Virginia Mason[®]

3P Workshop Introduction

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> Landspitali March 3, 2015

Let's Introduce Ourselves

A little about me...

During our time together:

- Ask questions
- Tweet during our time together
 - @ChrisBackous and @VM_Institute

After our time together:

- Visit our website <u>www.virginiamasoninstitute.org</u>
- Visit our Blog http://virginiamasonblog.org
- Connect with us on LinkedIn



What is a 3P?

3P stands for:
Production
Preparation
Process

Reasons for a 3P

- New plant or layout
- New products or services
- New processes or providers
- New vision



• **3P** = Kaikaku "reinvention"

 RPIW= Kaizen "renovation" or "continuous improvement"

Linking 3P to our strategic plan



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Virginia Mason's Quality Equation

$Q = A \times (O + S)$ Quality

<u>Q</u>uality <u>A</u>ppropriateness <u>O</u>utcomes <u>S</u>ervice <u>W</u>aste

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Processes vs Operations



Connecting the dots... How will 3Ps link to organizational objectives?



Balancing Priorities



3P Workshop Roles



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3P Sponsor

- select the area of focus
- attend all planning meetings
- provide opening remarks on the first day of the workshop
- provide closing remarks at the end of Final Report Out
- influence and approve targets and goals
- support the event leaders
- remove barriers for the team
- champion the team



3P Workshop Leader



Virginia Mason Institute Customer Relations

- Distribute 3P planning materials, workshop documents, supply lists, etc
- Coordinate with customer designated support to schedule all planning meetings
- Facilitate agreement signing
- Invoicing once the 3P Workshop has concluded

3P Prep Team/Team Leader

- member of the customer's lean or leadership team
- responsible for coordinating pre-3P data collection
- coordinate team activities with guidance from WSL
- facilitate teamwork
- teach and coach as needed



3P Team Member

- represent a department, position, work cycle, customer, supplier, or "outside eyes"
- the "do-ers" and testers
- present at Final Report Out
- think with a child's imagination
- Serve as organizational champions for implementation
- consider inviting patients to serve as team members



3P Team Member Expectations

- ask "why" five times get to the root cause
- avoid phrases like "we can't"
- use data to make decisions
- create, communicate and implement the vision
- document the vision, action plans and follow-up
- Most importantly: Team members must participate each day for the full day of the 3P. This should be their only job assignment for the 3P Workshop week



3P Process Owners

- prepare the home team
- free up staff for 3P
- assist in goal setting
- ensure staff are informed of changes during week
- be co-accountable for implementation



Let's review the 3P planning and launch timeline...

The 3P Cycle

Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Weeks Following the 3P
 3P Agr Signed Initial S and Observ 	eement I Scoping /ations	Planning Meeting 1	Planning Meeting 2	Planning Meeting 3	Planning Meeting 4		The organization takes ownership of the 3P vision and progress toward the future state begins
Planning and Preparation Phase						0	Implementation Phase
 Identify sponsors Identify Gemba Identify team members Identify WSL and TL Identify Process Owner Identify Advisory members Identify Process Boundaries Collect data Declare Targets Prepare the Home Team Communicate to organization Coordinate with Sensei 						3P Worksho	 Debrief with sponsors, sensei and process owners Complete Final Report Complete Kaizen Newspaper items Communicate to home team Communicate to organization Implement plan Re-measure targets Gather feedback from home team Report results of 3P

3P Planning, Execution and Follow Up

Planning (4-6 weeks)							
Initial Scoping Meeting 3P Readiness Assessment Data collection on the genba by organization leaders and others Draft of 3P Project Form 3P team member selection 3P advisory member identification 4 weekly 3P Planning Meetings	3P Week (5 days) Monday – Friday 8:00am-4:30pm M-Th 8:00am-Noon Friday "Science Fair" feedback sessions Tu-Th 4:00-4:30 Sponsor check ins Tu, W, Th 4:00-4:30	Post 3P (1-6 months*) Completed 3P Final Report template completed by customer and sent to 3P Workshop Leader Two follow up phone meetings to monitor progress *Phone meetings scheduled by					
	11:00-12:00 Final Report Out	customer that best meet their needs for insight and guidance Additional follow up support may be purchased at the customer's					

3P Readiness Assessment

Virginia Mason Institute 3P Readiness Assessment Checklist

What is a 3P? 3P = Production, Preparation, Process

A 3P is a 5-day event focused on building a production system for a new product, process or facility space and must meet the following requirements:

- · Quality of the product, process or space that is being developed is defined.
- Necessary production volume or time is defined
- Requires a diverse group of individuals and technical knowledge to develop ideas and create future states

Requirements for Organizational support of a 3P workshop include:



3P workshops are led by a VMI faculty, certified as a 3P Workshop Leader.

