**LEAN Culture** and **Leadership** in Healthcare setting (Radiation Oncology) Benefits & Challenge

DO YOU HAVE PROBELMS

- Replanning & Rework
- Burnt out therapist
- Issues raised but not solved
- Disengaged Dosimetrist
- Angry Patients
- Not aware of problem until it happened
- Cost cutting
- Problems never seems to end
- Unhappy Physician
- lack of communication
- Unable to convince management
- Safety issues

There might be a solution
There might be a solution

That could be **Lean**

What is Lean?

- Narrow Definition
  - Tools
  - Cost Cutting
- Broader Definition
  - Thinking, systematic
  - Entire enterprise or system

Baylor Scott and White Health

<table>
<thead>
<tr>
<th>Our Leadership</th>
<th>Our Numbers</th>
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<tr>
<td></td>
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<tr>
<td>Dr. Andrew B.</td>
<td>More than 34,000 Employees</td>
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<tr>
<td>Dr. Vincent</td>
<td>More than 6,000 Affiliated Physicians</td>
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<tr>
<td>Matthew, MD</td>
<td>$8.3 Billion in Total Assets*</td>
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<tr>
<td>Dr. John E.</td>
<td>$3.8 Billion in Total Net Operating</td>
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<td>Jordan, MD</td>
<td>Revenue*</td>
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<td></td>
<td>5,410 Licensed Beds</td>
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<td></td>
<td>41 Hospitals</td>
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<td>More than 300 Patient Sites</td>
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<td>5.5 Million Patient Encounters Annually</td>
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*Broadened overall footprint 2013 financial statements
HOSPITAL LEADERSHIP & ATTITUDE

- 2008: Core leader group attended University of Michigan’s Lean Healthcare Certification Program
  - CLIP Office
  - VP plus 4 full-time coaches
  - 4-day “deep dive” course held monthly dive
  - **Lean Management System Training – 4 Day**
  - 2-hr classes on specific lean tools
  - 5S, A3 Problem Solving, Waste Walk

19 Sep 2012 Visit @ Toyota Production Facility at San Antonio Texas
What I learnt at Toyota about leadership

• I am one of the many Lean Leaders in my department

Leader’s Job

• First, get each person to take initiative to solve problems and improve his or her job.

• Second, ensure that each person’s job is aligned to provide value for the customer and prosperity for the company.

Who is a lean leader?

Everyone is a lean leader
Lead not manage

“Lead the organization as if you have no power.”

The Leader’s job is to develop his or her people

- SPIRIT of Lean Mentorship:

“If the learner hasn’t learned, the teacher hasn’t taught”

Leadership Models

Old “Dictator Style”  Do it my way

1980 Employee Empowerment  Do it your way

Lean style  Follow me and let us figure out together
Leadership – Toyota

- Managing numbers to Managing Process
- Ask Why? - Don’t jump to conclusions or solutions
- From Problem hiding to Problem Solving
- Control with Flexibility
- PDCA – Plan Do Check Act

Learning and Mistakes

- “There are sometimes too many naysayers. In the early days of TPS we were able to just try things, to make mistakes and learn from them. That’s the spirit we need.”
  
  Mr. N. Hayashi
  
  Former general manager of Toyota’s TPS Office

“Continuous improvement comes from making mistakes and learning from them.”

  Cheryl Jones, Toyota Group Leader
Learning and Mistakes

• “It is a mistake to suppose that men succeed through success; they much oftener succeed through failures. Precept, study, advice, and example could never have taught them so well as failure has done.”

Samuel Smiles
British author of “Self Help”
(favorite of Sakiichi Toyoda in late 1800s)

Three Keys to Lean Leadership

• Go See
  ○ Go see what is happening on the ground!!!

• Ask Why
  ○ Use the “Why” technique daily

• Show respect
  ○ Respect your people

One key take away on Leadership

Focusing on People

Getting people to think and take initiative is the key
Today's Speakers & Topic

Dharanipathy Rangaraj PhD: drangaraj@sw.org
www.leanradonc.org

Life is short
work somewhere awesome

Where there is Lean Culture

Life is short
work with someone awesome

That is with Lean Leaders

www.leanradonc.org