22ND ANNUAL

22ND LCI CONGRESS
OCTOBER 19-23

Advocate Aurora Business Case:

The ABC's to How Lean Practices Provide Value Day One

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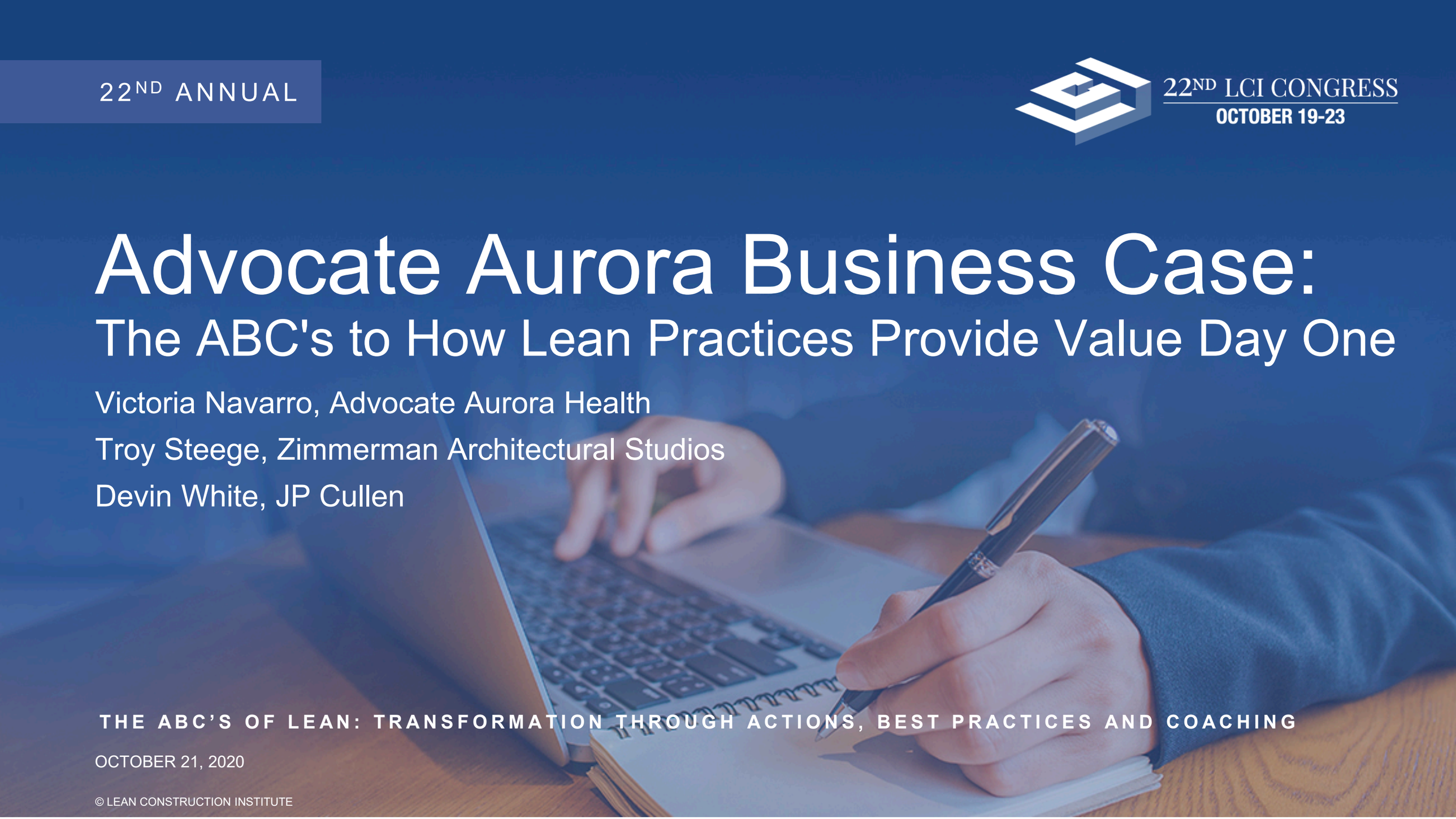
Devin White, JP Cullen



THE ABC'S OF LEAN: TRANSFORMATION THROUGH ACTIONS, BEST PRACTICES AND COACHING

OCTOBER 21, 2020

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Learning Objective

- How can a team effectively implement a Lean Project Delivery process for **first-time participants and non-believers?**

- What is the **business case** in following a Lean Project Delivery process?

