

Michigan Lean Consortium and Sparrow
Health presents



The Healthcare Symposium

Theme: Pursuing Value-Based Care

Location:

Sparrow Health Science

Pavilion 2900 Hannah Blvd,

East Lansing, MI 48823

May 19, 2017

**2017 Michigan Lean Consortium and Sparrow Health Healthcare Symposium
Agenda 9:00 AM – 3:45 PM**

Time	Topic	Location
8:45 – 9:15 AM	<p><i>Registration and Welcome Period with Beverages and Snacks</i></p> <p>To expedite registration, we will have 2 registration tables. Please go to the registration table applicable for you:</p> <ol style="list-style-type: none"> 1. MLC Member and Non-Member Registration Table 2. Speaker, Sparrow Health Registration Table 	Wimbledon Room
9:15 – 9:25 AM	<i>Welcome by Michigan Lean Consortium: Betsy Williams</i>	Wimbledon Room
9:25 – 9:45 AM	<i>Welcome by Sparrow Health and Introduction of Keynote Speaker: Dr. Karen Kent-VanGorder</i>	
9:45 – 11:15 AM	<i>Keynote Presentation: Bryan O. Buckley, MPH from Michigan Health & Hospital Keystone Center</i>	Wimbledon Room
11:15 – 11:30 AM	Break	
11:30 AM – 12:30 PM	<p><i>Break Out Sessions:</i></p> <ol style="list-style-type: none"> 1. Organizational Lean Leadership by Dennis F. Cutright 2. Value to the Patient by Reducing Phlebotomy Wait Times at Henry Ford Hospital Out-Patient Phlebotomy Services by Ruan Varney from Henry Ford Health Systems 	<p>Wimbledon Room</p> <p>Capital Room</p>
12:30 – 1:30 PM	Lunch and Presentation by Keynote Speaker Beth Rubenstein	Wimbledon Room
1:30 – 2:30 PM	<p><i>Break Out Sessions:</i></p> <ol style="list-style-type: none"> 1. The Integrative Nurse in Value-Based Care - Lean as an Enabler by Ron Crabtree & Denise Ervin from MetaOps and Infinite Well Beings 2. How do you provide the very best non-profit mental health services in a world of diminishing funds and ever-increasing regulations and demands? You apply the Lean process of Continuous Quality Improvement! By Renee Huff & Denise Sluss from Senior Services of Southwest Michigan 	<p>Wimbledon Room</p> <p>Capital Room</p>
2:30 – 2:45 PM	Break	
2:45 – 3:45 PM	<p><i>Break Out Sessions:</i></p> <ol style="list-style-type: none"> 1. MDI-Metered Dose Inhaler or Managing Daily Improvement? By Jody Kinney from Spectrum Health 2. The Marshmallow Challenge & The PDCA Cycle by Patrick Adams from PA Consulting Services 3. “ReThink” Continuous Improvement Curriculum 1 Day Training by Larry Frydrych from HAP 	<p>Room 1</p> <p>Capital Room</p> <p>Wimbledon Room</p>

Key Note Speaker Introduction

Bryan O. Buckley, MPH



Bryan will talk about the MHA Keystone Center's evolution over the years and the importance of continuous improvement and creating value for our patients and staff as we work with them to build a culture of safety; value for our hospitals and healthcare systems as they start the journey of becoming highly reliable organizations with a goal of zero harm; and value to our communities as we strive for health equity.

Bryan O. Buckley, MPH is a Patient Safety & Quality Manager for the Michigan Health & Hospital Keystone Center for Patient Safety & Quality. He is responsible for the facilitation of multiple patient-safety and quality-improvement efforts and uses a variety of improvement methodologies and group management techniques to support individuals and teams through process improvement initiatives. Mr. Buckley received his Bachelor of Science in Microbiology and a Masters of Public Health with a concentration in Infectious Diseases and Administration at Michigan State University. He has had previous experience working in the field of advocacy and epidemiology on the local, state, and international level for the past six years. In Michigan, he serves as a Board Member and Policy Chair for the Michigan Public Health Association. He is also on the Advisory Board for the Michigan State University & Grand Valley State University Public Health programs. He also worked with Michigan State University on its tobacco-free campus initiative as an Alumni Consultant. In the American Public Health Association, he serves as a Board Member of the Black Caucus of Health Workers, Chair-Elect, Governing Counselor, and Action Board representative for the Community Health Planning & Policy Development (CHPPD) section. Mr. Buckley has a great love for performance/quality improve, healthcare organizational change, healthcare management, system design, health policy, and implementation science. He believes we all have an obligation to help build systems for everyone to be physically, and emotionally healthy.

