

**Virginia Mason Production System:
More than a quality improvement approach
– a complete management system**

Sue Anderson, President
Virginia Mason Medical Center

Virginia Mason Health System

Virginia Mason (Seattle)

5,000 Team Members
550 Employed Physicians
336 Hospital Beds
9 locations



Virginia Mason Memorial (Yakima)

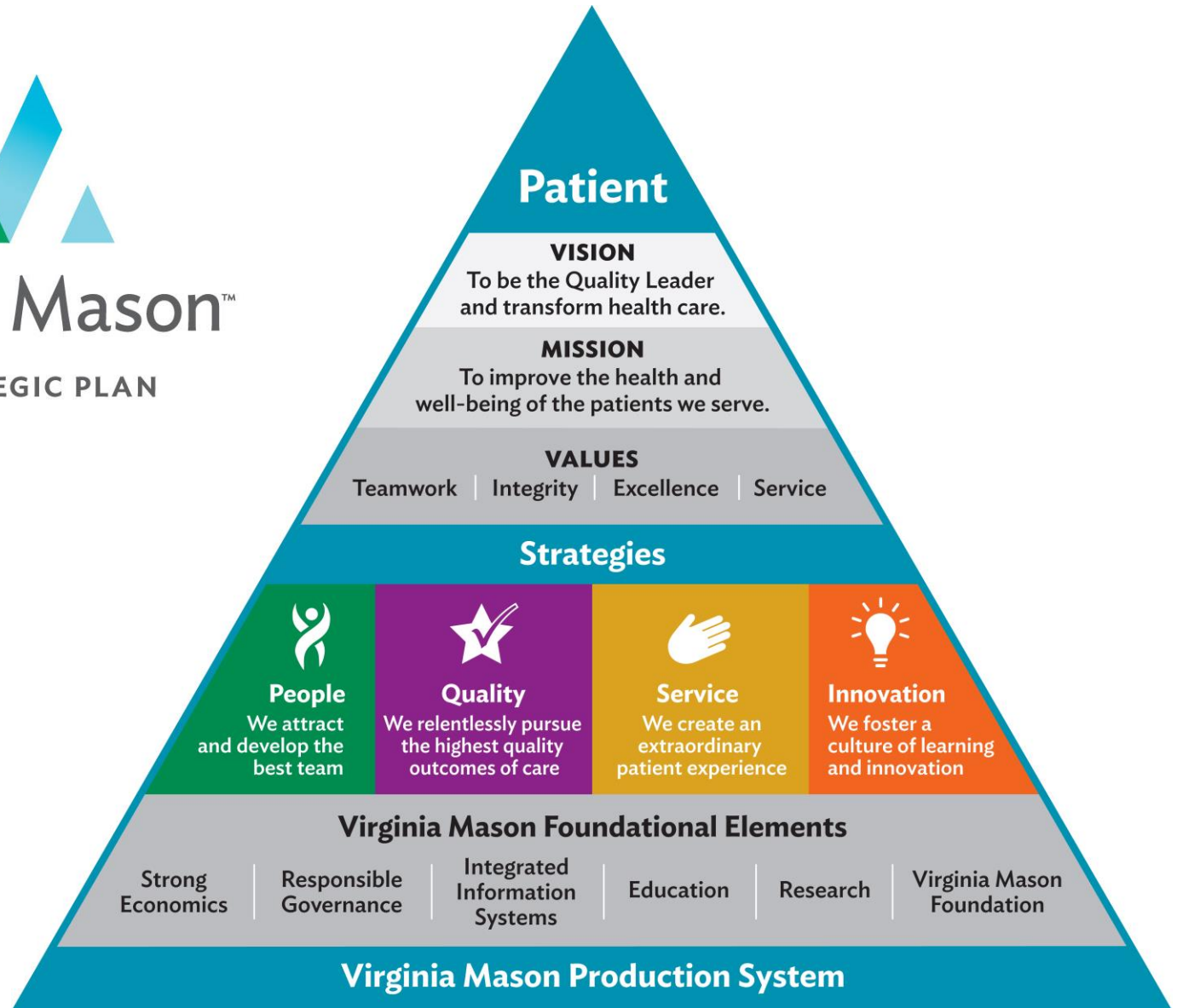
2,700 Team Members
130 Employed Physicians
226 Hospital Beds
30 locations