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Advocate Aurora Health
Clinics Relocation Case Study

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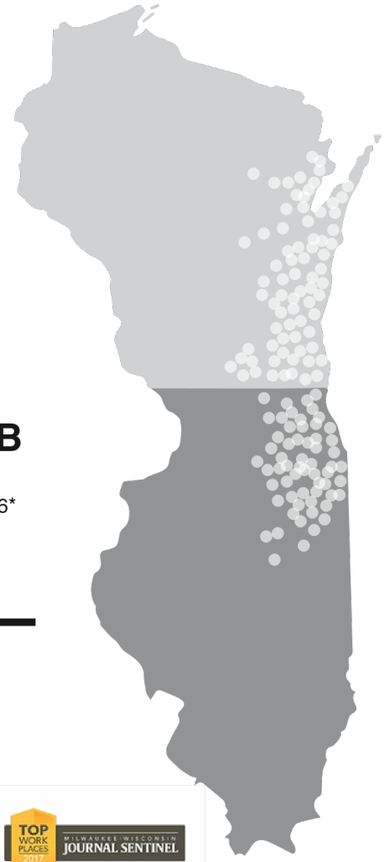
Together By The Numbers



Top 10
NOT-FOR-PROFIT HEALTH SYSTEM

3,300+
EMPLOYED PHYSICIANS

4,800+
ALIGNED PHYSICIAN PARTNERS

27
HOSPITALS

500
OUTPATIENT LOCATIONS

70,000
EMPLOYEES

2.7M
UNIQUE PATIENTS

Nearly $2B
COMMUNITY BENEFITS IN 2016*

Advocate Health Care

- **12** hospitals
- Nearly **400** sites of care
- **37,000** associates
- **1,500** employed physicians, **3,500** physician partners
- More than **1.5 million** unique patient visits
- **$692 million** in community benefits
- **$5.6 billion** in annual revenue
- Recognized for clinical excellence in cardiovascular, oncology, neurology, pediatrics and trauma care

Aurora Health Care®

- **15** hospitals
- **150** clinics
- **33,000** employees
- **1,800** employed physicians, **1,300** physician partners
- **1.2 million** unique patient visits
- **$1,093** million in community benefits
- **$5.1 billion** annual revenue
- Recognized for clinical excellence in cardiovascular, oncology, neurosciences, geriatrics, gynecology and primary care

Advocate Aurora Health Case Study

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Business Case and Value Proposition

OUR PURPOSE - We help people live well.

OUR VALUES

EXCELLENCE
We are a top performer in all that we do.

COMPASSION
We unselfishly care for others.

RESPECT
We value the unique needs and preferences of all people.

KPIs

Key performance indicators (KPIs) must be
measurable, actionable and tied to the business strategy of the organization.

SAFE

PATIENT FOCUSED

EFFICIENT

COST EFFECTIVE

SUSTAINABLE

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Business Case and Value Proposition

"Create safe and healing environments through thoughtful collaboration and innovation."

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Integrated Project Delivery Team Structure

