



# QI TALK TIME

Building an Irish Network of Quality Improvers

**Room to Improve Locating Lean in Person**

**Centredness**

**10<sup>th</sup> April 2018**

**Connect**

**Improve**

**Innovate**

# Speaker

## Speaker: Sean Paul Teeling

MBA, MA, BSc, BA, H.Dip Nursing, Prof Cert Lean Six Sigma, H Dip Lean Six Sigma, Lean Six Sigma Master Black Belt, RN, RCN.

Programme Director for the Professional Certificate and Graduate Diploma in Lean Healthcare at UCD Health Systems. Prior to this, he worked as Lean Manager at the Mater Hospital Dublin, working closely with the Hospital and the UCD School of Nursing, Midwifery and Health Systems on the development of the Lean Six Sigma healthcare programme.

Holds an MBA (with merit), BSc (hons) in Health Service Management, specialist Lean Six Sigma Green, Black and Master Black Belt qualifications. He has further qualifications in General (RN) and Children's (RCN) Nursing, and a H.Dip in Operating Theatre Nursing.

A PhD student with and an affiliate of the Centre for Person Centred Practice Research, QMU Edinburgh.



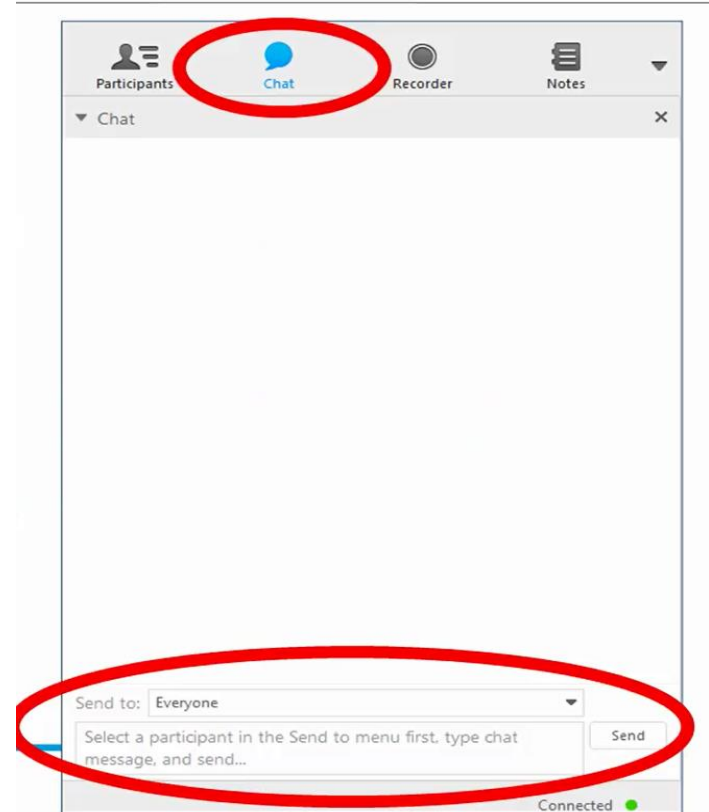
# Instructions

- Interactive: Computer or dial in:

**Telephone no: 01-5260058**

**Event number: 841 210 873**

- Chat box function
  - Comments/Ideas
  - Questions
- Keep the questions coming
- **Twitter: @QITalktime**





UCD School of Nursing, Midwifery and Health Systems  
UCD College of Health and Agricultural Sciences



Queen Margaret University  
CENTRE FOR PERSON-CENTRED  
PRACTICE RESEARCH



Mater Lean Academy

Lean Six Sigma for Person-centred Care in Healthcare

# Room to Improve: Locating Lean in Person-centredness

# This a story of 3 houses



Lean



Six Sigma



Person-Centredness

# Each powerful in its own way



**1** Lean

**2** Six Sigma

**3** Person -centredness



**And of how  
they met**

## THE BEGINNING OF LEAN

**Basic Lean concepts** such as efficiency, waste reduction, and standardization have been around for ages, but it was in automobile manufacturing where the ideas coalesced into what we now know as Lean.

**Early 1880s**

**Eli Whitney** popularizes the concept of interchangeable parts.

**1909**

**Frank and Lillian Gilbreth** conduct their first motion studies, striving to make manual processes more efficient.

**1911**

**Frederick Taylor** publishes *The Principles of Scientific Management*, which discusses his investigations into workplace efficiencies.

**1913**

**Henry Ford's** assembly line begins operation. The first Model T rolls off the line on December 1.

**1945**

**Kiichiro Toyoda, Taiichi Ohno, Shigeo Shingo,** and others develop the Toyota Production System and refine it throughout the subsequent decades, introducing concepts such as Just-in-Time, nonstock production, poka-yoke (error proofing), and zero proofing.

