

QUERI Partnered Evaluation Initiative

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Overview

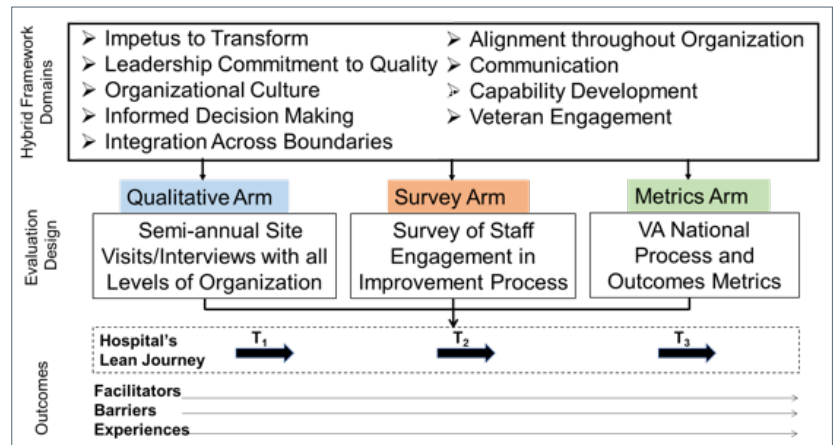
Lean management principles have been used effectively in manufacturing companies for decades and increasingly are being applied to the delivery of healthcare. In an effort to improve the quality and efficiency of healthcare for Veterans, the national Veterans Engineering Resource Center (VERC) Program Office initiated the Lean Enterprise Transformation (LET) program in 2011 to promote Lean principles and strategies in 10 VA medical facilities.

The LET Partnered Evaluation Center has worked in partnership with the VERC and VA's Office of Strategic Integration to evaluate the implementation of this program. Specifically, this multi-site evaluation aims to:

- Assess differences in strategic initiatives at 10 LET pilot sites;
- Assess the extent of change in outcomes that can be attributed to Lean implementation;
- Identify successful contextual characteristics and deployment mechanisms;
- Examine barriers and facilitators to Lean implementation, adoption, and spread; and
- Determine if Lean implementation efforts lead to culture change or organizational transformation.

Methodology

The investigators developed a novel conceptual framework that is a hybrid of two complementary models, both of which address the dynamics of change: the VERC's Organizational Maturity Matrix and the Organizational Transformation Model. The Figure lists the framework domains and describes the mixed-methods study design and outcomes.



Findings and Anticipated Impacts

Preliminary findings show that Lean implementation success varies across the pilot sites. Overall, stakeholders identified the following as keys to successful lean implementation:

- Avoid over-scoping strategic objectives and project charters;
- Align the strategic goals with the communication message, staff education, and project selection throughout the organization;
- Ensure that all levels of leadership personally participate in Lean activities, as well as encourage and support staff to do the same;

- Build and maintain a sense of respect of others and psychological safety early; and
- Identify and communicate a burning platform that the staff find compelling on an everyday basis.
- Having middle managers support and actively promote the use of Lean.

Identifying facilitators and barriers from the pilot sites, LET QUERI will inform their continued efforts and provide guidance to other VA medical centers that are considering implementing Lean.

Operations Partner(s)

VA Office of Strategic Integration | Veterans Engineering Resource Center



U.S. Department of Veterans Affairs
Veterans Health Administration
Quality Enhancement Research Initiative

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