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Integrated Team

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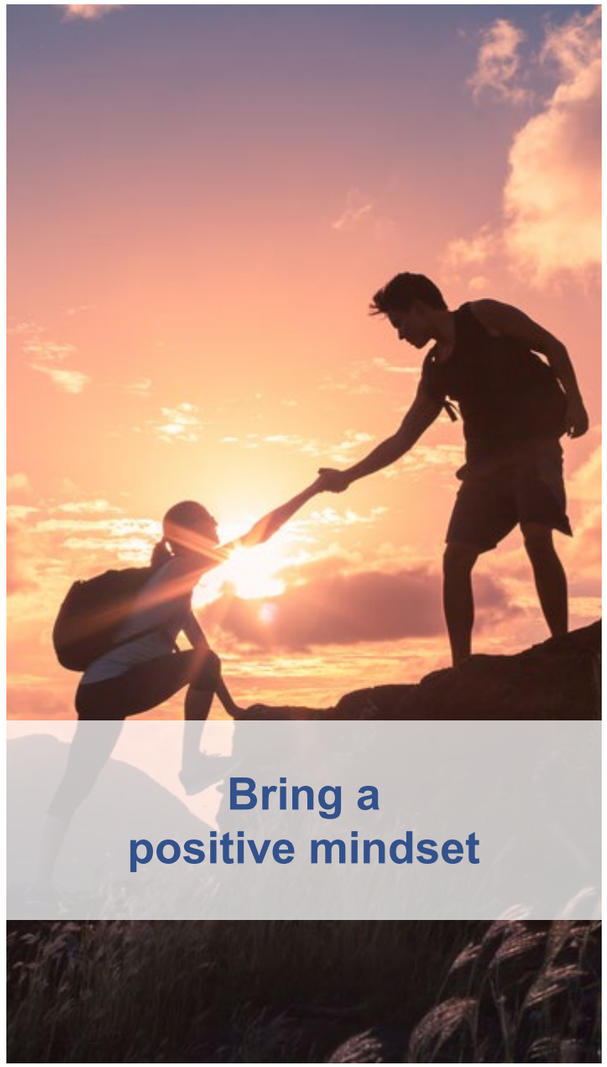
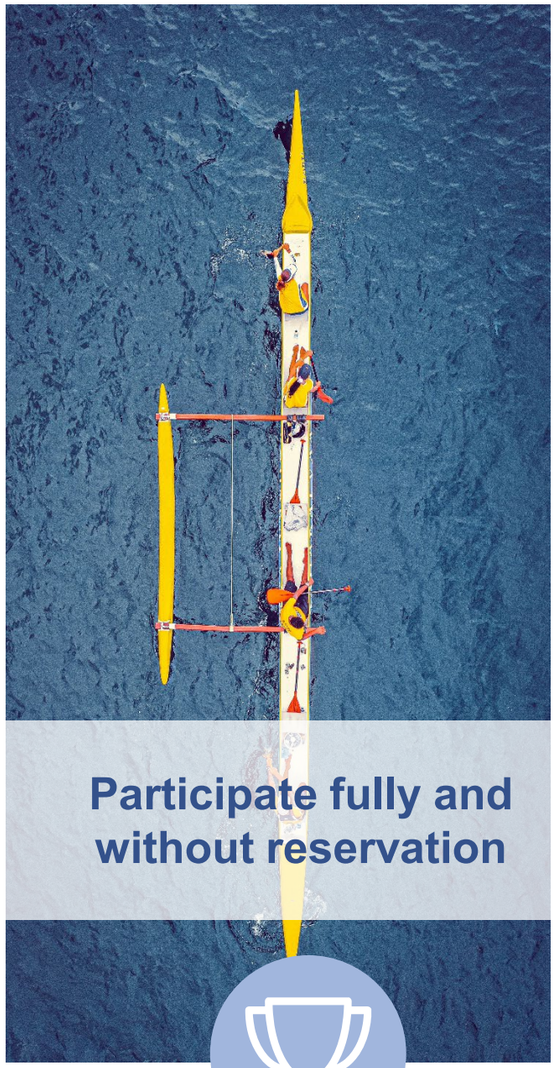
Rules of Engagement and Expectations



Bring a positive mindset

Be engaged, collaborative, and supporting



Participate fully and without reservation

Resources

LEAN TERMINOLOGY

MOONSHINE:
A planning exercise that works with what is available from previously developed plan options, focusing upon positive attributes from each option, and distilling these into a single preferred solution.

The Hive and Central Core options were reviewed and The Hive concept was used to generate a final hybrid plan. This plan equates to a Schematic Design level plan, and accounts for qualities from all of the schemes that were developed. This plan represents the Recommended Direction of the team moving forward.

DOWNTIME:
Eliminating waste in healthcare & Seeing the Waste.

- **D**efects
- **O**verproduction
- **W**aiting
- **N**ot Using Employee Talent
- **T**ransportation
- **I**nventory
- **M**otion
- **E**xcess Processing

AdvocateAuroraHealth™

LEAN PRINCIPLES

- Lean Construction.
- Open Communication.
- Collaboration.
- Reliable Promising.
- Commitment-Based (Pull) Scheduling.
- Target Value Design.
- Elimination of Waste.
- Quality and Reduction in Rework.
- Best Person.
- Value of Ideas, not Status of Author.
- Optimize the Whole Project, not its Components.
- Continuous Improvement.

“DEFINE **VALUE** FROM THE **CUSTOMER'S PERSPECTIVE.** ORGANIZE THE WORK AS A VALUE STREAM. MAKE THE WORK FLOW. WORK AT THE **'PULL'** OF THE CUSTOMER. **PURSUE PERFECTION.**”

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NOTES & SKETCHES

The following pages give you a chance to capture project details, as well as training and meeting notes.