**1980**

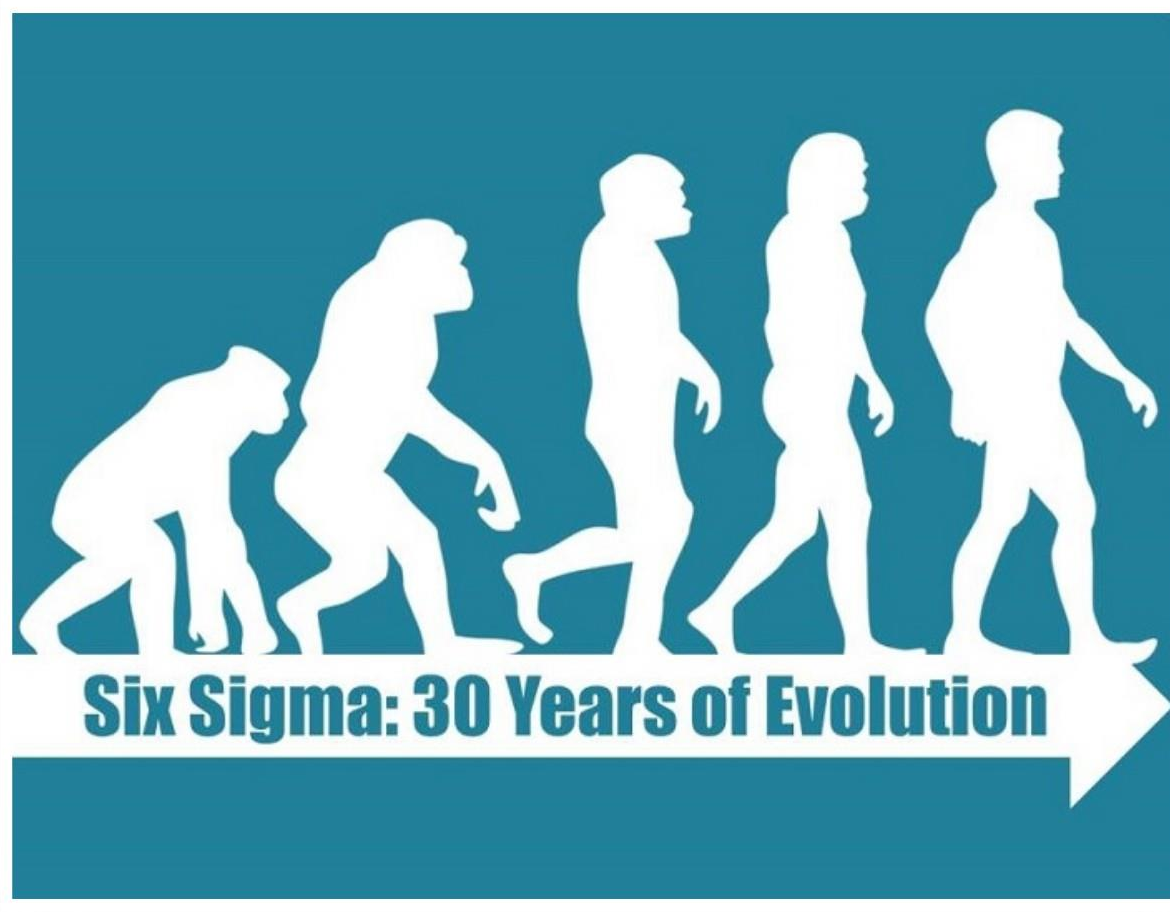
**Toyota** becomes the world's leader in car production. Its success spawns many imitators as Western companies attempt to incorporate Toyota's practices into their own production work.

**1990**

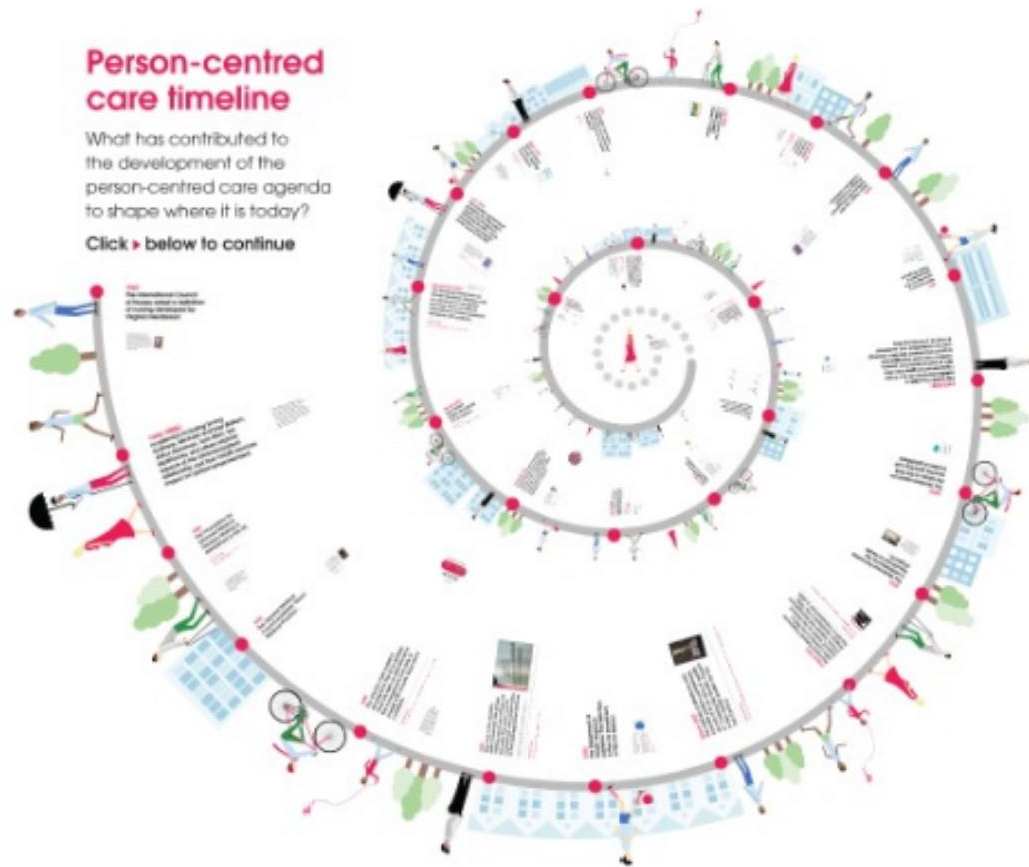
**James P. Womack, Daniel Roos, and Daniel T. Jones** write *The Machine that Changed the World* in which they coin the term "Lean."

