

Beyond Heroes: A Lean Management System for Healthcare

Questions for discussion:

- How can a “hero” approach to solving problems create chaos within an organization? Does your organization have a “heroes first” culture?
- What are the alternatives to “heroes” that the book recommends?
- How did ThedaCare create the capacity for experimenting with their lean management system? Which of these experiments would be effective within your organization? Which would not? Why?
- What elements of ThedaCare’s lean management system would be most widely accepted at your organization? Which ones would be most resisted? Why do you feel they would be resisted?
- What value do you feel true north metrics have brought to ThedaCare? What do you feel is the best method for building true north metrics within your organization?
- What did you think of the “Day in the Life of a Leader” (leader standard work) description? What are the major roadblocks to closing this gap with how our leaders typically spend their days?
- Cliff Notes: How ThedaCare developed their lean management system
2 years from beginning of planning to implementing ...held a week long Kaizen event – asked ourselves what does good look like and what infrastructure is needed to sustain improvement? ... 50 pieces of standard work were written...a month later, 30 additional team members wrote additional standard work, then started the pilot... 2 VPs with 2 managers assigned to each were experimental labs, while 2 facilitators observed, taking notes, revising standard work ... then spreading to another two areas....followed by 4 primary cells which ran experiments before spreading to entire system.
- What can we learn based on the above "Cliff Notes" from Kim Barnas about how ThedaCare developed their management system? What strategies can you use to help build consensus in your organization?
- Kim says the system is **not** about reports or reporting; it is about facilitating conversations. What does she mean by this? What can you do to help move your organization in this direction?
- What would your advice be on how to better engage senior leaders in this important work? What was Kim’s advice?