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MAMMOTH OUTCOMES USING LEAN METHODOLOGY



We all know how a poorly designed floorplan impacts a department's productivity. Unfortunately, some people don't realize this until after the construction is complete and the floorplan is utilized. AMS has seen too many renovations and new construction projects resulting in a poor design. What is the main cause of this? Not involving front line staff, those who actually perform the work, early on in the planning phase.

The Endoscopy Center at **Lahey Hospital & Medical Center**, Burlington, MA, knew the importance of staff involvement during the planning stages. Founded by Dr. Frank Lahey in 1923 as a physician led organization is now **Lahey Health**, one of five Massachusetts health systems merged to become **Beth Israel Lahey Health**, which has 13 hospitals, 2,000 beds, 1,000 primary care physicians and 3,600 specialists.

The Lahey challenge was that it provided routine and advanced endoscopy procedures in a department constricted by small hallways and procedure rooms not designed to easily accommodate needed staff and equipment. But, opportunity knocked at the door when it was decided that a new ED was going to be built and the old ED space would be available to house the new endoscopy center.

AMS and Lahey's architect established a collaborative partnership to incorporate Lean methodology into the planning phase of the project. The critical success factor for this project was Lahey's commitment to the process and the active participation by GI Providers, Anesthesia, RNs, and Endoscopy Technicians.

The following AMS steps taken in the process were reviewed and approved by the construction Project Oversight Committee: a Charter, Lean Training, a Gemba Walk, Value Stream Mapping and a Paper Doll Gaming Exercise. These were all used to engage stakeholders in exploring a variety of design options. Linda Mynahan RN, Certified Lean Professional, was the AMS Consultant who led the project (Lmynahan@aboutams.com).

In the past year, AMS has worked with six different organizations and partnered with four leading architectural firms using Lean methodology to engage front line stakeholders in the design phase of renovation or new construction projects.

ACHE RHODE ISLAND AND MA/RI MGMA PROGRAM ON PREVENTING WHISTLEBLOWERS



It is not often a healthcare administrator and physician practice manager program focuses on a challenging compliance issue, but that will be the case when the American College of Health Executives - Rhode Island Chapter and the MA/RI MGMA Chapter present a joint program, *Designing an Effective Compliance Program to Prevent Whistleblowers* Friday, April 19, 2019 from 8 AM to 12 Noon. Keynote speakers include Peter Neronha, Attorney General for the State of RI. Panelists include Stephen Gillis, Director, Compliance, Coding, Billing and Audit, Partners Healthcare, Boston, MA. The program will be held at the Crowne Plaza in Warwick, RI.

This is a program for those managing healthcare operations, and helping clients design, audit and maintain a successful compliance program. Therefore, we will be sponsoring this program and Paul Camara, Principal, Alan Goldberg, Principal, and Lynn Mancini, Vice President HIMC and General Counsel, will attend.

AMS understands why this is an important hot topic which can be seen in the next story...

OUR STAFF ASKED WE SHARE THIS WITH YOU

When AMS Health Information Management (HIM) and Compliance leadership started sending weekly internal emails to staff a year ago on HIM, regulatory and legal topics, we were thrilled with the positive response. It was then that the AMS Blog "*Legal Topics in Healthcare for the Non Legal Professional*" was launched. The blog is posted every other Tuesday, and covers the latest challenges and updates in HIM and Compliance. It is currently the responsibility of Lynn Mancini, Vice President HIMC and General Counsel, who is passionate about keeping us all in the know on these areas. Please subscribe at <https://www.legaltopicsinhealthcare.com>.

AMS SPEAKS...ARE YOU LISTENING?



This week's insert describes the myriad of different topics that AMS can provide to your organization, to a specific department, or to a group of management. We pride ourselves on being the "go to" company when there is a need to highlight topics such as the power of teamwork, successful conflict resolution, and effective leadership strategies. This is accomplished through management retreats, power lunches, or half/full day seminars that be arranged with one of our experts.

Whether you are looking to have a one-hour training/coaching session, a keynote/motivational speech at corporate outings, or a half day to full day workshop, AMS has the field experience to strengthen buy-in and/or support your organization's mission.

For more information, contact Shari Robbins, Vice President, at 781-272-8001 or SRobbins@aboutams.com.



ams® speaks!

A series created to assist in achieving your organization's goals

Speaking Engagement Topics Include

- Top Notch Teamwork
- Workflow Analysis 101
- Managing Successful Change
- Strengthening Leadership
- Effective Conflict Resolution
- And Many More!

Why AMS?