The evolution of the House of Lean

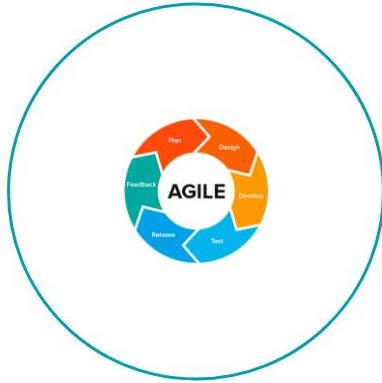




The evolution of the House of Six Sigma



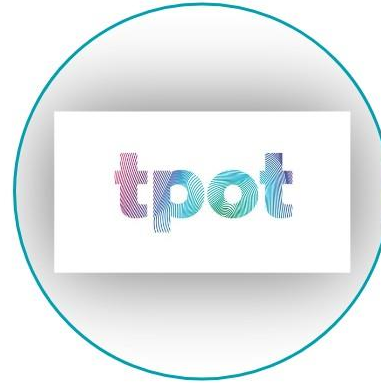
# The House of Lean has a growing family



Kissing cousins - Agile.



Offspring - The Productive Ward



Offspring - The Productive Operating Theatre



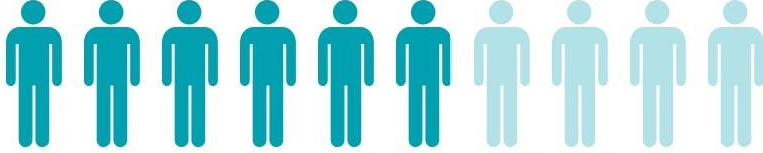
And some dubious characters

# The houses intermarry to consolidate their power

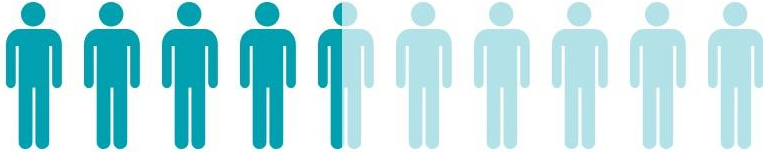


- Lean: Focus on waste reduction by streamlining a process
- Six Sigma: Focus on preventing defects through problem solving
- Problem solving and improving process gives greater results.
- A HAPPY MARRIAGE!

# How did Process Improvers view the union?

**57%** 

Lean - quick win, waste removal, , cycle time,  
some statistical analysis, low hanging fruit

**43%** 

Six Sigma - reducing variability, significant  
statistical analysis to understand underlying  
root causes, higher hanging fruit

