Room to Improve: Locating Process Improvement in Person-centredness
This a story of 3 houses

Lean

Six Sigma

Person-Centredness
The House of Lean has a growing family

- Kissing cousins - Agile.
- Offspring - The Productive Ward
- Offspring - The Productive Operating Theatre
- And some dubious characters
And then there were 2

The House of Lean Six Sigma

The House of Person-centredness
Do they need a Wedding Planner?
Is there any chance of a match?
Do they even speak the same language?

RIE, JDI, DMAIC, SIPOC, KANO, FMEA, KPI, TAT, WASTE, Value, Output, Result, Speed, Variation, Kanban, Measure, Kaizen, Seiri (Sort) Seiton (Straighten, Set) Seiso (Shine, Sweep) Seiketsu (Standardize) Shitsuke (Sustain), Mission Control, Control, Data, Report.

Issue 1: The Complexity of Healthcare

Healthcare ‘the most complex of any industry’ Peter Drucker.
Issue 2: The Risk of Silo Mentality
Issue 3: ‘We’re not Japanese and we don’t make cars’

The most dangerous phrase in the language is "we've always done it this way."
Issue 4: The tail wagging the dog

(Graban. 2018)
Issue 5: Cutting waste not care
Issue 6: The Process not the Person

“94% of Problems are caused by the system and 6% by the individual”

Deming’s 94/6 rule
How do they relate to each other?
The elements of Lean Six-Sigma and their orbit of the Person-centred Sun.

Teeling, Dewing, Baldie (2017)
Synergy

- Respect
  - Kaizen

- VOC
  - Voice of the Customer

- Empower
  - Staff

- Observe
  - Studies

- Quality
  - Care

Teeling, Dewing, Baldie (2017)
Divergence

1st Principles
• Value versus values and beliefs

Value
• What constitutes Value?

Language
• Do they speak the same language?

Standardisation
• Standardisation

Experience
• Experience
• Evidence
• Collaboration

Teeling, Dewing, Baldie (2017)
Lean Six Sigma and Person-centredness model

Synergy

Respect (Kaizen)

Quality

Voice of the customer

Empower staff

Observational study

Person-centredness

Working Model: Teeling, Dewing and Baldie (2017)

Divergence

First Principles

Standardisation

Value

Language

Experience, Evidence, Collaboration
Lean Six-Sigma and Person-centredness model framework

Contextual factors in which the House of Lean Six Sigma can perform

- Engage staff
- Engage and be supported by Management
- Recognise the need for Change
- No square peg round holes please. Adapt for local CONTEXT.
- Recognise the needs of the Person not just the organisation
- Evaluate but do not penalise
- No wishful thinking - solve the strategy delusions!
- Encourage local entrepreneurs

(Teeling, Dewing and Baldie, 2017)
Lean Six Sigma for Healthcare

- **Fundamentals of Lean**
  - White Belt

- **Professional Certificate in Lean Six Sigma for Healthcare**
  - Green Belt

- **Graduate Diploma in Lean Six Sigma for Healthcare**
  - Black Belt

- **MSc Leadership, Innovation & Management in Healthcare**
  - Flexible, negotiated structure

UCD School of Nursing, Midwifery and Health Systems
UCD College of Health and Agricultural Sciences