- The 3P is sponsored by at least one organizational senior executive
 The need for a 3P aligns with the expressed organizational goals and vision for products or services.
- The 3P supports a future state vision defined by leadership.
- The SP supports a future state vision defined by leadership.
- The 3P requires a current state value stream that describes and quantifies the current state opportunities for improvement.
- Space related 3Ps must have an approved capital budget project with support and involvement of appropriate Facility staff.
- A completed 3P Assessment Checklist must be signed by the senior executive sponsor.
- An organization has a minimum of 6 weeks available prior to the event for assessment, planning and preparation of the 3P.
- The organization will provide dedicated resources to support the data collection requirements for the workshop.

Name of 3P:	
Assessment Date:	
Person Completing Assessment:	
Process Owners for Outcome of 3P:	
Executive Sponsor:	
Projected Date 3P desired:	

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The 3P Project Form

3P Project Form				
3P Name:	Date:			
1. Process Outline: Insert high-level flow of the current process and color boxes in light yellow that are quality checks.	 4. Current Situation and Issues Briefly define the current situation with specific challenges described by specifying VMPS principles and concepts Highlight defects or waste in the process Briefly list improvement opportunities Note: Do not need to include previous kaizen work, goal is to simply state the current situation for the participant to understand the issues the 3P will address. 			
 2. Requirements/Targets for the Final Product Required (see definitions) Quality Quantity Timing Target date for implementation 				
 3. Material and/or Information Flow Outline how the flows of material and/or information flow into the overall process. This can include: Information or material inputs for production from other areas that drive the process Management systems that oversee the process Include simple high level measurement of current process in a table(as applicable) 	 5. Improvement Request Improvement Request is completed prior to the planning of the 3P. The improvement request is a statement with bullets (3-5) of what is desired, not how the improvement will be made. (Use of VMPS terminology recommended). 6. Boundaries Determine boundaries or limitations to the scope. Note: For 3P's make sure boundaries do not limit creativity. 			

VMPS concepts we will use in the 3P workshop

Waste

What is Waste?

- Waste is any task or item that
- does not add value
- from the perspective of the customer.



Two types of Waste

* Burden of Work * Unevenness * Unreasonableness

Type 1: Non-value added activities that are currently required, such as work to comply with regulations

Type 2: Non-value added activities that can be stopped immediately with no detrimental effect

Three types of time to understand

Lead Time

- The entire time required to provide a product or service, from request to completion
- Measured by observation

Cycle Time

- The time required for one operator or machine to complete one cycle of work
- Measured by observation

Takt Time

- The pace of each step in the process to meet customer demand
- Calculated

Lead Time

- is the entire time required to provide a product or service, from request to completion
- includes waits between cycles
- includes "off hours" and weekends
- can be shortened by improving standard work



Cycle Time

- is the time required for one operator or machine to complete one cycle of work
- is measured with a stopwatch
- includes the waste within the cycle
- does not include waiting time before or after
- can be shortened by improving standard work



VMPS Flows of Medicine[®]



Other tools that you will receive

- Standard Worksheets: "Spaghetti Maps" that illustrate key flows we will want to understand in order to improve
- Time Observation Form: used to document your lead and cycle time observations
- Takt Time Worksheet: calculation to understand demand
- Value Stream Map template: tool to depict the patient process and opportunities for improvement
- 3P Supply list: all supplies needed to ensure a successful workshop. Yes, we will use Legos[®]!

Sample Standard Worksheet



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Ideal 3P Workshop Location

- A site with many bare walls
- Furnishings that are moveable and storable
- A location that we have full access for the entire week, without other meetings scheduled
- AV capability
 - Screen that is in place or portable
 - LCD in place or portable
 - Wireless microphone and speakers

Lean Facility Design

Benefits of Lean Design

- Enhances the patient experience
- **Improves** visibility for patients and team members
- Eliminates the burden of work for team members
- Increases throughput for all processes
- Decreases space allocated for non-value added activity
- **Creates Flexibility** to adapt and change over time with little or no remodeling to support new processes and services



Form follows function


Traditional vs. Lean Design



The Lean Equation for Design

Design and Implementation of New Processes Created from VMPS

Design and Construction of New Facilities Built to Support Services Created by VMPS

Facilities that Work for Us!