# And then there were 2

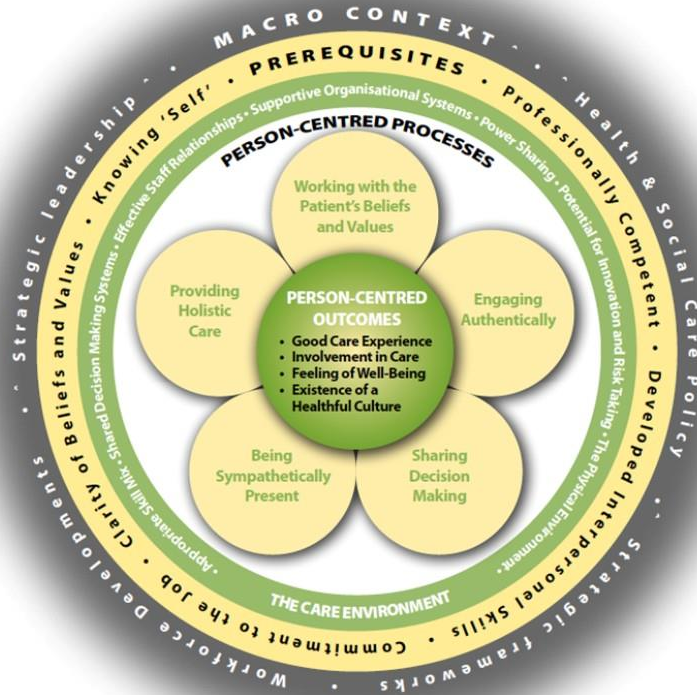


The House of Lean Six Sigma

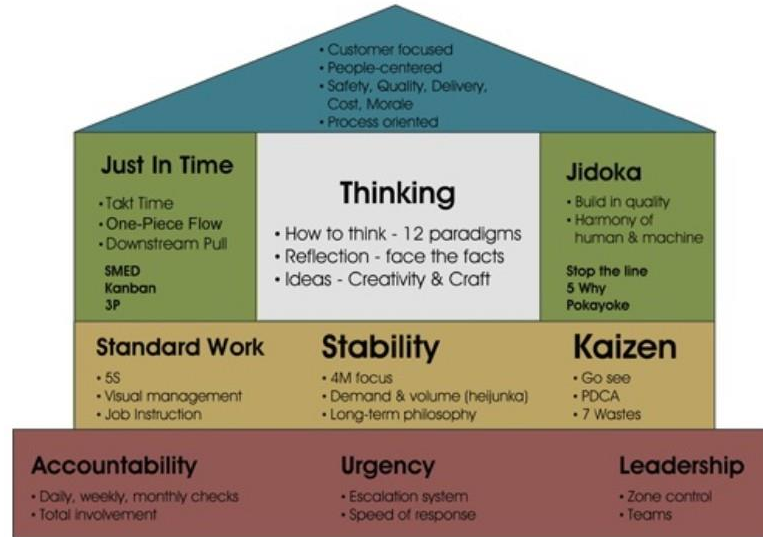


The House of Person-centredness



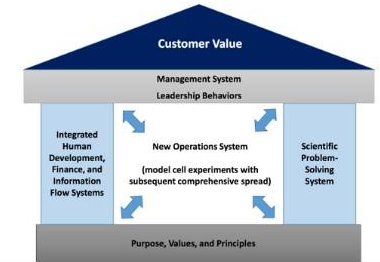
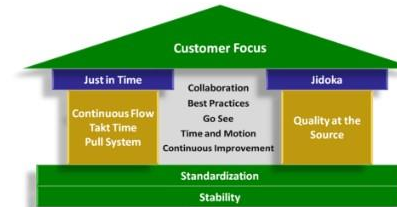
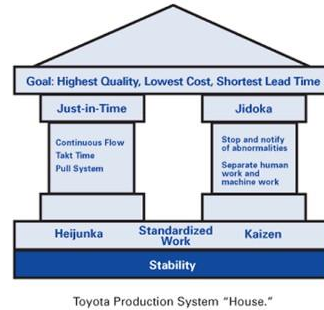
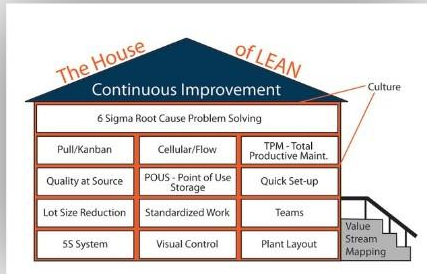
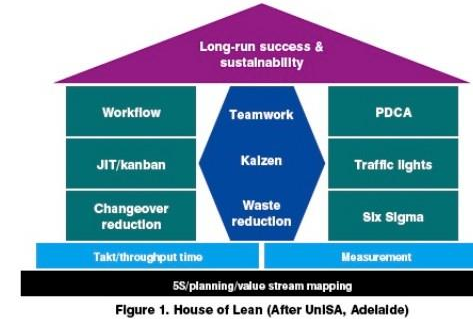
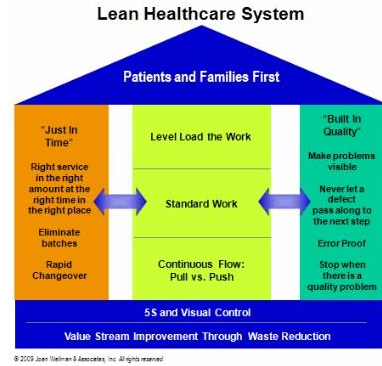
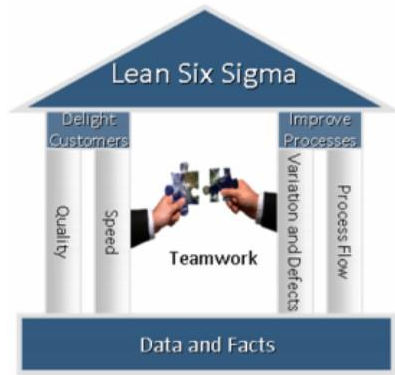