Key Note Speaker Introduction

Elizabeth C. Rubinstein, Henry Ford Transplant Living Community Volunteer & Patient Ambassador



Elizabeth Rubinstein is a Henry Ford Transplant Living Community (TLC) volunteer and patient ambassador who in 2008 conceptualized and developed TLC to provide a vehicle for patient communication to interface with the transplant medical care team. TLC addresses continuity of care from hospital to home by incorporating the family, the patient, and transplant staff as a cohesive team from a non-medical perspective via mentorship interactions and lifestyle education. Lifestyle education is based upon Play Your “ACES”: Attitude Compliance Exercise and Support principles presented by trained patient volunteers. The community is recipient driven within a patient centered care platform in partnership with the Henry Ford Transplant Institute and Volunteer Services. The Transplant Living Community exists as an onsite volunteer ambassador program to support pre and post organ and bone marrow transplant patients, families, and support partners throughout the transplant experience. The uniqueness of the TLC program and “ACES” platform is that it is adaptable to other areas of healthcare involving patient care management beyond the medical environs. As a patient advisor, Elizabeth has served on the HFHS Patient Education Vendor Search Team, HFHS Conversation Ready Project, the System Quality Forum, HFHS Patient-Centered Care Team, Safety Champion Forum, MyChart Bedside Steering Committee, and Family Caregiver Education Council. She currently serves with the System CAUTI/CLASBI Committee, the Transplant Institute PFAC, HF All of USSM TACH PMI: Precision Medicine Initiative, the HFHS Board of Trustees Quality Committee, HF PERC: Patient-Engaged Research Center, and the MHA Person & Family Engagement Council. She has presented at the 2014 26th Annual National Forum on Quality Improvement in Health Care, 2014 5th Annual International Patient Safety Symposium: The Patient Voice: Are We Listening?, 2011 2nd Annual International Safety Symposium: Partnerships in Safety, and at the 2010 and 2012 6th and 7th Annual National Learning Congress sponsored by U.S. Department of Health and Human Services, in addition to other patient education venues.

Rubinstein is a 2007 transplant recipient, Gift of Life Michigan Governing Board member, Gift of Life volunteer and speaker. Elizabeth has over 20 years’ experience in independent marketing and business relations via retail senior management, owner operated businesses, community fund raising, multi-platform program development and services, active community volunteerism with youth, education, and greater community venues in addition to being supported by three great men in her life; a wonderful husband of 35 years and two adult sons.

Presentations and Speaker Introductions

Organizational Lean Leadership

Presenter: Dennis F. Cutright

Dennis has expertise in creating an aligned and cohesive organization focused on product quality, productivity, and lean principles that optimize business performance over the last 25 years.

Passionate about creating a culture that engages leaders and employees in process ownership, measurement, and improvement; focused on generating results through ensuring each employee has the fundamental skills to be part of a world-class team.

Led 500+ Kaizen events, implemented quality systems in over 50 manufacturing locations, led million-dollar strategic cost saving programs.

Achieved monthly and annual objectives through ensuring each staff member is aware of his/her responsibilities, aligning priorities and defining activities to achieve targeted results.

An approachable leader focused on exploring and engaging proven leadership principles. Live's each day with a deep appreciation for the structure and processes required to develop people and teams who then achieve extraordinary results.

- ASQ Certified Six Sigma Black Belt
- ASQ Certified Quality Engineer
- ASQ Certified Reliability Engineer
- ASQ Certified Quality Systems Auditor
- ASQ Certified Manager of Quality / Organizational Excellence
- Lean Manufacturing Certification Program - University of Michigan

SUMMARY

Presentation will focus on Organizational Lean Leadership. The major topics will be leadership alignment with regards to vision, values, strategic initiatives, KPI's, employee engagement, communications and using lean tool to drive performance improvements. The presentation will compare using lean methods in both manufacturing and health care industries. Group discussions about execution of the tools, related lessons learned and best practices.