- Reduced Waste
- Improved Quality
- Increased Safety
- Enhanced Service
- Greater Efficiency

VMPS Tools Essential in Facility Design and Development

- 3P Workshops to identify ideal, efficient and waste free flows for our patients and their families, providers and staff, medications, supplies, equipment, and information.
- RPIWs and Kaizen Events built into yearly improvement plans that allow us to begin marching toward the future vision.



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Lean facilities are designed by those who do the work



Ideal Design Team Composition

% of Membership on Each Team (estimates)



- Front Line Staff
- Executives/Managers/ Process Owners
- Operational Leadership

KPO

- VMMC Design Project Team
- Architects/Designers

Simulation Enhances Design ...and may accelerate the overall design process



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Use scale model mock-ups and simulation to inform and enhance design



Make it as real as possible



"Try-storm" ideas

VMPS in Construction:

Using Set Up Reduction to Mistake Proof Our Mechanical System Installation





Sections of our mechanical layout are assembled off site in parallel to installation to reduce lead time and improve quality



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Traditional Design

- Architect works with small executive team on design
- Function program written on current state
- Architect uses "in-house" healthcare experts
- Footprint created to support maximum functional units and supply/support areas
- Areas designed in isolation
- Aesthetic and interior concept is for looks only
- Teams work out new functional programs after they occupy new space

The VMPS Way

- Design team includes front line staff, leaders and kaizen staff
- Functional program and flows are designed in 3Ps
- VMMC provided all necessary content experts as design team participants
- Footprint created to support all the flows of medicine and what is needed to meet patient demand
- All areas were designed as they related to one another and existing facilities and services
- Interiors support flow, become visual cues and controls and support intuitive way finding
- Kaizen activity allows teams to begin using their new processes in their old space, long before taking occupancy in the new spaces.

Lean Facility Design Case Study: Jones Procedural Center at Virginia Mason Medical Center



Jones Procedural Center

Goal

To create a state of the art integrated Procedural Center incorporating Virginia Mason Production System principles.

Specialties providing care include:

- Gastroenterology (GI)
- Interventional Radiology Department (IR)
- Cardiac Catheterization Department (Cardiac Cath)
- Anesthesiology Services
- Admit/Recovery nursing teams

Improvement Request

- 1. Improve the overall patient experience
- 2. Decrease lead time
- 3. Increase throughput
- 4. Improve Operator value-added time

Using a Set-Based Approach to Design Improves Quality and Reduces Total Project Lead Time

Selection Integrated Design Approach

Selection Process...

- Core Team
 Formation
- Integrated
 Contract
- Integrated Partners

Process...

- Process
 Improvement
- Modeling
- Design Mockups
- Systems Integration

Physical Construction..

- Constructability
- Mock-ups
- Prefabrication
- Orchestrated
 Assembly

Selection Process / Physical Virtual Design Construction

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We Held a 3P

Week Long Event

Current State:

- 3 Separate Service Lines:
 - Gl
 - IR
 - Cardiac Cath
- Physical and Operational Separation





Key word:

The Floyd and Delores Jones Pavilion Level 5 Procedures 3P

Pangaea, Pangæa, or Pangea (pronounced pan-JEE-2), from Ancient <u>Greek</u> - was the <u>supercontinent</u> that existed during the <u>Paleozoic</u> and <u>Mesozoic</u> eras about 250 million years ago, before the component <u>continents</u> were separated into their current configuration



PANGEA



Guiding Principles

Exceptional Patient and Visitor Experience Patient and visitor areas (including admit and recovery) Admit and recovery spaces ensure privacy facilitate comfort and healing Patients and visitors don't have to traverse long distances on Respect for the patient's time through proximities and process the procedural floor Increased value added time with care team Family members/visitors are involved in the delivery of care and there is designated space to facilitate their participation On/off stage area are used to separate patient from work zones Quality and Safety Visual environment that promotes communication and Minimize handoffs teamwork Critical care and other inpatients have direct access to the External setup for procedures procedure area Provider work stations are in proximity to other members of Supplies/equipment re at Point of Use (POU) the care team Embody Virginia Mason Production System Principles Design facilitates respect for people (both patients/visitors and Reduce overall patient lead time from arrival to discharge providers/staff). Maximize flow and efficiency, decreasing lead time and Continuous flow through the patient care continuum increasing throughput. External setup for procedures

Guiding Principles (continued)

Exceptional Provider/Staff Experience								
Flow centers to achieve in-direct work	Design facilitates and integration of resources and ease of communications							
Minimize walking distance	Increased value added time with patients (minimize walking,							
Facilitate educations opportunities	searching, waiting, processing, etc.,)							
Flexibility in Design								
Ability to flex admit and recovery resources	Accommodates current demand and can flex to future demand with minimal operational disruptions							
Cost								
Remain within budget	Design that facilitates decreased operational costs							
Maximize revenue generating spaces.								