## The Person-centred Practice Framework (McCormack and McCance 2017)



**In a bid to woo the House of Person-centredness,  
the house of Lean sets out its stall**

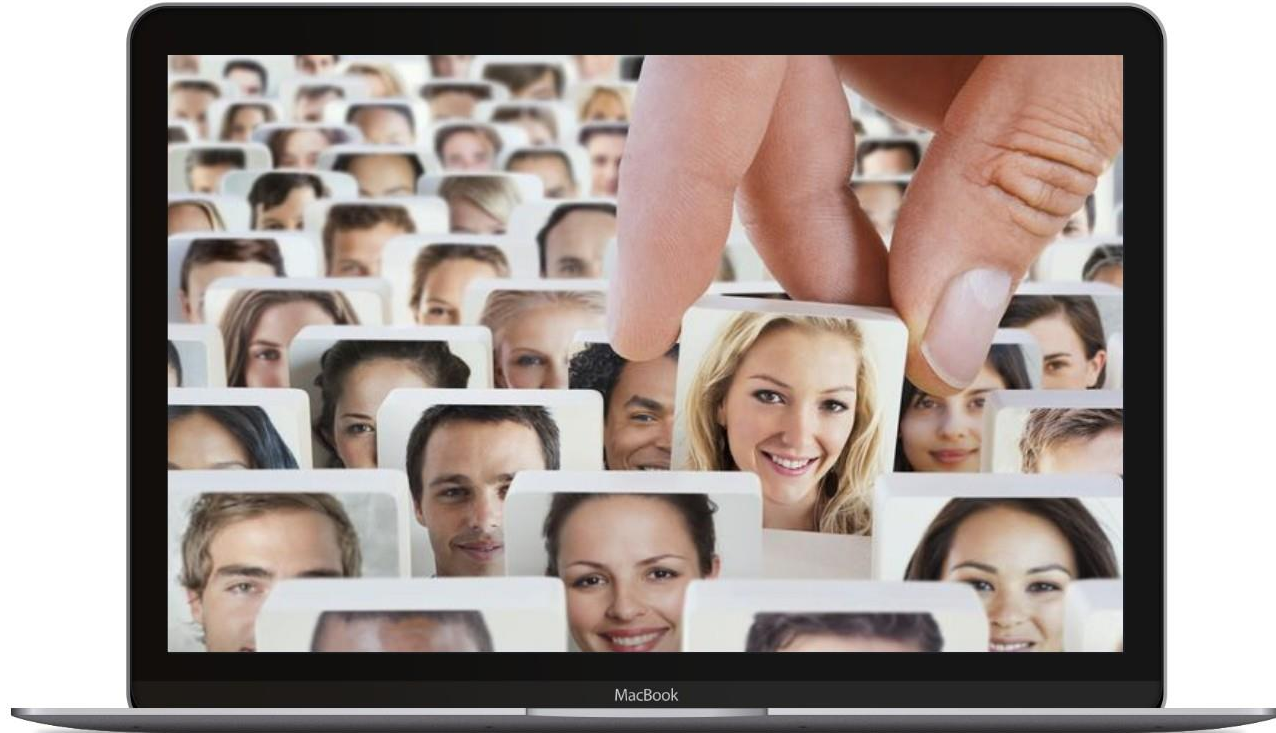




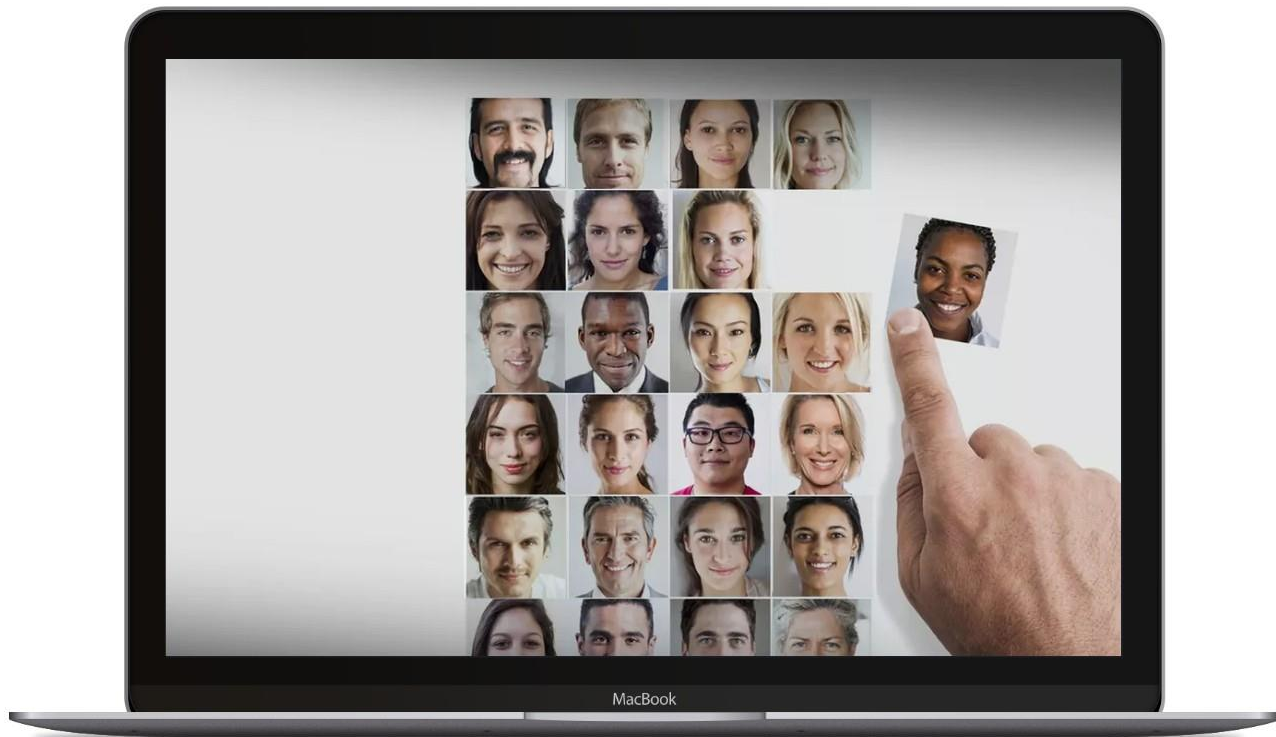
This confused the House of Person-centredness, for in the House of Lean - there are many rooms!



# Do they need a Wedding Planner?



# Is there any chance of a match?



# Do they even speak the same language?



RIE, JDI, DMAIC, SIPOC, KANO, FMEA, KPI, TAT, WASTE, Value, Output, Result, Speed, Variation, Kanban, Measure, Kaizen, Seiri (Sort) Seiton (Straighten, Set) Seiso (Shine, Sweep) Seiketsu (Standardize) Shitsuke (Sustain), Mission Control, Control, Data, Report.



Choice, Dignity, Respect, Purposeful Living, Values, Empower, Vision, Honest, Dignity, Compassion, Caring, Flexible, Time.





