Lean Enterprise Transformation Evaluation

Overview

VA’s Veterans Engineering Resource Centers (VERCs) are implementing a national program of Lean Enterprise Transformation (LET). The objective is to embed Lean principles, strategies, practices, and behaviors in VA medical centers to improve healthcare quality and efficiency. This QUERI-supported initiative is evaluating LET implementation initially in 10 sites and has begun data collection through site visits and development of a staff survey. Investigators are assessing improvement initiatives, measuring organization-level transformation, and identifying factors that both facilitate and hinder program success. Investigators are working closely with VERC partners and sites to determine strategies for measurement and to implement findings into practice.

This Lean Enterprise Transformation Evaluation Partnered Evaluation Initiative is evaluating LET implementation with the following aims:

- Assess the implementation of strategic initiatives, and variations in implementation success across sites, in order to inform successful implementation of future initiatives;
- Identify the specific contextual characteristics and deployment mechanisms that facilitate success of LET programs at the levels of continuous daily improvements, value streams, and throughout the medical center;
- Examine provider- and staff-level barriers and facilitators to adoption of Lean Management Systems (e.g., knowledge, attitudes, experience); and
- Determine if and how LET programs result in the transformation of key aspects of an organization (i.e., culture) to promote a learning organization.

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Implementation Strategy

The investigators continue to work with partners to design a comprehensive, independent evaluation strategy that provides a standardized approach to evaluating current pilot and planned LET sites. Employing a mixed-methods design that includes site visits, review of outcomes data, and a survey to staff and managers, investigators will measure the baseline of both organizational transformation and value streams at each site. Investigators will conduct additional site visits at intervals of six months to assess the success of improvement events in value streams, as well as overall organizational transformation, and will identify factors that affect change. Through administration of an annual staff survey, they also will assess changes in maturity and transformation at the sites. Using these data, investigators will assess improvement success. Where data permit, they also will compare value stream improvements across sites—and relate that success to background, context, and implementation factors.