- Integrated health care system
- **501(c)3 not-for-profit**
- **2 hospitals**
- **Graduate Medical Education**
- **Research Institute**
- **2 Foundations**
- **Virginia Mason Institute**



Virginia Mason™

OUR STRATEGIC PLAN



The VMHC Quality Equation

$$Q = A \times \frac{(O + S)}{W}$$

Q: Quality

A: Appropriateness

O: Outcomes

S: Service

W: Waste



Our Journey: Selecting a Management Method

Sense of Urgency (2000): Health Care Challenges

- Poor quality health care = 3% defect rate and costs the U.S. billions of dollars
- Health care is unaffordable and unavailable to millions of people
- Health care workers are negatively impacted by unreliable systems
- Virginia Mason financial loss for two successive years

A New Management Method



Our VMPS Journey

-Implemented Strategic Plan with Patient at the top



-Declared VMPS as our management method
-Executives to Japan
-Implemented PSA system
-49 RPIWs, 3 3Ps

-Mrs. McClinton



-All Execs & Admin Directors Certified
-110 RPIWs, 4 3Ps

-HealthGrades Distinguished hospital award
-Integrated VMPS efforts with supplier partners
-VMPS training for managers
-44 RPIWs, 1 3P, 51 Kaizen Events

-Virginia Mason Institute formed
-Large integrated value streams
-3P Certification
-VMPS for Leaders prerequisite for Certification
-31 KPO staff members



-Top Hospital of the Decade
-World Class Management system
-Standard Work for Leaders

Respect for People

FOUNDATIONAL BEHAVIORS OF RESPECT



-Respect for People Training
-Continuing education for VMPS Certified leaders
-Innovation Events

-One KPO
-First daily management assessment org-wide
-Introduced daily kaizen

-First Advanced VMPS Cohort
- Memorial partnership & training

2002

2003

2004

2006

2008

2009

2010

2011

2012

2013

2014

2015

2016

2017

2018 - 2020

-Executives & KPO first to be VMPS Certified
-7 KPO Staff Members

-Kaizen Fellowship program
-KPO rotational leader position created
-24 KPO staff members
-One organizational goal of Quality
-KPO Goals instituted
-Tuesday Standup begins

-Defined standards for a Model Line
-Improved VMPS curriculum for all supervisors and above
-25 KPO staff members

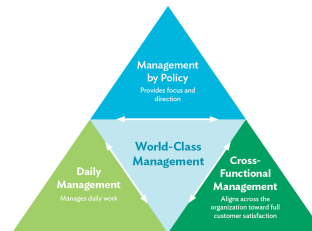
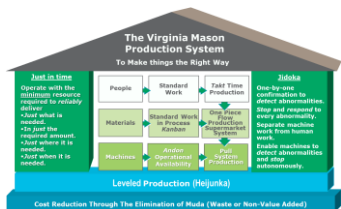
-Super-flow RPIWs
-Study & apply Toyota Talent (TWI) training methods
-66 RPIWs, 6 3Ps, 119 Kaizen Events

-Experience Based Design training
-82 RPIWs, 8 3Ps, 238 Kaizen Events
-26 KPO staff members

-Patients as partners with our improvements
-VMPS for Leaders training becomes "fit for duty" requirement of all admin and physician leaders

-VMPS Priorities focused on improving the patient, family and staff member experience

