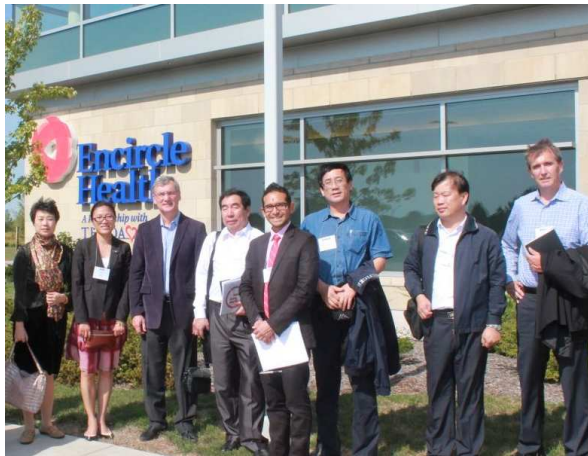


UL Brings Chinese Hospital Executives to the US to Learn About Lean Healthcare



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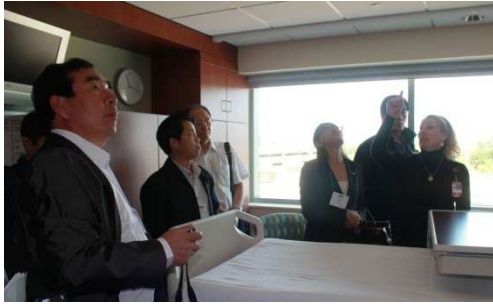
Wisconsin, USA — In order to deliver on its intent to enable safer and more effective care for all in China, UL brought Chinese executives from seven different hospitals in Hebei province to the United States to learn about Lean healthcare. The ThedaCare Center for Healthcare Value opened its doors to the Mandarin-speaking leaders who through skilled interpretation and translation actively engaged in the site visit. Over the course of a packed day-long visit, the group marveled at what they

saw at ThedaCare. Among the areas visited were the Emergency Department (ED); the Collaborative Care inpatient unit; Encircle Health, an outpatient center; and the Corporate Visual Room. Day two gave the leaders a chance to formally share their impressions and solidify the valuable lessons learned as well as speak about their next steps.

Beginning with the morning introduction provided by Dr. Toussaint and Dr. Roger Gerard, co-author of *On the Mend*, and despite the thirteen-hour time-difference, the group listened intently about ThedaCare's journey and asked pertinent questions about concepts such as Plan-Do-Study-Act (PDSA) and how it differed from Plan-Do-Check-Act (PDCA), which was the term familiar to them. The energy level rose palpably when the group visited the ED gemba and exchanged ideas with the manager and supervisor on a variety of topics. They ranged from who paid for care and owned the ambulances, to how many patients were seen, and in what time period, to who was part of the team caring for the patient.



Their eyes opened even wider and camera shutters peppered the ears as they meandered through the collaborative care environment filled with luminous, single-patient rooms and decentralized,



un-cluttered team work areas, which although busy, conveyed a calm collective energy. The wow-factor cannot be subtracted from the beautifully and purposefully designed facility; however, the marvel may also come from the vast contrast between this and the multiple-bed care wards

common in Chinese hospitals, akin to some pre-procedural areas at American hospitals. The outpatient center was equally impressive to them not only because of its grand spiral staircase and spacious areas flooded with natural light but also because of the level of engagement they experienced from the staff they met.



Day two reflections highlighted their appreciation and thirst for the Lean Concepts. Pictures, and not words, showed that they understood that at the heart of all of this were people who worked closely together to put the patient at the center of care. They articulated how attaining this level of staff engagement, at all levels, would help make care tremendously better. As they recalled the session with Dr. Toussaint in the Corporate Visual Room and commented on the common management boards, they recognized the importance of a robust management system. They too were humbled by the formidable challenges of applying this to Chinese hospitals with inpatient beds numbering in the thousands at even the smallest of hospitals and remembered Dr. Toussaint's words that this is not something that happens overnight; in fact, ThedaCare has been at it more than ten years and still has much more to do. Despite the uphill challenge, they candidly voiced their intent to share this new mindset with their co-leaders and middle-managers to garner support and move forward together. They were determined to begin, even if it meant starting in only certain areas of the hospital.



All were appreciative of the opportunity UL made available to them in collaboration with the Center for Healthcare Value. Not unlike American healthcare executives who attend the Center's CEO site-visits, the Chinese delegation went away energized and inspired, and they too face the question of how they can move from ideas to action. UL, a global company working for a safer world, along with the thought leadership of the Center for Healthcare Value stand to contribute to China's quest to improving its under-developed and rapidly-expanding healthcare delivery system for the most populous nation in the world. In the spirit of continuous improvement, this site visit can be seen as a start, as an experiment trying to bridge the Lean in Healthcare knowledge gap in China. Stay tuned as we share how this continues to evolve.