

# LEAN-A3 PROBLEM SOLVING

## OUR PROCESS IMPROVEMENT JOURNEY

Bradford Regional Medical Center | Olean General Hospital

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### WHAT IS LEAN A3?

BRMC and OGH have embarked upon an exciting process improvement journey that involves the adoption of a format for structured problem solving. As we continually identify opportunities to enhance such important matters as patient satisfaction and service delivery, we believe that it is essential that our managers and staff members all utilize a common approach with respect to our performance improvement efforts. Towards this end, we have identified the A3 problem solving approach for use at our hospitals.

LEAN A3 is a way to look with “new eyes” at specific problems identified by direct observation or experience, and defines problems and issues from



the patient’s perspective. Bradford Regional Medical Center and Olean General Hospital will each train staff members in the A3 methodology. There have been 64 individuals from each hospital who completed the training. The LEAN A3 training consists of four weekly, three hour classes. There will be two sessions running concurrently at both BRMC and

OGH with staff attending from each hospital.

LEAN A3 problem solving is at the heart of the Toyota Production System and has been largely responsible for Toyota’s sustained success as an automotive leader. It has increasingly been adopted by health care organizations throughout the country to drive performance improvement activities. Just as hospitals are increasingly relying upon standardized clinical pathways and protocols, to improve clinical outcomes, so too are they instituting common and standardized approaches to general problem solving to enhance service delivery and drive higher levels of patient satisfaction.

## LEAN PROJECT REQUEST FORM AVAILABLE ON INTRANET

### CASE STUDIES AND HIGHLIGHTS:

Red hazardous waste bags used for non-medical waste purposes were resulting in increased expense to BRMC.

As a result of the LEAN study, education has been provided to BRMC staff. as to the appropriate use of red hazardous waste bags, ongoing monitoring is in place and December statistics showed a 16.5% decrease in medical waste.

“Diane attended our staff meeting last month. It changed our whole outlook on collecting red bag waste. We went as far as getting smaller canisters for collecting red bag waste, as this had been addressed to the staff a number of times, but when Diane did her presentation, WOW what a difference. The red bag waste in the OR has decreased dramatically.” Mary Porter, RN, CNOR, Director of Surgical



Tracy Colosimo and Kristen Strickland shown with new wheelchair bags.

Services, at Bradford Regional Medical Center.

Pavilion staff was having difficulty locating wheelchair parts when needed for patient transport resulting in patient care delays and staff delays.

The Pavilion has placed a bag on each wheelchair to hold the removable parts and staff has been educated to use the bags when removing legs from the chairs. This was trialed on the 4th floor with success; and is now being rolled out to the other floors in the Pavilion.



When patients have complaints about meals and food service, it was identified through the LEAN process that a better feedback and response process was needed.

Presently, dietary is committing approximately 8 hours per week training staff to use the satisfaction toolbox and providing assistance as needed. Patient satisfaction numbers are improving.



Barb Fox and Diana Carnagie shown with red hazardous waste bags.



Aimee Morris is shown with the newly installed patient satisfaction board.

# LEAN GRADUATES



Marie Bialy

Chris Anderson

Kathy Painter

Larry Barrile

Susan Freer

Karen McClellan

Cindy Oyler-Barrett

Cindy Harris

Diana Carnagie

Ray Jones

Grace Dailey

Kathy Fitzsimmons

Julie Kenyon

Peggy Hannold

Andrea Mallery

Cherie Johnson

David Miller

Scott Hepfer

Saphir Niakadie

Nicole Loomis

Kristin Strickland

David Renaud

Aimee Morris

Jen Ruggles

Shelley Saunders

Randi Smith

Judy Scott

Katie Watkins

Candy Swanson

Robert Matasich

Jason Tingley

Brian Pitts

Chris Carll

Michelle Orcutt

Kristine Scanlan

Chris Carll

Tina Hannahs

Tara Welsh

Emily Burgoon

Debbie Halliday

Nancy O'Day

Nicole Barrile

Holly Weaver

Lynette Carll

Penny Bechelli

Jennifer Drew

Cheryl Warters

Kasey Torrey

Nicole Lippert

Desiree Fontaine

Tracy Colosimo

Roberta Truman

Heather Faulkner

Beth Goldsmith

Jennifer Johnson

Sharon Ritter

Jodi McCool

Pam Maxson

Becky Austin

Karen McGovern

Graham

Jeff Gabel

Pat Cole

# INTRODUCING THE LEAN TEAM

## Administrative Lead for LEAN A3:

Patti Heilman, VP Quality

## LEAN Coordination:

Grace Dailey,  
Process Improvement Manager

## Instructors:

Sue Freer, David Miller

## Current Coaches:

Nicole Loomis, Rehab Services  
Kristine Scanlan, Nutrition  
Beth Goldsmith, Radiology

## New Class:

Bradford class starts on Jan 31st (Instructor Sue Freer)

Olean class started on Feb 1st. (Instructor Dave Miller)

# CURRENT PARTICIPANTS:

## Bradford Regional Medical Center:

John Bednez

Minnie Burns

Michelle Cleveland

Kristine Haight

Barb Headley

Libby Herbstritt

Jeanne Johnson

Jake Piatko

Ruth Reinard

Stacia Roggenbaum

Richard Shires

Jill Shultz

Diane Vecellio

Gail Wilson

## Olean General Hospital:

Emily Galuppo

Mary Fay

Howard Myrick

Colette McCaslin

Karen Balzcerzak

David Ferrett

Jeri Ritter

Denise Padlo

Jennifer Howell

Jennifer Scheible

Andrew Furdurko

Autumn Burrell