-Patient Co-Design next steps
-Patient/Family Partners required for all RPIWs



Key Decisions

Key Decisions

1. Language

- Production System
- Japanese words

2. Defects

- Transparency

3. Distributed

- All leaders expected to lead with VMPS

4. Mandatory

- Job expectation

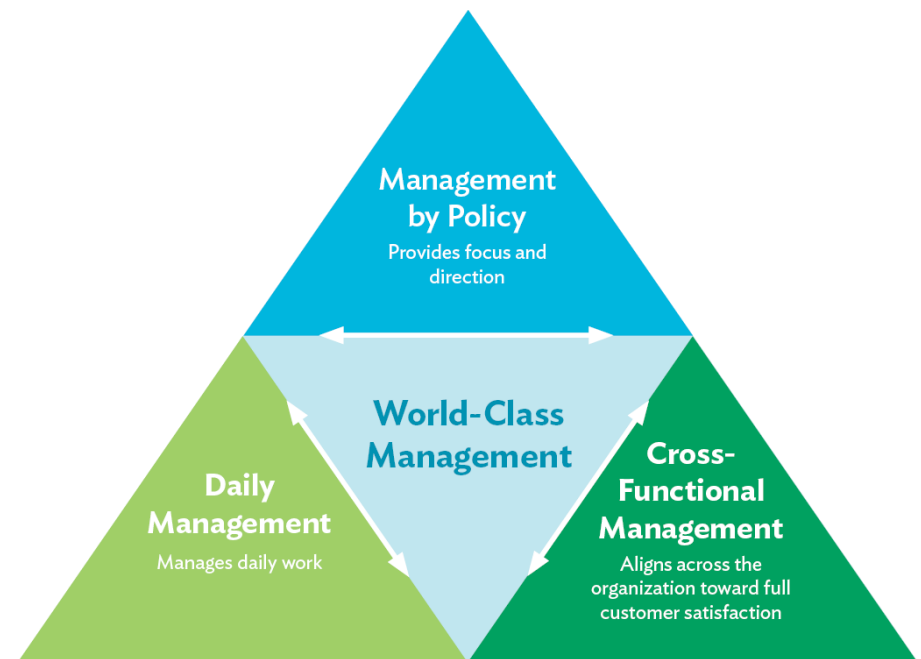
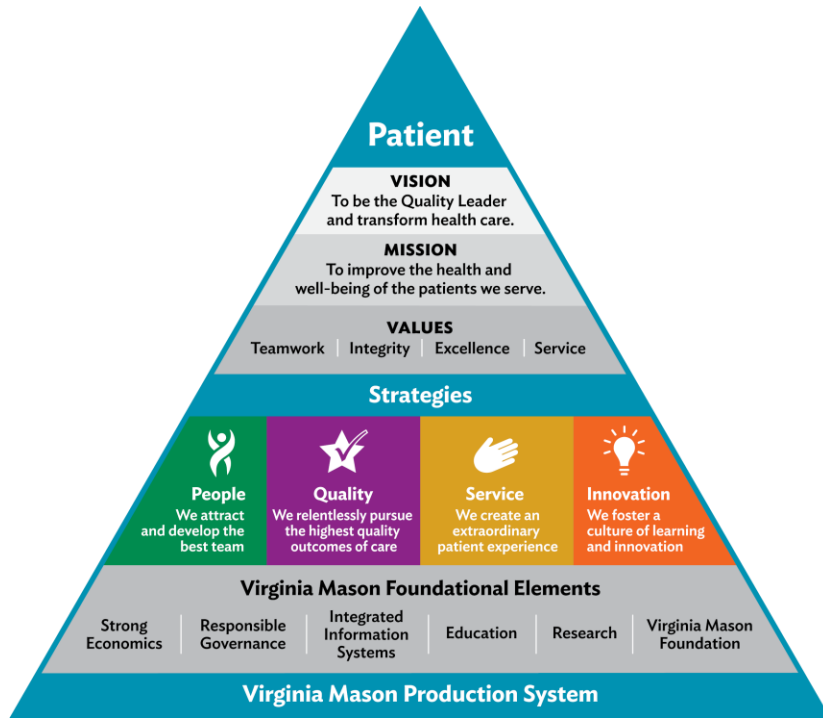
5. Integrated