**You say: 'Of course Lean is Person-centred!'**

**Just because you believe  
it doesn't make it so.**

Orson Scott Card



**A matter of opinion**

# Contextual factors in which the House of Lean Six Sigma can perform

## Engage staff

**No square peg round holes please. Adapt for local CONTEXT.**

**No wishful thinking -  
solve the strategy  
delusions!**

## Engage and be supported by Management

## Recognise the needs of the Person not just the organisation

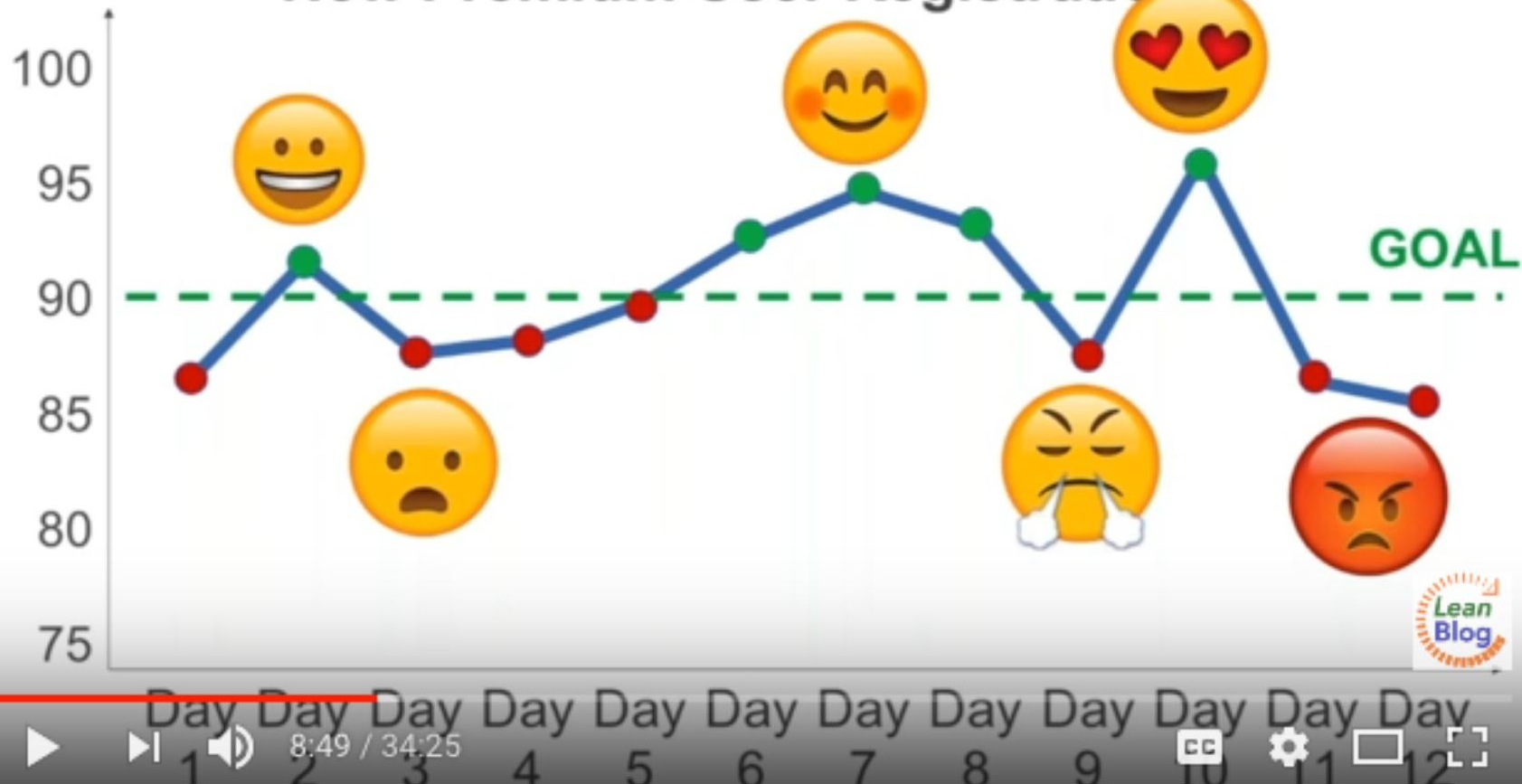
## Encourage local entrepreneurs

## Recognise the need for Change

**Evaluate but do not penalise**

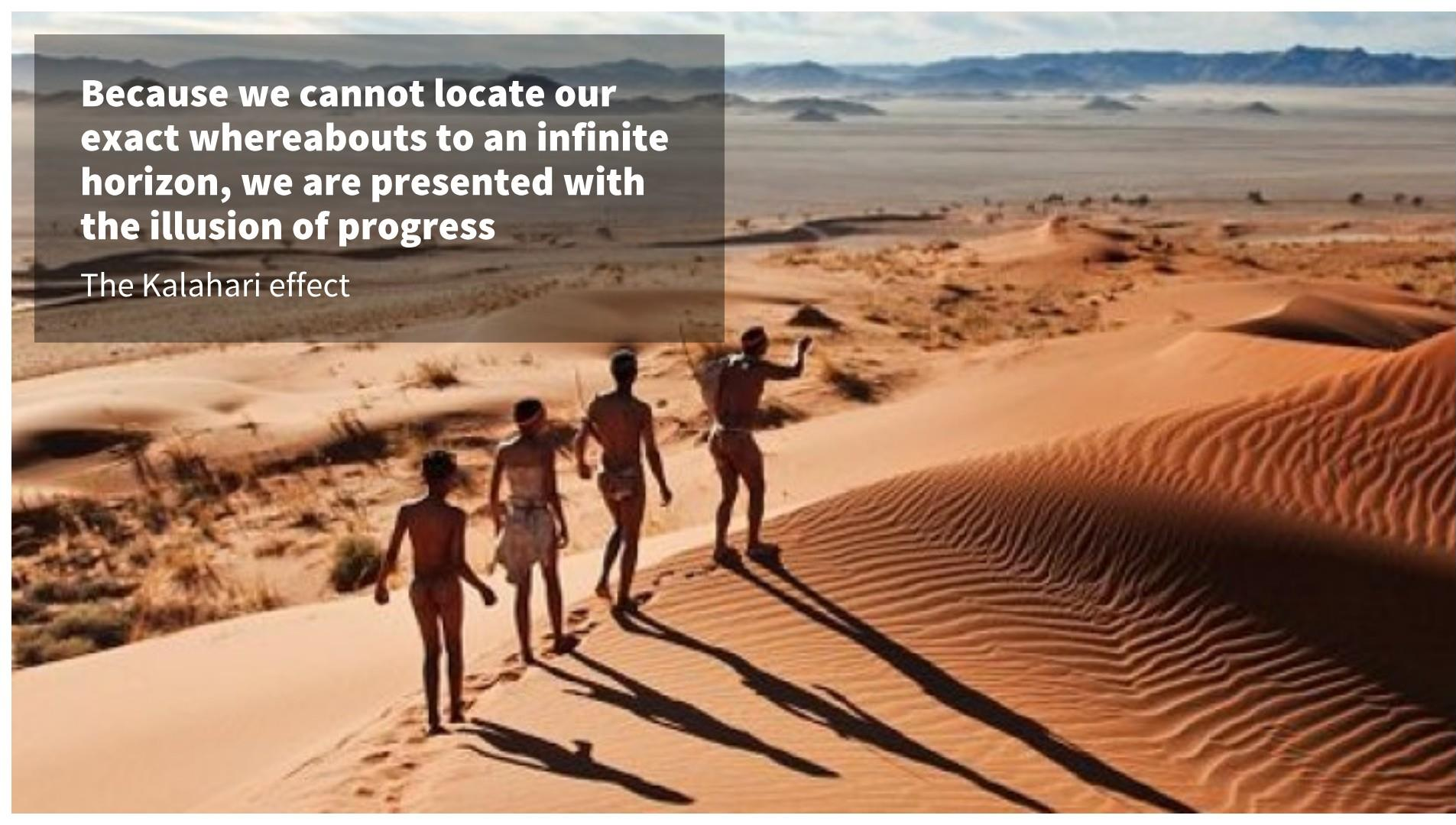


## New Premium User Registrations



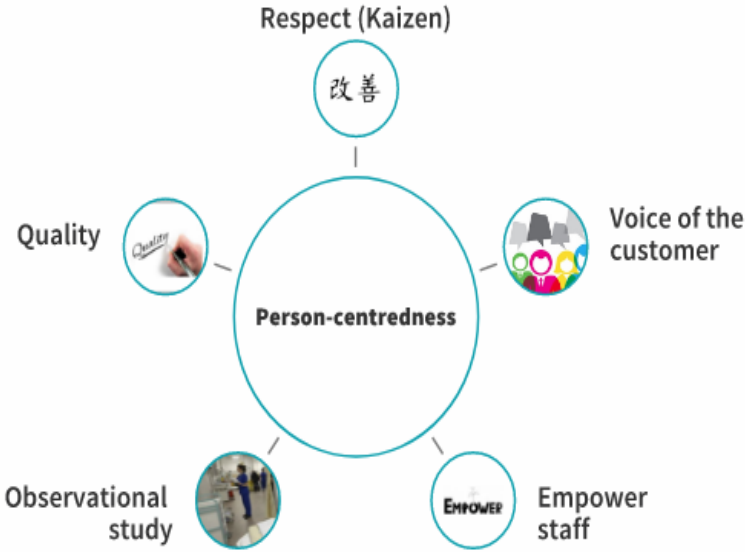
**Because we cannot locate our  
exact whereabouts to an infinite  
horizon, we are presented with  
the illusion of progress**

