

The PGIP Lean for PCMH Journey: What to Expect, What to Pack

Hugh Hufnagel

Christian Rasmussen, MS, OTR

Our Panel Members

Paul Ponstein, D.O.;

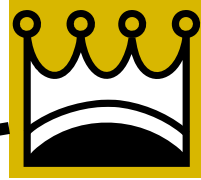
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PHO/PO & Practice Leadership Commitment

- Identify Candidate Practices
- Problem Discussion
- Identify PCMH Domains to be addressed
- Identify Internal Lean coach

P/T: 2-6 hours
L/T: 2wks-9mths
%C/A

Engage Candidate Practices

- Problem Statement Development & Validation★
- Validate PCMH Domains
- Denison Survey
- Recommended Reading
- Confirm Team Composition
- Lean Education Part 1

P/T: 1-3 hours
L/T: 2-3 wks
%C/A

Scoping Session

- Lean Education Part 2
- SIPOC ★/A3 Development
- Homework Assignments
- Workshop Logistics

P/T: 4 hours
L/T: 2-6 weeks
%C/A

VSM Workshop

- Lean Education Part 3
- Current State Map (Day 1)
- Practice staff review of current VSM (when day 2 does not immediately follow day 1)
- Future State Map (Day 2)
- 3-4 Action Plans (Day 3)
- Report Out to Mgmt (D 2,3)
- Workshop Summary Report★

P/T: 24 hours
L/T: 1-4 months
%C/A

Implementation Phase

- Phase 1/2/3 Report Outs
- "Go See" Visits
- Before & After Metrics
- Finalize Workshop Summary Report★

P/T: 1-3 hrs/ wk
L/T: 90-150 days
%C/A

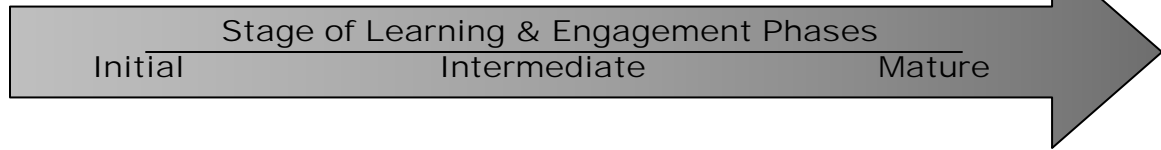
★ = Milestone/Deliverable

Summary Boxes 1-4

P/T: 31-37 hrs
L/T: 10 wks -15 mths, 1 wk
%C/A

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P H Y S I C I A N
 E X E C U T I V E
 O R G A N I Z A T I O N
 D R I V E R
 R O L E S
 W O R K E R

Executive Issues:

- How do we do this?
- What resources do we need to supply?
- How do we find the time?
- Where do we start?

Executive Issues:

- How do we create spread?
- How do we sustain?
- How do we train more internal lean coaches?

Executive Issues:

- What are others doing?
- Organization – wide training (e.g. [U of M Lean Healthcare Course](#))

Driver Issues:

- Often non-existent in P.O.
- Drivers provided by external lean experts.
- P.O. must designate internal candidates to be trained in Lean.

Driver Issues:

- Internal Lean coach leads process improvement with external Lean support
- Internal coach balancing multiple objectives

Driver Issues:

- What are other Lean coaches doing?
- Internal Lean coach asking for "Touch points" with external Lean experts.

Worker Issues:

- Limited adaptive reserve
- Chaotic current state
- Little experience with process improvement
- No standard process improvement.

Worker Issues:

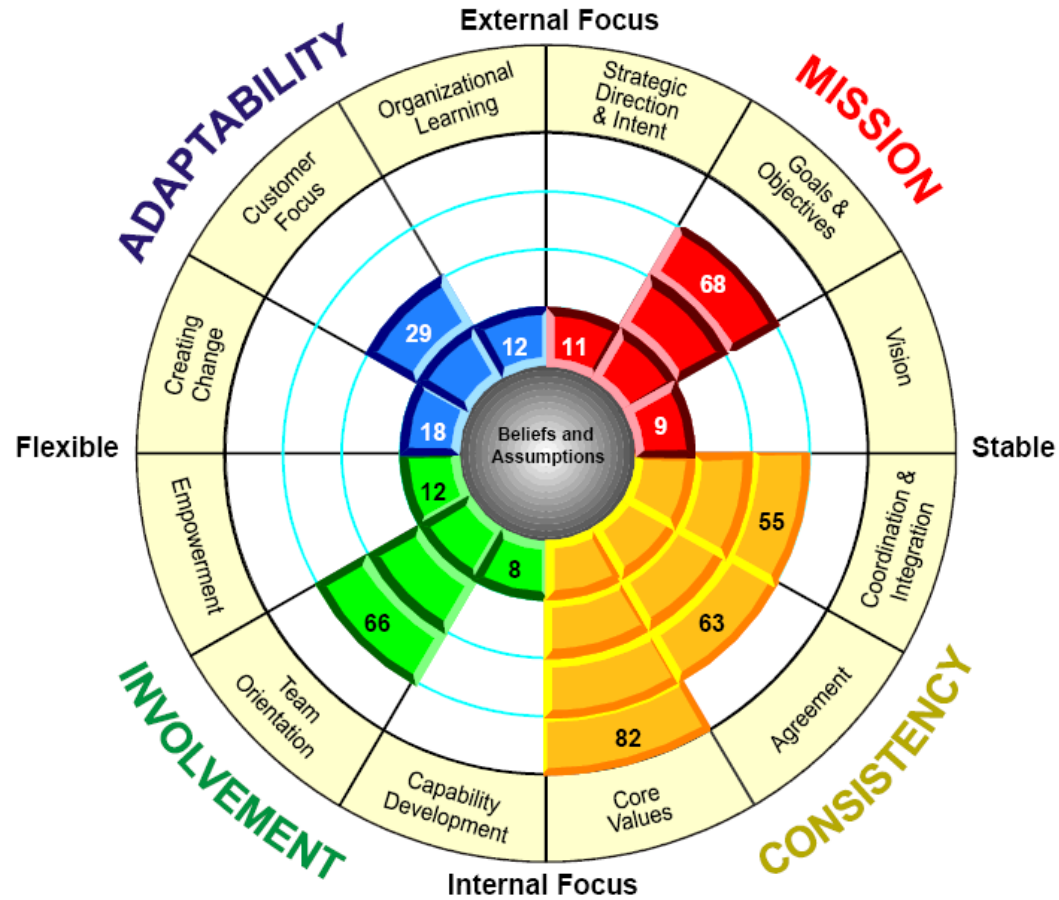
- Engaged
- Have Identified additional problems to be addressed
- Request more time and support for process redesign.