- Strategic initiatives



Benefits

Alignment: Leading with VMPS



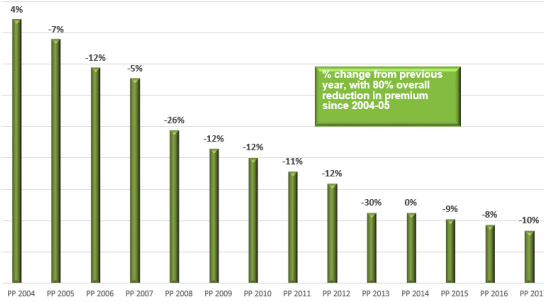
Creating a Versatile Leadership Team



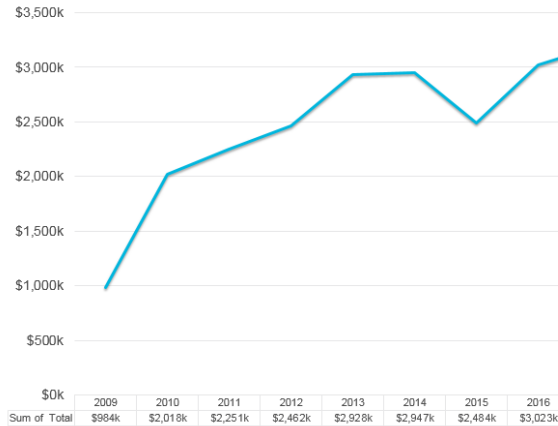
Outcomes



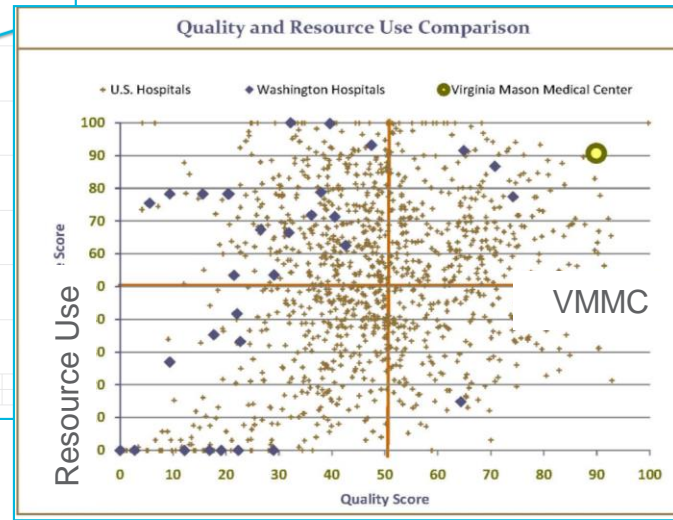
Reduction of Hospital Professional/General Liability Premiums



Supply Chain Savings



Quality and Resource Use Comparison



Recruiting

"One of the key reasons I was interested in matching with Virginia Mason was because of your reputation for quality improvement work and process improvement."

-Virginia Mason Resident

Return on Investment

- What's the ROI of...
 - Culture change?
 - Leadership development?
 - The ability to quickly adapt?
 - Alignment across the system?
 - Problem-solving approach?
 - Resilience?