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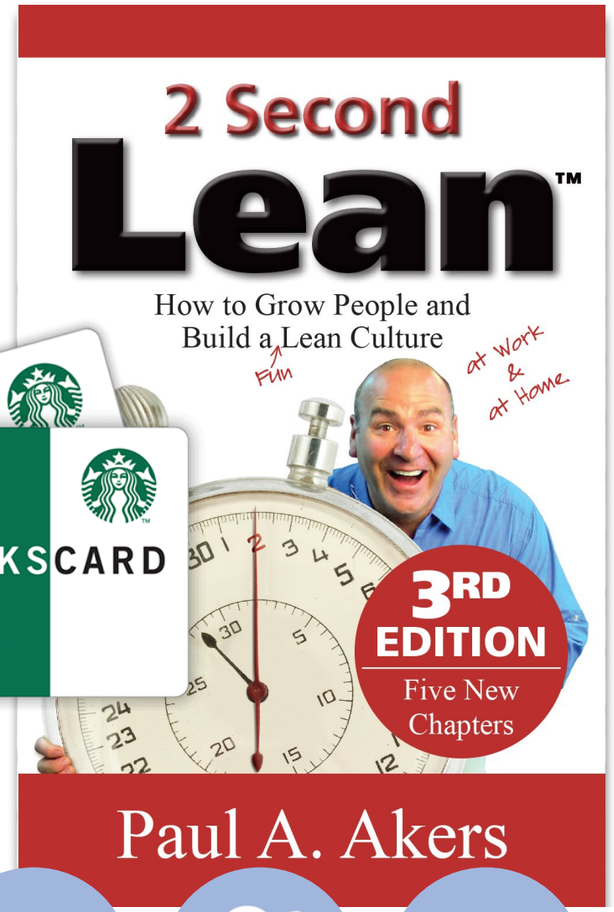

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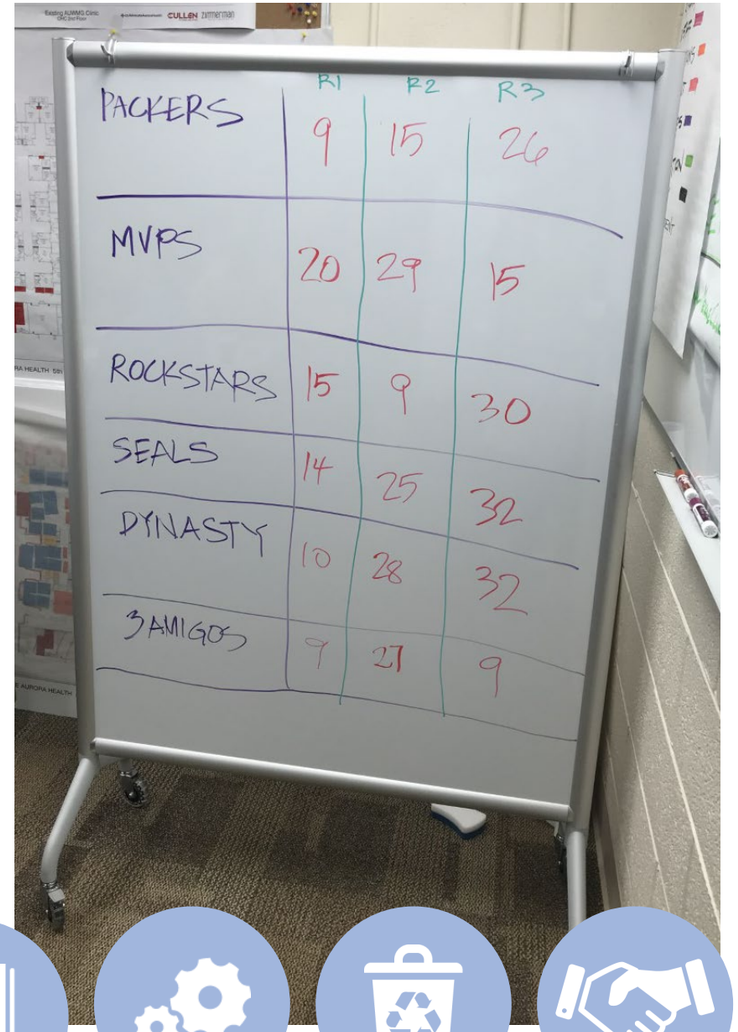
Innovation



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Gemba Walk & Voices of the Customer

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Design Precedent Review

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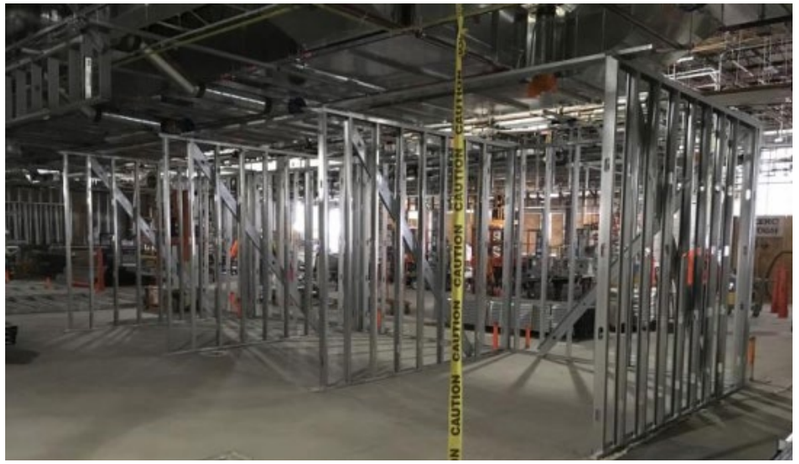
Prefabrication Precedents