Why complete a 3P with <u>only one</u> design concept to carry forward?

If one final concept is good, can three final concepts be better?

IDE Overview

 JAN 2011
 FEB 2011
 MAR 2011
 APR 2011
 MAY 2011
 JUN 2011

 IDE 1
 IDE 2
 IDE 3
 IDE 4
 IDE 5
 IDE 6



IDE Options Evolution





Guiding Principles Evaluation IDE 1 10E 1 10E 1 10E 1 10E 1 10E 1





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Program Build Out and Overview



Final Solution



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11 Procedure Rooms

18 Admit Recovery Rooms

Universal Admit/Recovery rooms identical with doors on both entries

Central control and schedulers workstation centrally located

Support spaces: media center, MD consult, dictation/charting, read rooms, tech documentation

Functional Units

Optimize Program and maximize room utilization

- Admit/Recovery rooms flux throughout the day
- Waterfall exercise confirmed the number of admit recovery rooms.
- Procedure room type and count based on detailed analysis for future needs.
- Maximize use of new construction for revenue generating patient care spaces.



Process Planning



- Understand Current State
- Production Planning
- Table Top
 Simulations

What would the schedule look like if we just transplant current practice?

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Let's look ahead to 2015. The full unit is open and patients are coming.

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Table Top Simulations



Table Top Simulations



Table Top Simulations



From Table Top To Mock Up

Going from table top exercises and production planning to physical lay out



- Prefabrication
- Full scale mock ups
- Simulation and evaluation criteria

Full Scale Room Mock-ups






Prefabrication Process









The Mock Up



Simulation in Mock-ups



Evaluation Criteria

Guiding Principle	Key Attributes	1	2	3	4	5
Exception Patient and Visitor Experience	Admit and recovery spaces ensure privacy					
	Patient and visitor areas (including admit and recovery) facilitate comfort and healing					
	Patient and visitors don't have to traverse long distances on the procedural floor					
	 Family member/visitors are involved in the delivery of care and there is designate space to facilitate their participation 					
	Respect for the patient time through proximities and process					
	Increased value added time with care team					
Quality and Safety	Visual environment					
	Critical care and other patients have direct access to the procedure area					
	Minimized handoffs					
	Rooms are the same handedness					
	Supplies/equipment are at Point of Use (POU)					
	Provider work stations are in close proximity					
	Reduce any waste that impacts speed while maintaining quality					
	Line of sight					
	Economy of movement					
Embody Virginia Mason Production System Principles	Maximize flow and efficiency, decreasing lead time and increasing throughput					
	Continuous flow through the patient care continuum					
	Minimize hand offs					
	External setup for procedures					
	Reduce overall patient lead time from arrival to discharge					
Exception Provider/Staff Experience	Flow centers to achieve in-direct work					
	Minimize walking distance					
	Maintain division of onstage and offstage					
	 Design facilitates and integration of resources and ease of communication 					
	 Increased value added time with patients (minimize walking, searching, waiting, processing, etc.) 					
	Facilitate education opportunities					
	Optimize environment to maximize efficiency					
Flexibility in	Ability to flex admit and recovery resources					
Design	Accommodates current demand and can flex to future demand with minimal operational disruption					
Cost	Remain within budget					
	Design that facilitates decreased operations costs					
	Maximized revenue generating spaces					

Benefits from Building the Mock-Ups

Key Understandings from staff and design teams

Knowledge of mock-up helped identify construction difficulties

this information could be transferred to the subcontractors

trouble shooting could happen during mock-ups and modeling instead of during construction

supports team simulation





2015 Future State



Changes include:

- Modest improvements in admit and recovery times;
- Level loading the procedure rooms;
- Scheduling with regard to how long a patient was likely to be in each phase of their experience;
- Room turnover times were not changed but there's opportunity there too.

The Future...

- We can't transfer current ways of doing things to the new space.
- Think about how the patient feels at every step of the way.
- Continue to watch and see what processes should change and how.
- Continually question... would make the day run more smoothly?



Jones 5 Procedure Center!



Next steps...

- Complete 3P Readiness Assessment and send to 3P Workshop Leader
- Schedule four, weekly 3P planning meetings leading up to the 3P week
- Begin data collection
- Draft 3P Project Form (keep to one page)
- Secure workshop location
- Gather 3P Workshop supplies

Virginia Mason[™]

A lean journey is a learning journey. Let us help you.