Hope

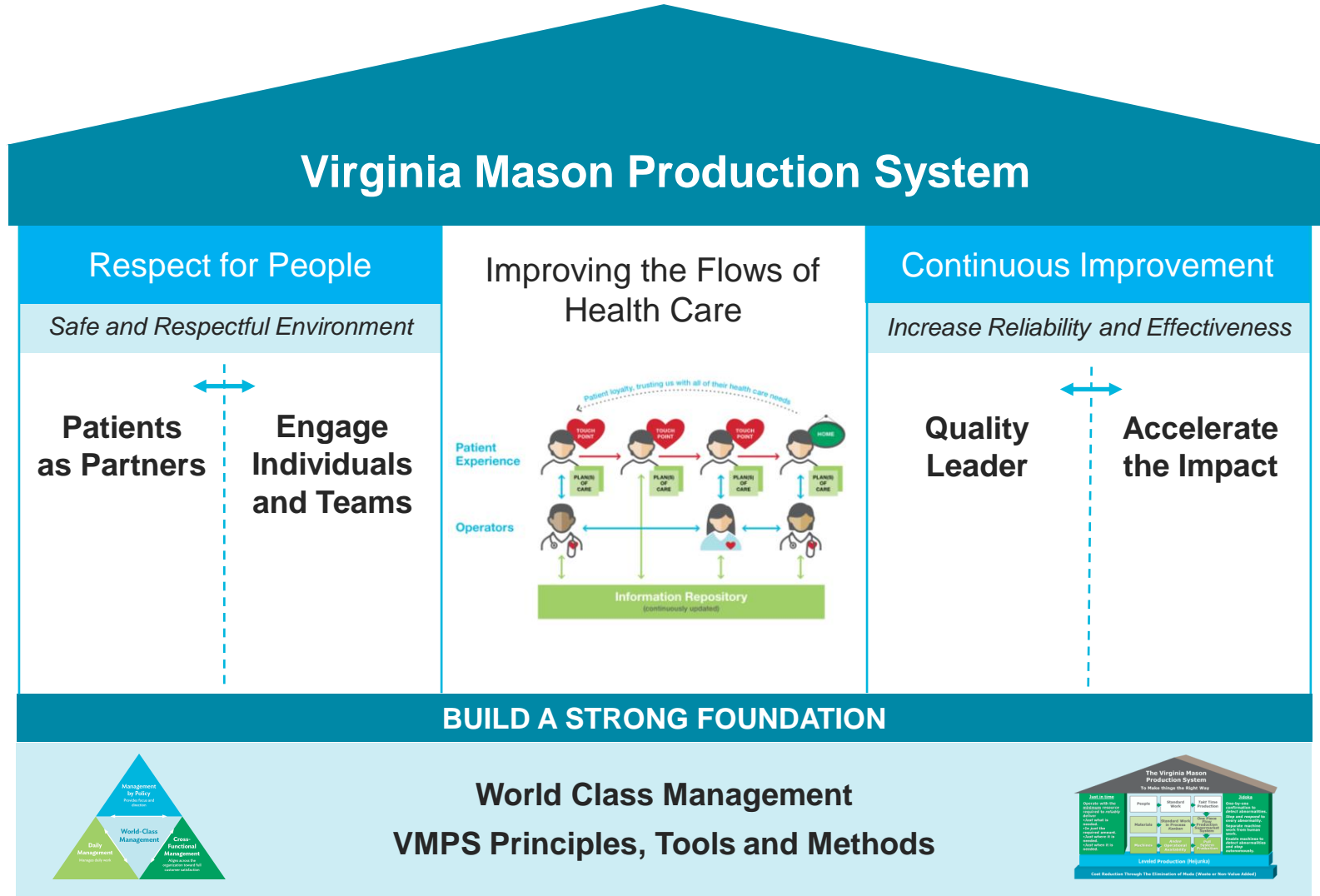


Integrated Strategies

VMPS Evolution: Virginia Mason Production System House



Make it our own,
for our patients, team
members and communities

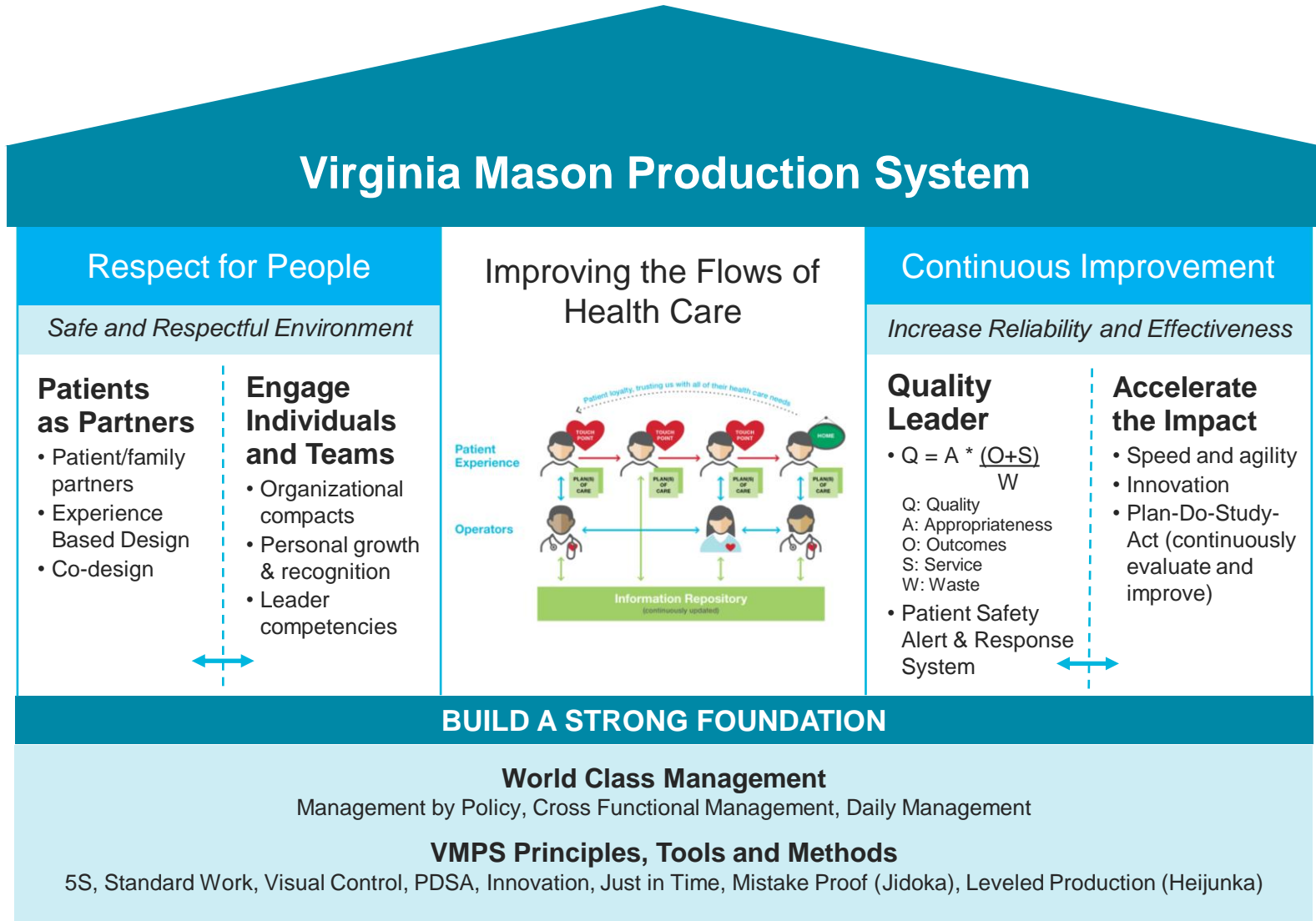


VMPS Evolution: Virginia Mason Production System House



Make it our own,
for our patients, team
members and communities