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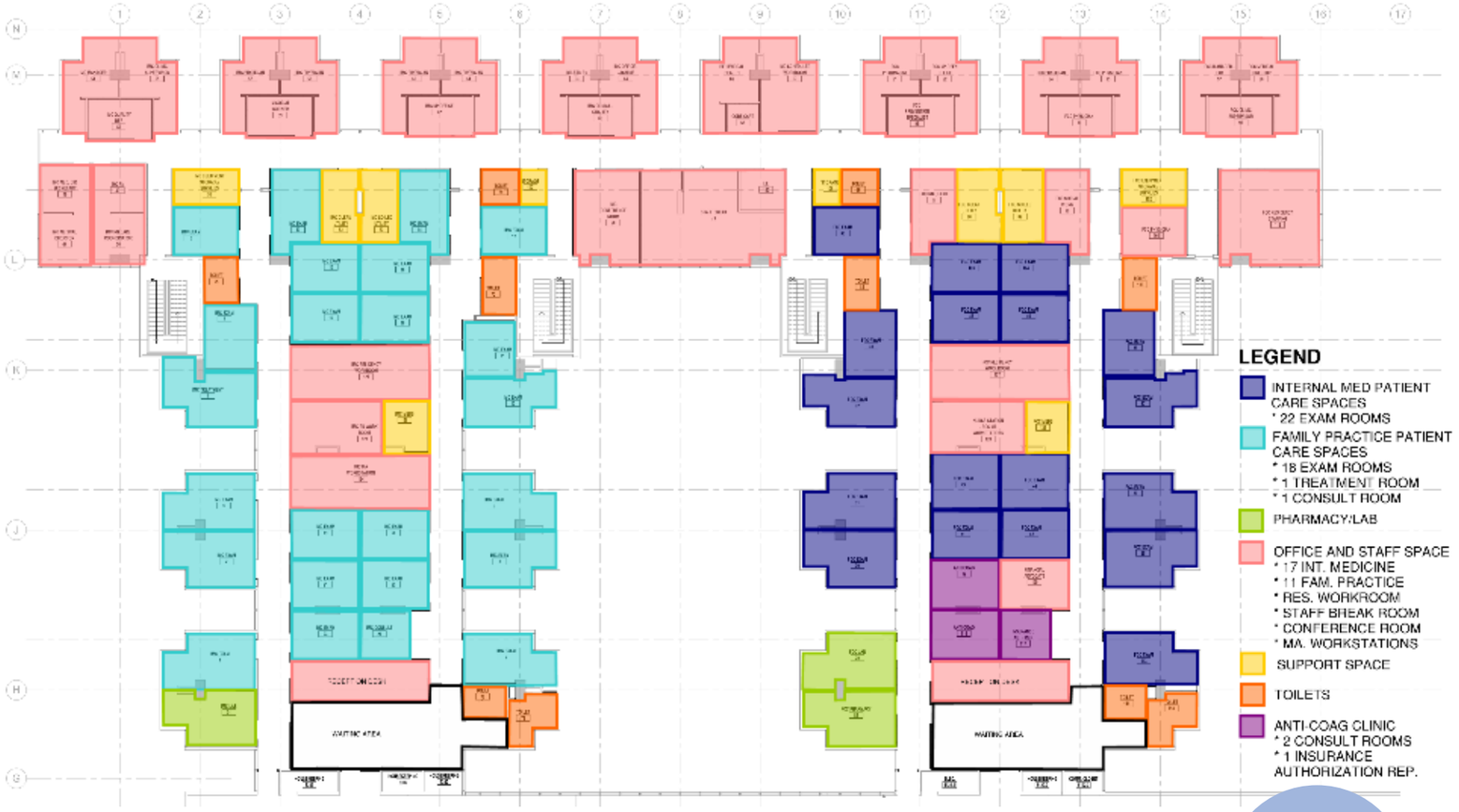
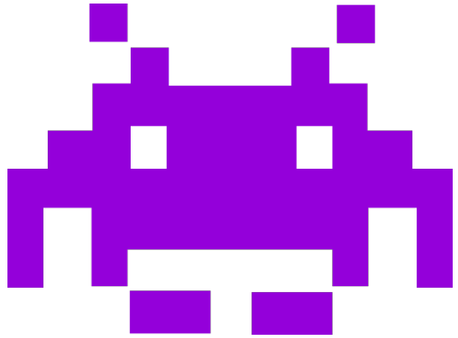
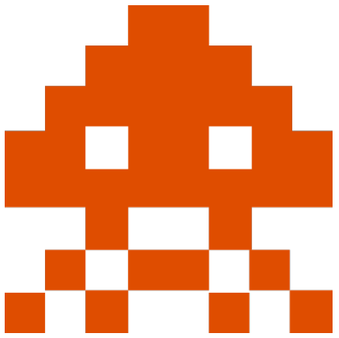
Design Challenge