The Kalahari effect



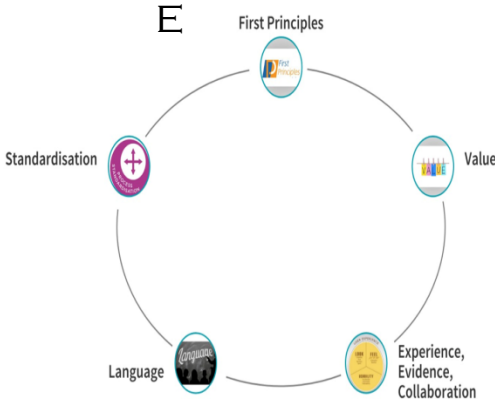
# Lean Six Sigma and Person-centredness

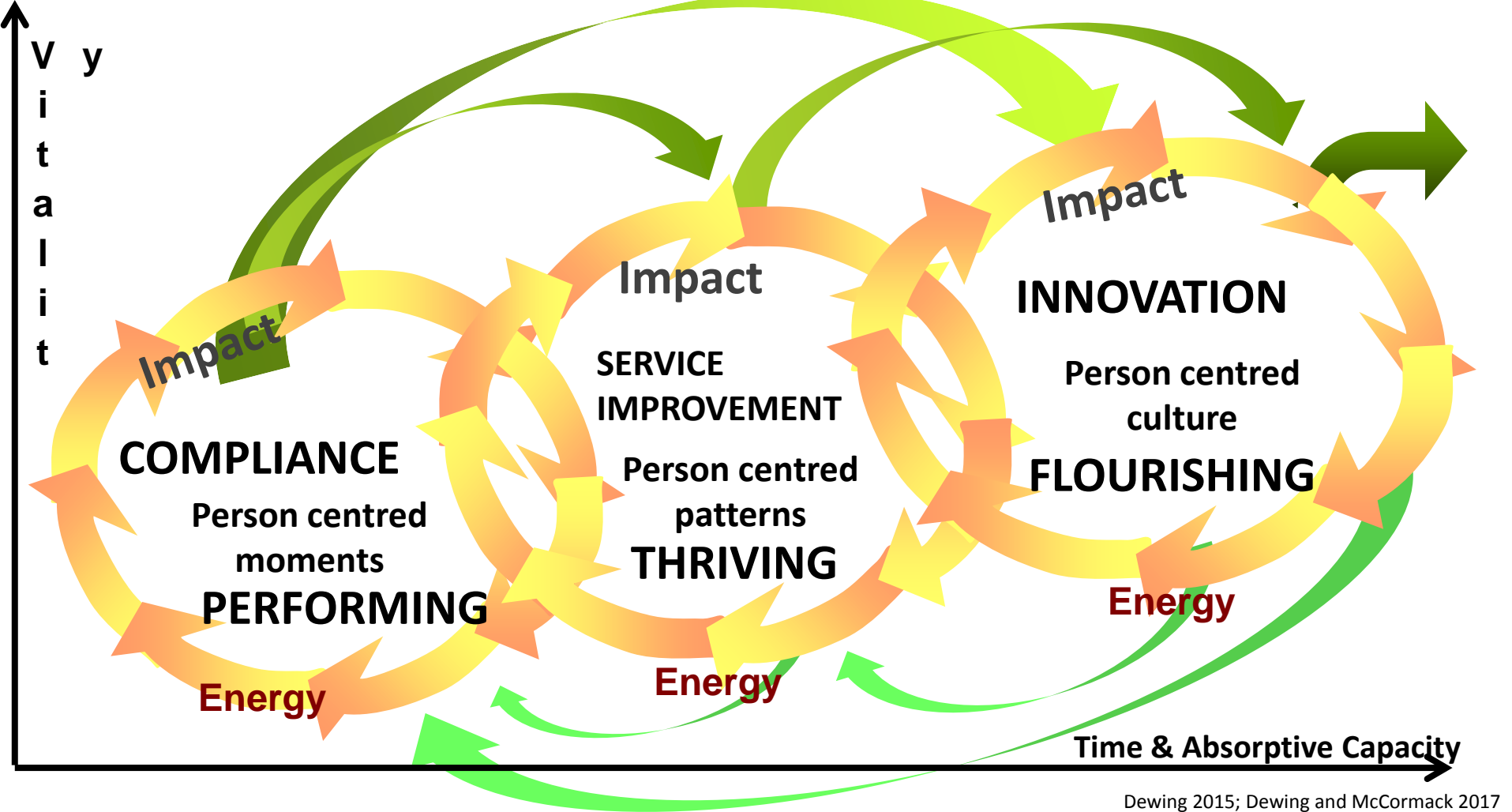
## SYNERGY



Draft Model: Teeling, Dewing and Baldie (2017)

## DIVERGENC









# Lean Six Sigma for Healthcare



**Fundamentals of Lean**

White Belt



**Professional Certificate  
in Lean Six Sigma for  
Healthcare**

Green Belt



**Graduate Diploma in  
Lean Six Sigma for  
Healthcare**

Black Belt



**MSc Leadership,  
Innovation &  
Management in  
Healthcare**

Flexible, negotiated structure



**UCD School of Nursing, Midwifery and Health Systems**  
UCD College of Health and Agricultural Sciences

A rectangular, brown, textured doormat with the word "WELCOME" printed in large, bold, black capital letters across its center. The mat has a frayed, fibrous texture and is set against a plain white background.

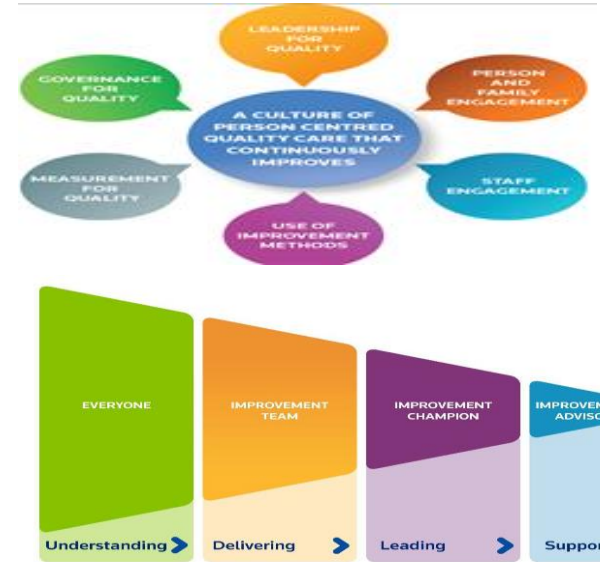
**WELCOME**

# Helpful links

**Framework for Improving quality**  
[www.qualityimprovement.ie](http://www.qualityimprovement.ie)

**Improvement Knowledge  
and Skills Guide**

<http://www.hse.ie/eng/about/Who/QID/aboutQID/>





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convenience on HSEQID QITalktime  
page**

**12.30pm Tues April 17th:**

**Daily Operational Safety Huddle (DOSH)  
The NRH way**

**Thank you from all the team  
@QITalktime  
Roisin.breen@hse.ie  
Noemi.palacios@hse.ie**



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