**Value to the Patient by
Reducing Phlebotomy
Wait Times at Henry Ford
Hospital Out-Patient
Phlebotomy Services**

Presenter: Ruan Varney from Henry Ford Health Systems

Ruan is a Graduate of Diagnostic Cytopathology from Toronto Canada. She joined Dr. Zarbo in 2003 to coordinate a five-year study of Improving Patient Safety by Examining Pathology Errors for AHRQ (Agency for Healthcare Research and Quality) for Anatomic Pathology at Henry Ford, in a Multi-Hospital effort nationwide. One of the outcomes was developing and validating taxonomy for amended pathology reports and standardizing the process across pathology and Laboratory medicine, Product line.

Ruan is a pioneering member in developing and operationalizing the Henry Ford Production System, since 2004. Ruan is a faculty member in teaching the Henry Ford Production System training to for Healthcare Leaders nationally and internationally since 2005. Ruan continuously facilitates LEAN improvement efforts throughout the Product Line. She has successfully transformed the culture of lean management at Women's Health Services—Obgyn Oncology at HFH, a first clinical setting outside of pathology. She has worked with Operating Room Services at HFH to develop and successfully standardize specimen hand-off and labeling process for surgical pathology. She is a certified auditor by Ontario Medical Association [OLA], Six Sigma Black Belt and a Quality Engineer, from American Society for Quality and is the present healthcare chair for the ASQ Detroit section 1000. She is currently the Quality Systems Manager for Pathology and Laboratory Medicine Product Line, in the Henry Ford Health System.

SUMMARY

Background: The Phlebotomy clinic at Henry Ford Hospital has challenged the norm to give our patients an excellent phlebotomy experience with minimal wait times. Our newly designed Phlebotomy clinic is a joint venture between hospital administration and laboratory administration. To challenge the norm, we set a goal of achieving 90% of registered patients to be called for phlebotomy in less than 15 minutes. We also set out to measure the satisfaction rate of our customers by handing each patient a survey card that rates the phlebotomy experience from a five-point scale.

Results: We registered a total of 59,837 patients in 2016 for Phlebotomy Services. The daily volumes are around 300 patients a day with maximum of 3 CSR's and 5 phlebotomists. We exceeded in achieving our goal of 90% of patients called to the phlebotomy chair in less than 15 minutes of signing-in. In the 1st quarter 91% in 13.7 mins, 2nd quarter 97% in 10 mins, 3rd quarter 97% in 10 mins and 4th quarter 96% in 9 mins. As for the customer satisfaction surveys, we achieved an overall score of 4.9 out of 5.0 for 2016.

Conclusion: The keys to our success was designing a system of understanding customer focused requirements, multiple observations to map patient flow, identifying bottlenecks and to create the balance between the CSR and the phlebotomist for continuous flow of patients. Improvements were based on building relationships and partnering with external suppliers and regular communication. To sustain the improvements Daily Management Metric Boards, Daily Huddles were implemented.

The Integrative Nurse in Value-Based Care - Lean as an Enabler

Presenters: Ron Crabtree & Denise Ervin from MetaOps & Infinite Well Beings

Ron Crabtree, CPIM, CIRM, CSCP, MLSSBB, SCOR-P, CSCTA is CEO of MetaOps, Inc. Ron has more than 20,000 hours of hands-on experience in facilitating and leading change and continuous improvement with Lean Six Sigma. He is a co-author or author of 5 books on operational excellence, including Driving Operational Excellence, is published in many business publications and has authored APICS Magazine's Lean Culture department since 2003. He is expert in planning, teaching and implementing organizational transformation including best practices in process improvement, sales & marketing, organizational change management, Lean Six Sigma and Supply Chain.

Denise Ervin, RN, BSN, NC-BC is the founder of Infinite Well Beings LLC, an Integrative Nurse Practice in Michigan designed to help clients on the individual and corporate level. She is a Graduate of the University of Michigan's Bachelor of Science in Nursing. Denise has 17 years of nursing experience in the areas of Cardiology, Intensive Care, and Oncology. Her passion to serve has called her into the innovative field of Integrative Nurse Coaches. Denise became a board certified Integrative Nurse Coach through the International Nurse Coaching Association (INCA) in 2014. She also completed the Advanced International Nurse Coaching Program in 2015. She is the first board certified Integrative Nurse Coach in the state of Michigan.

SUMMARY

By far the single largest group of internal stakeholders in Healthcare that delivers value is the front-line nursing staff. Any improvement to value-based care will ultimately be realized through the capability, motivation and buy-in of front line personnel. This program is intended to engage professionals with any level of Lean or Healthcare Industry knowledge to be fully engaged in a learning and insights opportunity.