Design Challenge





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Integrated Team

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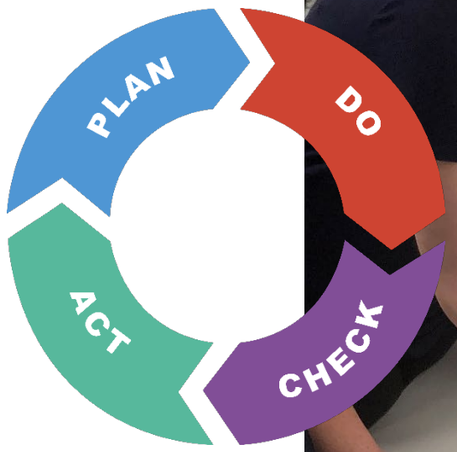

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Value Stream Mapping and the 7 Flows of Healthcare

1. Patients
2. Family
3. Healthcare Staff
4. Medications
5. Equipment
6. Supplies
7. Information

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Virtual Reality and Mockup

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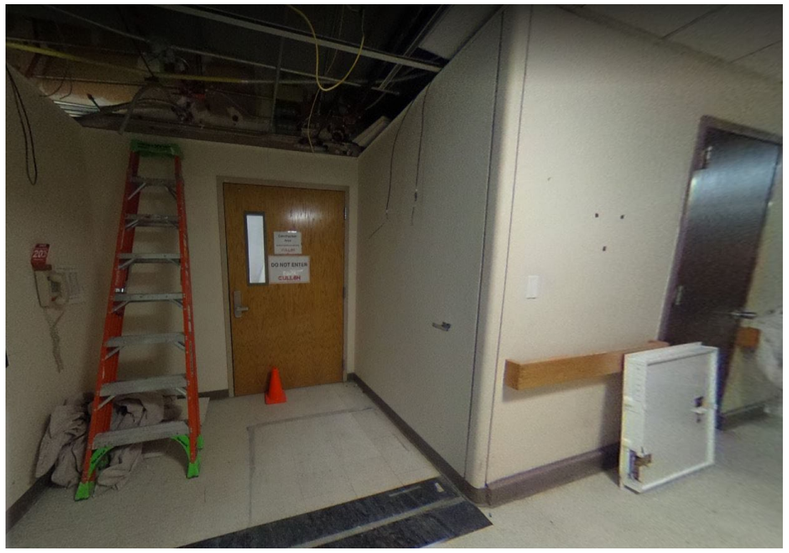
Design Challenge