Worker Issues:

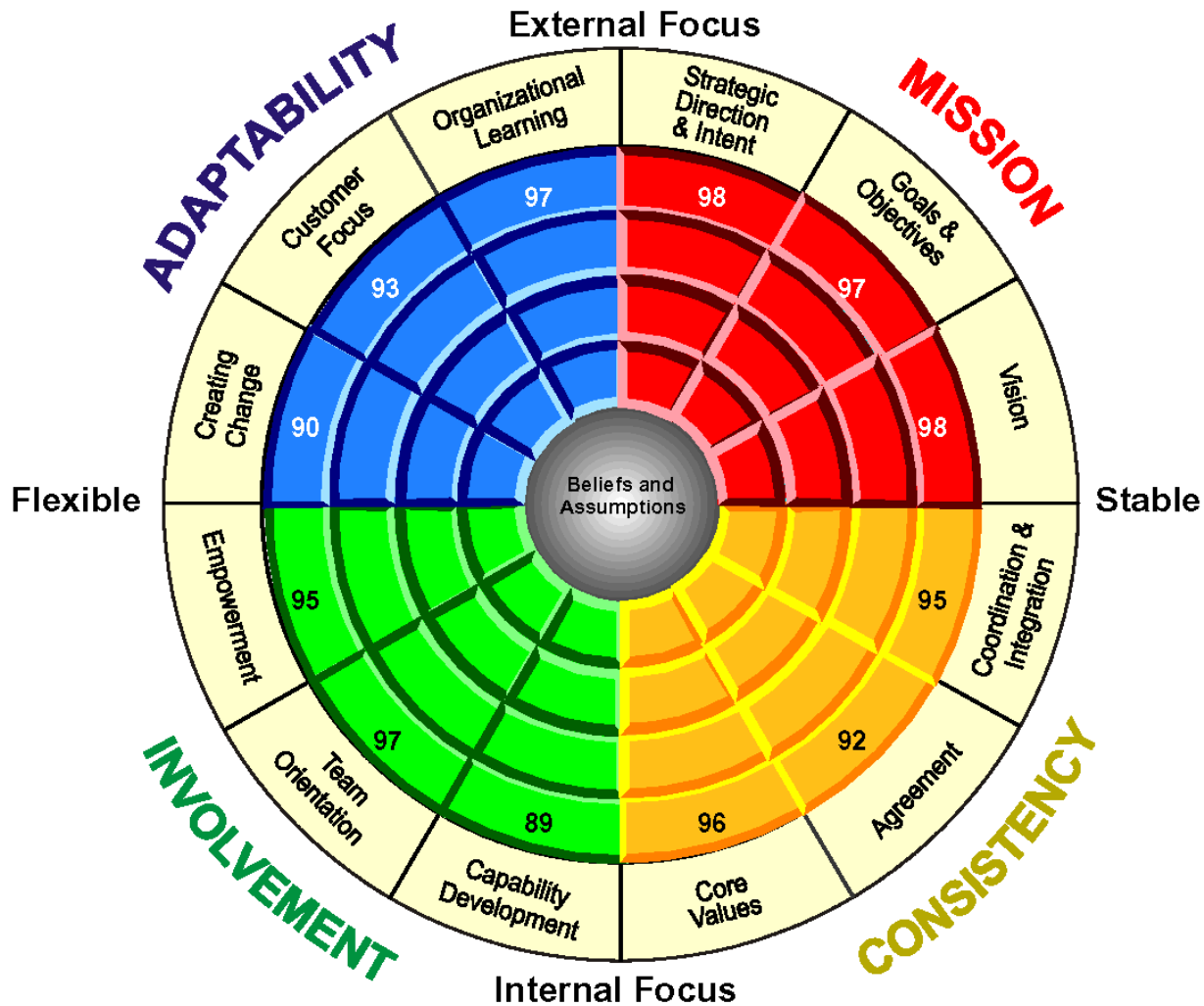
- What are others doing?
 - * inside the org
 - * outside the org
- Support ongoing Lean learning for clinic; develop 'clinic coaches'.



"Current" Culture?



The 'High Performance' Organization





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