In this highly interactive participative and learning workshop, the audience will:

- * Understand the Top-Six attributes of the Integrative Nurse that is empowered to deliver maximum value.
- * Understand the Top-most challenges in the Healthcare Industry that act as barriers to realizing the full potential of value nursing staff can provide in Healthcare.
- * Participate in group discussions to assess the degree that 'Lean Thinking' can close the gaps to realizing the vision on a continuum.
- * Collaborate in groups on the top-three best 'Lean Methods' that promise to help close the gaps.
- * Participate in a facilitated audience discussion about what's possible with a 'Lean Thinking' approach to the noted challenges in Healthcare.

How do you provide the very best non-profit mental health services in a world of diminishing funds and ever-increasing regulations and demands? You apply the Lean process of Continuous Quality Improvement!

Presenters: Renee Huff & Denise Sluss from Senior Services of Southwest Michigan

Renée Huff, Assistant to the Behavioral Health & Wellness Program at Senior Services of Southwest Michigan, in Kalamazoo, Michigan.

Renée has years of experience in sales, marketing, and professional recruitment in the for-profit world and has spent the past fifteen years in service as an administrative professional in the non-profit field of mental health. Renée began Lean training in April of 2016 as a skeptic and is now wholeheartedly converted. She's passionate about helping others and committed to sharing the ways Lean benefits people providing services and the people receiving services.

Denise Sluss, LLBSW, Supports Coordinator for the Behavioral Health & Wellness Program at Senior Services of Southwest Michigan, in Kalamazoo, Michigan.

Denise has years of experience running a general contracting company with her family. She embarked on a career in human services six years ago, and is currently completing her MSW. Denise began Lean training in April of 2016. Initially overwhelmed with the prospect of adding Lean training to her already full plate, Denise quickly realized the benefits of the scientific process applied to continuous quality improvement within the context of mental health service delivery.

SUMMARY

Nonprofit service providers are struggling to continue to provide excellent service, while facing the current demands of increasing need and decreasing funds. A team of twelve dedicated individuals providing mental health services in Kalamazoo, Michigan, have spent the past year learning Lean and performing experiments to ensure their program thrives.

Two of the team members will share the struggles, successes, and surprises their team encountered as they focused on one specific aspect of service provision, Progress Notes.

Presenters will utilize a Power Point Presentation to outline their first two experiments and detail how the close examination of what seemed like a simple and small task led to big changes within their program.

Presenters will role play to demonstrate a psychotherapy technique called Motivational Interviewing. They will share how they employed Motivational Interviewing techniques to promote transparency and open communication, especially while establishing the Current Condition. These techniques can help your staff feel supported and respected, and reinforce the fact that it's the Process being examined, not the staff. It will also ensure that your data is more accurate and may even provide vital information you would have otherwise missed out on.

MDI-Metered Dose Inhaler or Managing Daily Improvement?

Presenter: Jody Kinney from Spectrum Health

As a nurse for over 30 years, Jody has practiced in many positions including clinical roles in oncology, hospice, HIV and home infusion, program development and leadership positions, sales and consulting. The similarities between clinical practice and Lean became evident to her when utilizing the tools to improve the safety, outcomes and overall patient experience throughout the healthcare system. Jody's approach to bridging the gap of language was found to be the key to success for empowering teams to change and sustain improvement. Jody currently works as a senior process improvement specialist mentoring and coaching clinical leaders and colleagues to utilize the Lean methodology and tools to integrate continuous improvement into their practice.

SUMMARY

Process Improvement (P.I.) is a robust body of knowledge with a glossary of Japanese words specific to the tools and methodology of "Lean." Many of the P.I. specialists come from industry where this language is common. Much time is spent teaching the names and meanings of such things as Kaizen events, Gemba walks, Kamishibai audits, etc.

Clinicians improve patients' lives and well-being every day based on a robust body of knowledge and also have a glossary of terms and acronyms that are used regularly. The fact that both areas of expertise utilize their own familiar language creates a gap resulting in confusion and frustration for all involved, and less than ideal implementation of Lean in the healthcare arena. We need to bridge the gap...

Both clinical process and A3 thinking are based on the scientific method and are more similar than they are different. Cross walking clinical process with A3 thinking helps to highlight these similarities and helps the Lean tools to become easy and intuitive for clinicians to use.