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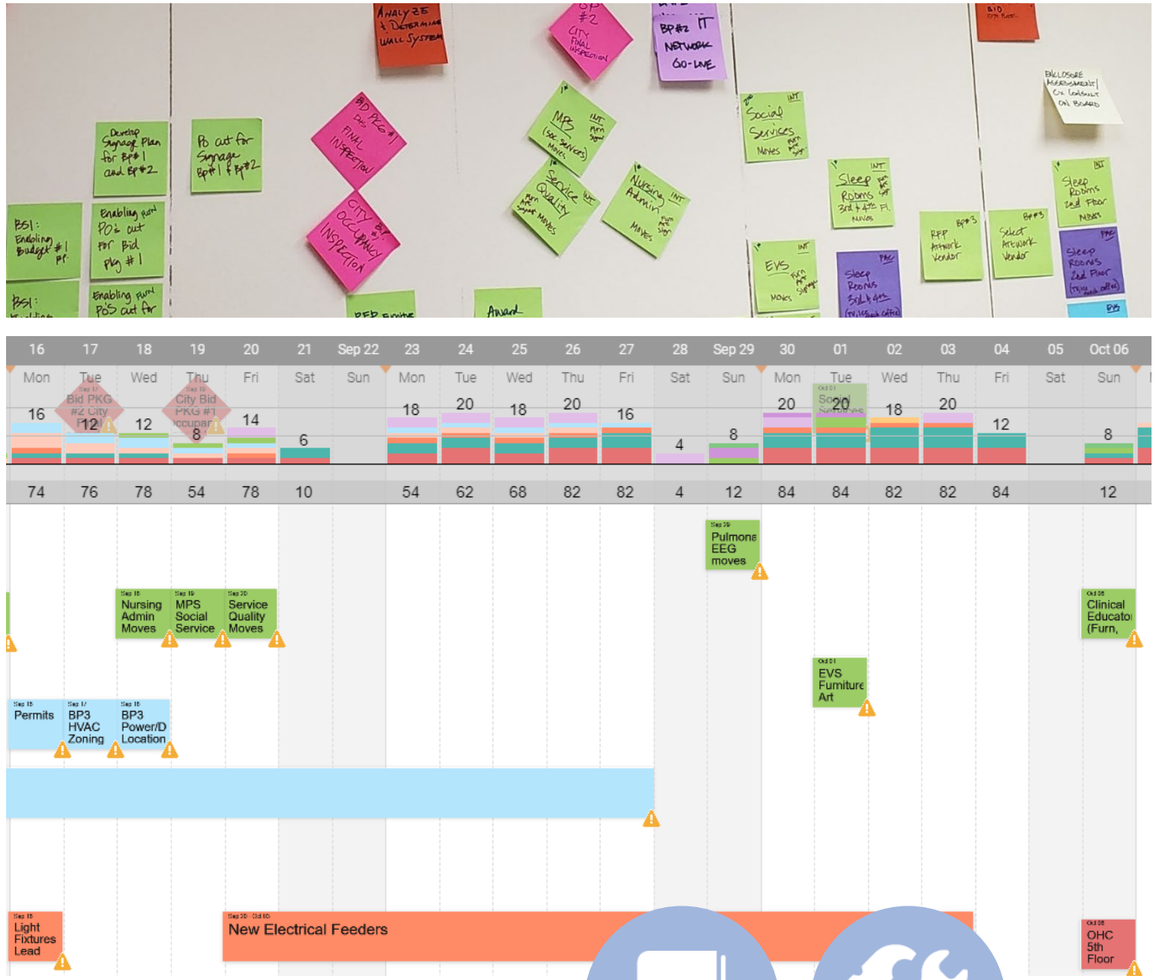
Big Room Meeting and Pull Schedule Planning



Lean Process and Tools

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Transforming the Built Environment

How can you apply this tomorrow?

- **Big Room** to bring people together (real or virtual)
- **Pull Schedule Planning** for reliable promise making
- Promote **inclusive and transparent** communication
- Build a positive **Team Culture**

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Plus / Delta
What Worked and
What Could Have Worked Better

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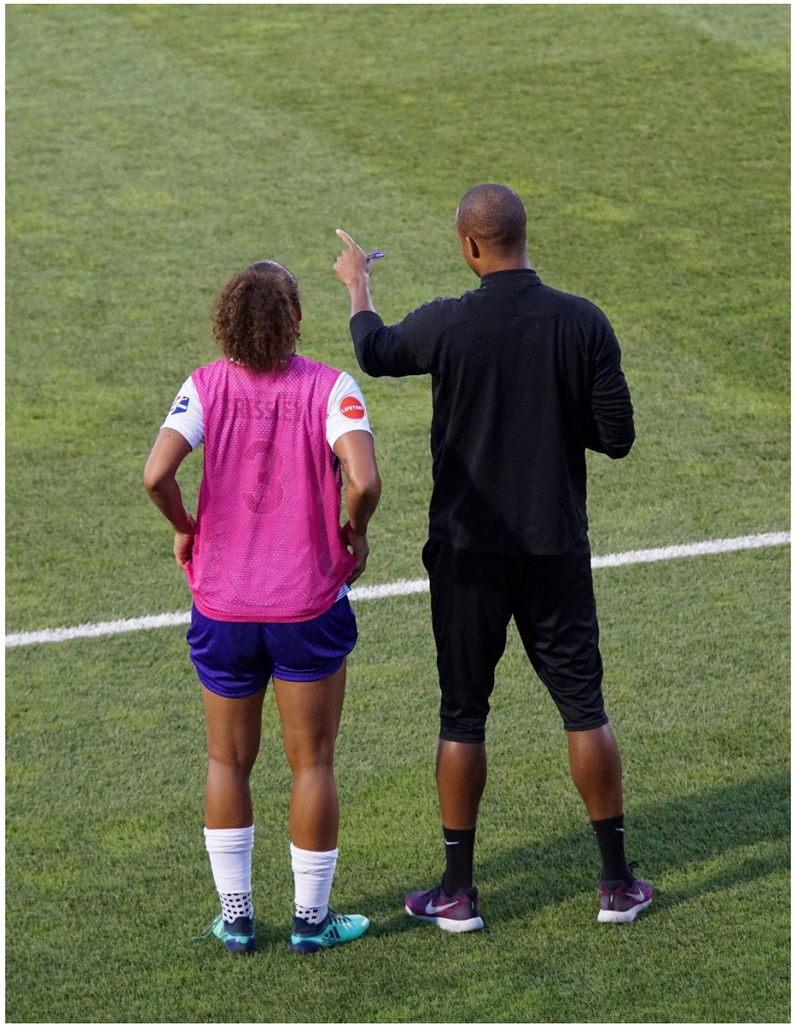