With over 50 years of healthcare operations experience, AMS has learned a thing or two about organizational behavior and supporting your most valuable resource—your employees. This expertise lends itself to having a team of educators to assist you in operationalizing and driving key themes home in order to achieve the goals of the organization.

Because AMS understands the operations of every department in your hospital, we are able to take a targeted message and use departmental examples to drive themes home. All content is tailored to the audience. As examples, it may be tailored to the Leadership Team, physicians, clinical staff, and so on. We take pride in the fact that our speakers are relatable, knowledgeable, and professional in our communication strategies.

Organization Benefits?

- Maintain and improve leadership/staff knowledge and skills
- Enhance competence and performance in daily practice
- Improve inter-professional collaboration and teamwork
- Increase employee satisfaction
- Strengthen buy-in of management/leadership/organization goals.

What is included?

Sessions to include some/all of the following:

- Group Activities such as Team Role Play
- Individual Pre-Session, During-Session, and Post-Session Surveys
- Topic “Games” to Apply Material
- Presentation Handouts
- Question and Answer Sessions using “real life” examples

Topic Details:

Top Notch Teamwork

- Must-have components for successful teams
- Key characteristics of a Team Player
- Impact of Group Dynamics and Culture on Teamwork
 - Cohesiveness Vs. Social Loafing
- Benefits of Constructive Conflict within your Team
- Turning Positive Energy into Increased Revenue

Workflow Analysis 101

- Learn the 10 Essential Steps to performing Workflow Analysis
- Taught Basic Process Mapping to Illustrate Findings
- Reduce costs of outside contractors
- Identify PCO's (Portion Control Opportunities) for attainable goals.
- Ensure streamlined implementation of new processes/systems

Managing Successful Change

- Design and Implement a Step-by-step Change Initiative
- Eliminate Waste to Increase Revenue
- Enforce the 3 C's of Change:
 - Culture
 - Control
 - Credibility
- Effectively Manage Reactions & Resistance to Change
- Tools to Effectively Measure Change

Strengthening Leadership

- Identify Characteristics of a Good Leader
 - It's not about power, it's about trust
- The Impact of Emotional Intelligence
- Effective Communication Strategies from the Top-Down
- How leadership *style* can affect outcomes.
 - Task-based leadership
 - Relationship-based leadership
- Understand the Difference between management and leadership

Effective Conflict Resolution

- Effective Strategies to End Conflict Once and for All.
- Bottom-Up Conflict Resolution Tactics
- Defining Your Personal Conflict Style

Other topics include:

- Conducting Efficient and Effective Meetings
- Motivating your staff without using money as an incentive
- Communicating your point of view effectively with kindness and confidence

**Learn from
industry leaders
who excel in
delivering results
that make a
difference.**



For more information contact Shari Robbins, Vice President, at Applied Management Systems at 800.462.1685 or via info@aboutams.com

Quickly reveal opportunities for a better design

AMS provides architectural function design and support services in order to align design with the day-to-day reality of patient care. Lean principles are fully integrated into our process to improve care delivery and eliminate waste.

Collaboration and integration for better end results...

We integrate health care expertise and patient and facility requirements with architectural design to best meet the ultimate goal of improving the delivery of patient care. We work in any area of the facility including surgical suite, pathology laboratory, emergency department — from master planning and space and volume assessments to moving and relocation of departments and services.

Services

- Current capacity review
 - Technology
 - Space - Staffing
- Layout and design evaluation
 - Work flow analysis
 - Systems engineering
 - Lean design
 - Volume/growth impact studies
- Operational Flow Analysis
 - Evidence-based design
 - Care delivery impact
- Space utilization
 - Optimizing for efficiency
 - Joint Commission requirements
- Facility redesign
 - Master planning
 - Recommendations
 - Drawings review
 - Specific health industry input



Experience

We can approach projects both large and small. Some recent engagements include:

- Operational and architectural analysis of the surgical suite for a major teaching hospital, as well as for a community hospital including space utilization layout
- Space planning and design for all departments for a growing hospital
- Core laboratory space planning and design for 3-hospital system
- Emergency services work plan including architectural redesign input for a regional health care system
- Space requirements for inpatient units for a new behavioral health care hospital.

For Hospitals

AMS has working relationships with leading architectural firms, construction management firms and contractors, or we can collaborate with and advise a hospital's existing architects providing the specific health care operational expertise required in hospital architectural design.

For Architectural Firms

AMS provides the health care systems engineering expertise and Lean design methodology support to complete your architectural firm's team — with value-added input to your proposals to hospitals, health centers and physician practices.

To learn more, please contact:

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