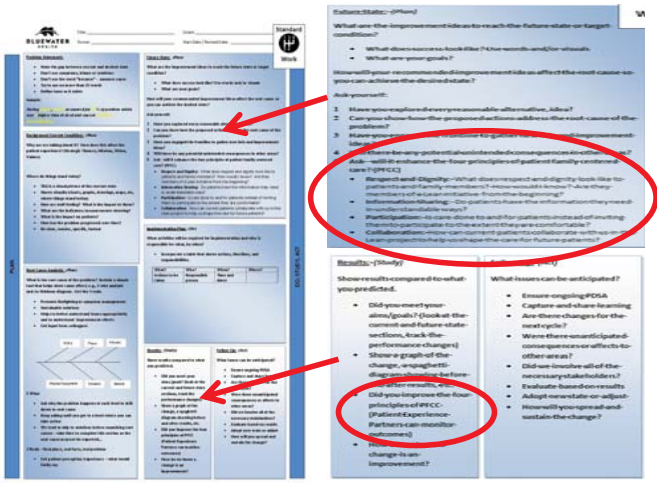
## What Our Staff Have Said:

*“I’ll admit I was skeptical at first….As a veteran communicator I was curious what a brand new volunteer could bring to the table. Patient Experience Partners bring a unique, first-hand perspective, and through their eyes we learned that our typical choice of words, while familiar to us, could sometimes be difficult to understand.*

*We began to invite PEPs earlier in the development process to allow their thoughtful feedback while still keeping our tight production schedules. While creating better content together, we’ve gained insider insights and built new relationships.”*

Kim Bossy
Chief, Communications & Public Affairs





## Successes with PEPs & Lean

- Together with our PEP partners
  - closed gaps in care
  - enhanced our patent experience
  - implemented quality improvement processes that have positively impacted Emily's healthcare journey

## Is Lean the Holy Grail?

The key to successful sustainable change lies not in one magical solution but rather **merging** several evidence based initiatives while including the patient in the experience.

***Together we make real change and improve our patient experience one change at a time.***

## Bluewater Health: Keeping Emily at the Heart of All We Do

## Questions