

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

1

DHARANIPATHY RANGARAJ PHD MBA DABR
ASSOCIATE PROFESSOR OF RADIATION ONCOLOGY
TEXAS A&M COLLEGE OF MEDICINE

DIRECTOR OF MEDICAL PHYSICS
DEPARTMENT OF RADIATION ONCOLOGY
BAYLOR SCOTT & WHITE HEALTH

Dharanipathy Rangaraj PhD: drangaraj@sw.org



7/24/2014

DO YOU HAVE PROBELMS

2

Replanning & Rework

Burnt out therapist

Issues raised but not solved

Disengaged Dosimetrist

Angry Patients

Not aware of problem until it happened

Cost cutting

FTE reduction

Problems never seems to end

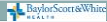
Unhappy Physician

lack of communication

Unable to convince management

Safety issues

Dharanipathy Rangaraj PhD: drangaraj@sw.org

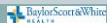


7/24/2014

There might be a solution

3

Dharanipathy Rangaraj PhD: drangaraj@sw.org



7/24/2014

There might be a solution

4

That could be “Lean”

What is Lean?

5

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

Baylor Scott and White Health

6

Our Leadership



Drayton McLane, Jr.
Chairman, Board of Trustees



Jim L. Turner
Chair-Elect, Board of Trustees



Joel Allison
Chief Executive Officer



Robert Pryor, MD
President, Chief Operating Officer,
Chief Medical Officer

Our Numbers

- More than 34,000 Employees
- More than 6,000 Affiliated Physicians
- \$8.3 Billion in Total Assets*
- \$5.8 Billion in Total Net Operating Revenue*
- 5,410 Licensed Beds
- 43 Hospitals
- More than 500 Patient Care Sites
- 5.3 Million Patient Encounters Annually

*Based on unaudited fiscal year 2013 financial statements

What I learnt at Toyota about leadership

10

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

Leader's Job

11

- **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?

12

Everyone is a lean leader

Lead not manage

13

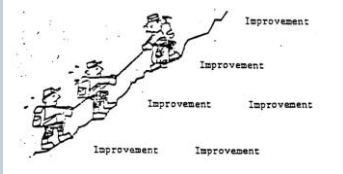
“Lead the organization as if you have no power.”

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

14

- SPIRIT of Lean Mentorship:

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



Leadership Models

15

| | |
|---------------------------|--|
| 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

16

- 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

17

- “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

Learning and Mistakes

18

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

Cheryl Jones, Toyota Group Leader

Learning and Mistakes

19

- “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

20

- **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






21


Focusing on People

Getting people to think and take initiative is the key

LEARN TOOLS AND METHODS | ALL PRACTICAL MEDICAL PHYSICS | ALL SESSIONS | PROGRAM BROCHURE

Lean Tools and Methods
 D Rangaraj¹, K Chan², S Bobba³, T Fawcett⁴, J Diaries⁵, (1) Baylor Scott and White Health, Temple, TX, (2) Princess Margaret Hospital, Toronto, (3) Temple, TX, (4) UC San Diego, La Jolla, CA, (5) UC Davis Medical Center, Sacramento, CA

Presentations
 Lean Culture and leadership in Health care (Radiation Oncology) setting: Benefits and Challenges - D Rangaraj, Presenting Author

 MRI guided brachytherapy process for cervical cancer: identifying procedure time & opportunities for efficiencies - K Chan, Presenting Author

 Two year experience with Lean Methodologies in Radiation Oncology at Baylor Scott and white health - S Bobba, Presenting Author

 Experience with Lean (Six Sigma) in Radiation Oncology - T Fawcett, Presenting Author

 Asking why? not who? Why Lean Management needs a Safe Culture to Thrive - J Diaries, Presenting Author


Dharanipathy Rangaraj PhD: drangaraj@sw.org  7/24/2014

Today's Speakers & Topic

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

23

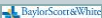
life is short
work somewhere awesome

Where there is Lean Culture

life is short
work with someone awesome

That is with Lean Leaders

www.leanradonc.org

Dharanipathy Rangaraj PhD: drangaraj@sw.org  7/24/2014