- Establishing **accountability**
- Empowering **Coaches and Leaders**
- **Flexibility**

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Thank you for attending this presentation

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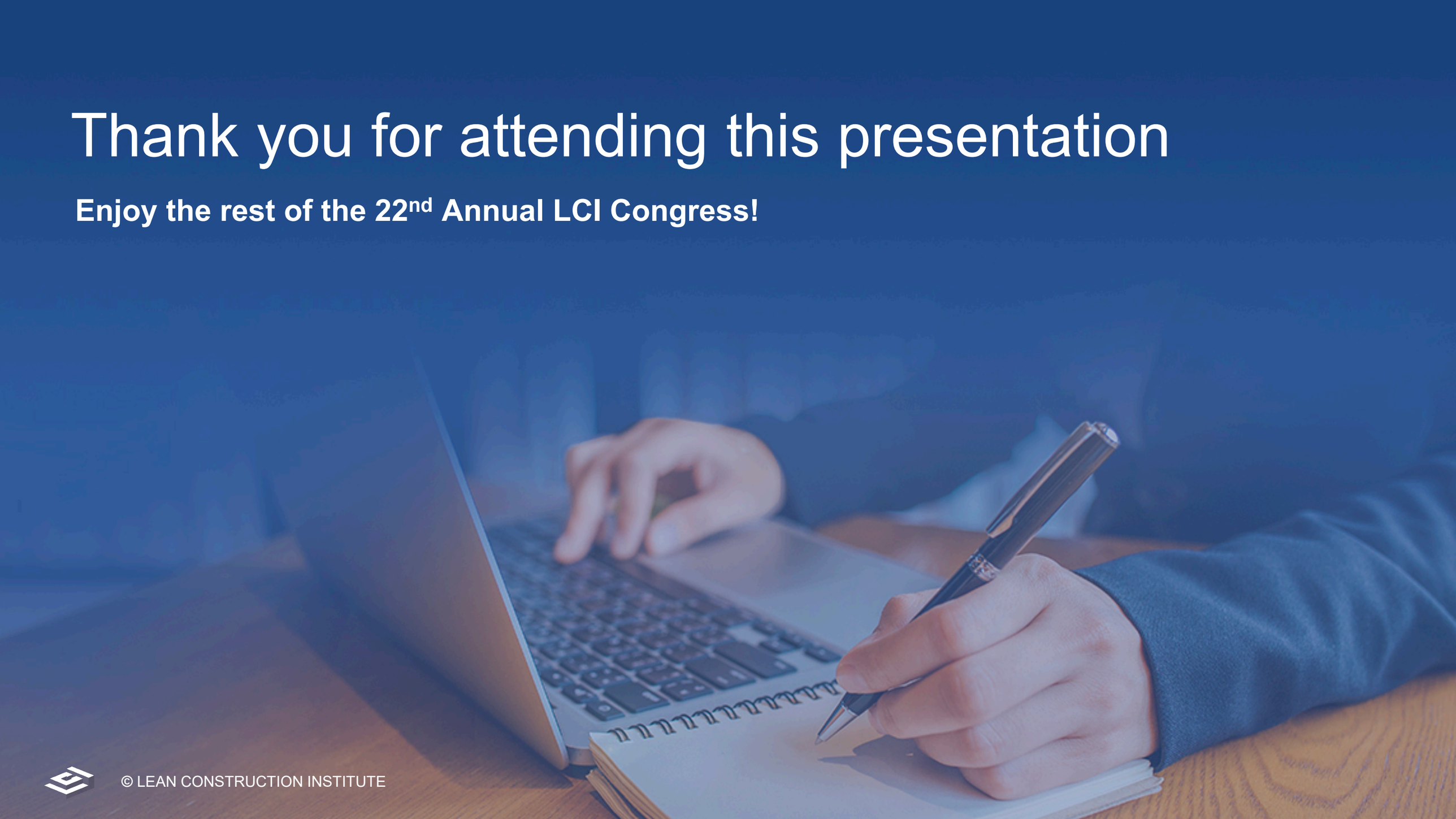

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