Learners will see how Lean tools fit into a clinical construct and crosswalk with clinical practice. A3s will be used for both clinical and non-clinical problems with interaction from the participants to better understand how to bridge the gap between Process Improvement specialists and clinicians.

The Marshmallow Challenge & The PDCA Cycle

Presenter: Patrick Adams from PA Consulting Services, Inc.

Patrick Adams has been delivering bottom-line results through specialized process improvement solutions for over 15 years. He's worked with all types of businesses from private, non-profits, government, and manufacturing ranging from small business to billion dollar corporations. Patrick is a proven leader and highly experienced consultant with specific niche focus on organizational strategy and leadership development which brings a unique human approach to sound team-building practices; creating consensus and enabling empowerment. He motivates, inspires, and drives the right results at all points in business processes.

SUMMARY

The Marshmallow Challenge is an interesting team building game. Not only does this silly game teach how to collaborate as a team, but, more importantly, teams that perform well, use an iterative method. In lean, small kaizens can lead the way to big changes. PDCA is an iterative process. The iterative process taught in this short workshop can be useful for small improvements to any healthcare process. For example, iterative prototyping can be very useful for 3P healthcare facility lean design projects.

Objectives:

1. Attendees will learn the power of prototyping as it relates to the PDCA cycle and specific healthcare applications; i.e. 3P facility design.
2. Attendees will learn the importance of diversity in teams.
3. Attendees will learn how incentives magnify outcomes...not always in the right way!
4. Attendees will learn how to facilitate the Marshmallow Challenge for use with their own teams. We will achieve these objectives through a 30 minutes' exercise and 30 minutes' interactive debrief. I will make use of PowerPoint slides to help drive home each objective.

***“ReThink”
Continuous
Improvement
Curriculum 1 Day
Training***

Presenter: Larry Frydrych from HAP

Larry Frydrych has successfully worked with every layer of management, including the senior level, in process improvement, implementing and utilizing the Huddle System, Rapid Redesigns, Kaizen, Value Stream Mapping, A3 and other lean tools. His business experience includes sixteen years in the healthcare industry, mostly as a Project Manager, and ten years of international experience in the commercial construction and code requirements industry. Larry holds a Bachelor of Science in Economics and is trained in MLC Bronze and Six Sigma Green Belt. After successfully passing his MLC Bronze test, he began studying for his MLC Silver certification.

SUMMARY

In 2014, Health Alliance Plan, elected to do a corporate paradigm shift in how we utilize Lean continuous improvement. We are a company of approximately 1,100 employees with the recent mergers with HealthPlus and Midwest. Our goal is to have the entire work force at HAP (Senior leadership, to mid-level management to the front-liners) be equally trained through a 1 Day Lean Continuous Improvement class over a 5-year period. We were tasked with creating an engaging and educational curriculum to meet this requirement. We are currently in year 3.

Presentation Description: We will discuss the 7 modules of our training curriculum, the how and why of a homework assignment that is tied to cascaded goals, share the HAP "Secret Sauce" for success; Success data: keeping the learning FUN; Recognition award and next steps.

Learner Objectives: To teach Lean principles universally in a productive, concise manner that empowers individuals throughout the entire organization and keeps them actively engaged in process improvement.

How Achieved: Share background from conception to design to execution (20 classes so far in 2 years) and the evaluation of content the class has taken by way of Lessons Learned and input received by the attendees' surveys completed at the end of each class.

