Pursuing Excellence –
A Multi-Pronged Improvement Strategy for Manitoba Health Care

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Disclosure of Potential for Conflict of Interest

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Overview

• A Sense of Urgency
• Nature of Health Care
• Activities in MB:
  • LSS
  • AA
  • RTC
• A Silver Bullet?
• Are We There Yet
Urgency?

- Costs are escalating
- Demand continues to grow
- Wait times and access issues flare
- Improvements from $ and resource investments not sustained
- Demand continues to grow and outpace growth in service
- We have similar numbers of health professionals and provide similar numbers of services, if not more, than the Canadian average
- Adding more health care professionals and more services hasn’t solved system issues
- “Bad press” – poor patient satisfaction; poor staff satisfaction; lack of public confidence; relationships tense
The Nature of Health Care

• Advances in how care is delivered
  – Day surgery vs inpatient, changes in techniques

• Scope of practice and changing provider types
  – Sub-specialization; physician assistants, team care

• Advances in medical technologies
  – Improved imaging equipment, operating tools, etc

• Communication advancements
  – EMRs, eChart, electronic referral, telehealth

• Competition or Complimentary?
  – Misaligned incentives and disincentives
  – Pay for quality of services, not just activity
Manitoba’s Pursuing Excellence Strategy: Lean Six Sigma

- Province-wide, consistent, training, coaching, accountability and implementation strategy
- Build regional capacity and skills for implementation of Lean Six Sigma methodology
- Improve efficiency, reduce waste (LEAN)
- Improve quality (Six Sigma)
- Support peer to peer networking across regional health authorities
Lean Six Sigma Training Strategy – Investment & ROI

- Total 5 year investment = 1.15M
- Return on Investment
  - Sustainable LSS Model
  - 48 GBs, 80 BBs active in RHAs & agencies
  - 1600 WBs trained
  - Leadership teams trained, engaged and supportive
  - Minimum of 225 initiatives implemented
  - Networking in place
- Must demonstrate 4.1M in improved efficiencies
Advanced Access

- Includes Lean Six Sigma principles applied directly to the primary care / clinic environment
- Teaches clinics how to improve clinic scheduling and service delivery practices so that patients can see clinician at a time and date that is convenient for them
- Decreases patient wait times for clinic appointments
- Maximizes staff working at full scope of practice
- Results in better clinical outcomes - illnesses/diseases are diagnosed earlier
- Increases Clinician / Staff satisfaction high
- Provides better use of resources in the right care setting by the right provider
Releasing Time to Care

• Includes Lean Six Sigma principles applied directly to the inpatient nursing ward
• Increases direct patient care time by reducing / streamlining activities & identifying and removing unnecessary activities
• Improves patient satisfaction with care, staff satisfaction with work, decreases resource requirements
Is There a Silver Bullet?

• Lean foundation
  • Continuous improvement
    • Challenge – challenge self everyday
    • Kaizen – continuous improvement striving for innovation and evolution
    • Genchi Genbutsu – go to the source, walk the shop floor, create consensus
  • Respect for individuals
    • Challenge each other
    • Take each other’s problems seriously, build trust, take responsibility for others reaching their objectives
    • Develop individuals through team problem-solving
Are We There Yet?

No.....but.....

• Lots of great work underway
• There are lots of opportunities for improvement
• Lots of amazing people working together to improve patient services and outcomes in lots of different ways

A journey of a thousand miles begins with a single step

Lao-tzu