Parking/Driving Directions

MICHIGAN LEAN CONSORTIUM EVENT DIRECTIONS

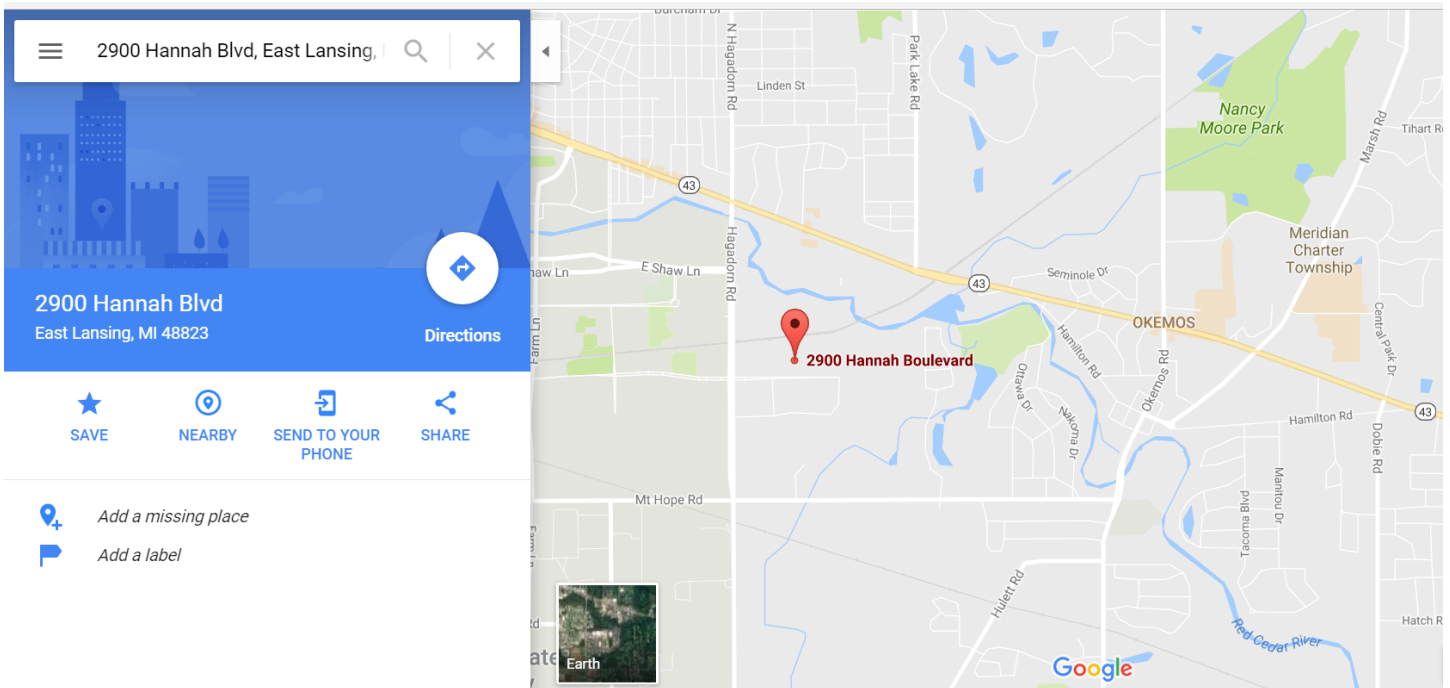
Event Title: Health Care Symposium

Sparrow Health Science

Pavilion 2900 Hannah Blvd,

East Lansing, MI 48823

There is only one entrance. There will be signs.



HOTELS

Candlewood Suites	3545 Forest Rd.	Lansing	(517) 351-8181	Starting at \$95.00 per night
Comfort Inn & Suites	9742 Woodlane Drive	Dimondale	(517) 721-0000	20% off rate of the day, not valid for group rates. Includes all room types.
Country Inn & Suites of Lansing	6511 Centurion Drive	Lansing	(517) 827-7000	\$60-65 per night
Comfort Inn	525 N Canal	Lansing	(517) 627-8381	\$71 Rate for caregivers, patients, and family members
Comfort Inn Okemos	2187 University Park Drive	Okemos	(517) 347-6690	\$72 single king \$82 double beds
Fairfield Inn	810 Delta Commerce Drive	Lansing	(517) 886-1060	\$89/night
Fairfield Inn & Suites	3320 Preyde Blvd	Lansing		Opening June 2016 Rates starting at \$124.00
Hampton Inn East Lansing	2500 Coolidge Rd	East Lansing	(517) 324-2072	Rates at \$104.00 per night plus tax
Holiday Inn Express	2209 University Park Drive	Okemos	(517) 349-8700	\$87 standard room \$117 suites
Quality Suites	901 Delta Commerce Dr.	Lansing	(517) 886-0600	Rate \$89.00 per night. Not valid during special events
Radisson Hotel Lansing	111 N. Grand Ave.	Lansing	(517) 482-0188	\$126 sleeping room rate includes breakfast for 2.
Springhill Suites	111 S. Marketplace Dr.	Lansing	(517) 627-0002	\$89.00 room rate for both King and Double suites. Not valid during special events
University Quality Inn	3121 E. Grand River Ave.	Lansing	(517) 351-1440	Sunday-Thursday \$79 Friday & Saturday \$89

Ask for the Sparrow rate when placing reservations.