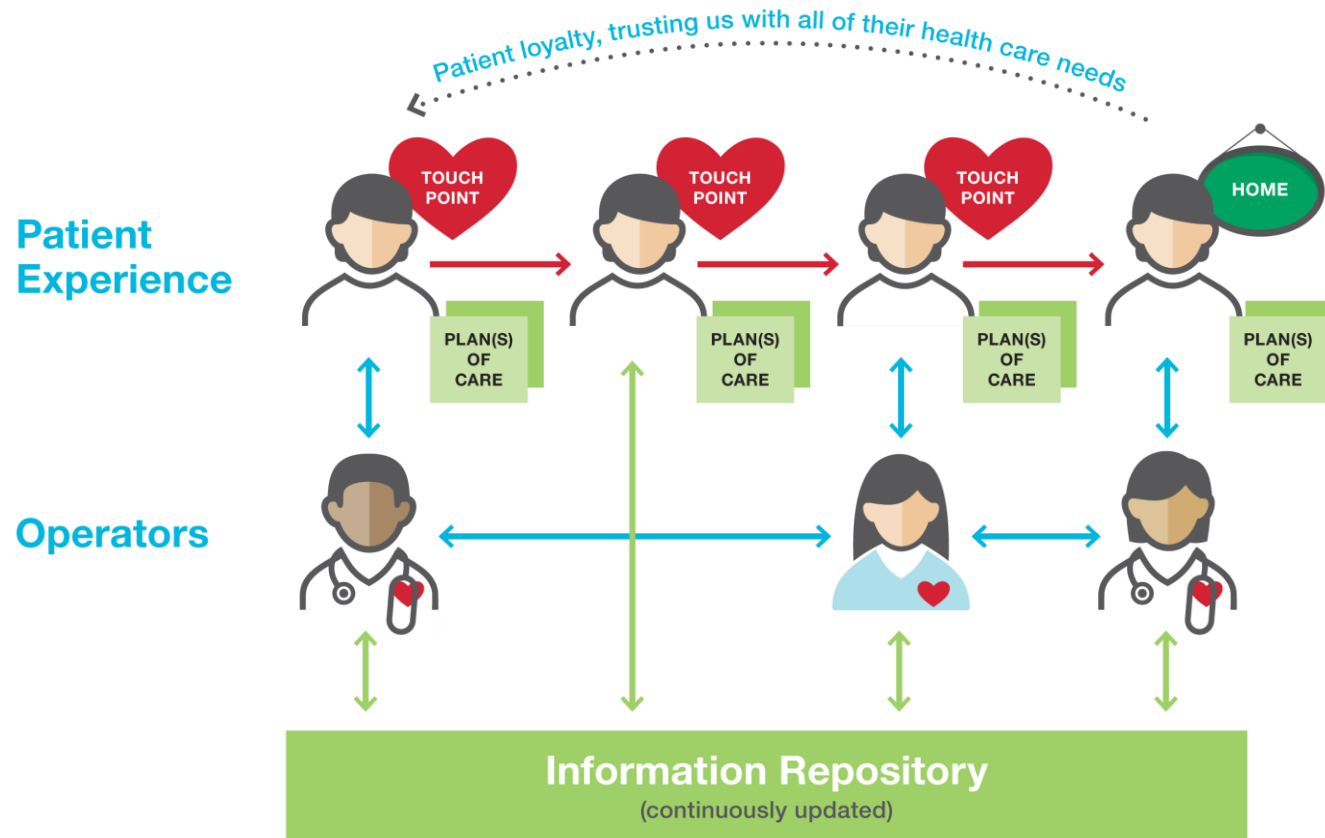
Master the
basics



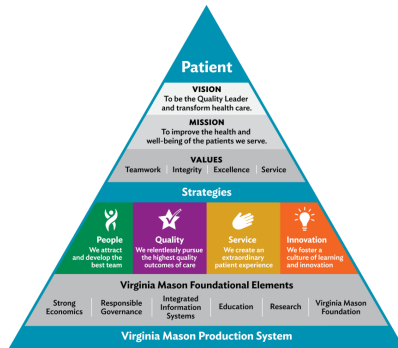
Flows of Health Care

People are not cars... what makes health care unique?

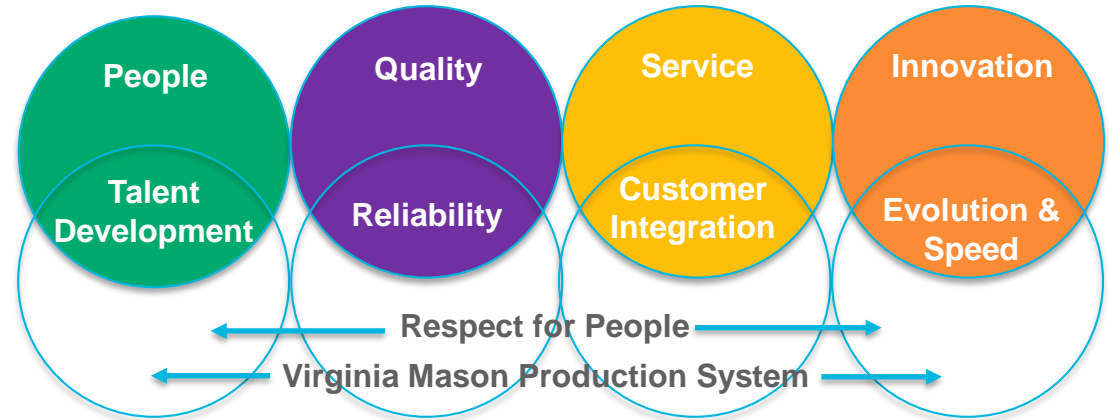
- People caring for people to improve their health and well-being.
- Patients have individual emotions and values and are an equal partner in designing their care processes.
- Plans of care can change at each step in the journey as the information available changes.



Integrated Management System



Aligned priorities



- Innovation
- Respect for People
- Patient-Family Partners
- Talent Reviews

Innovation

“Directed creativity, implemented.”



Respect for People

“We believe in a culture where everyone experiences respect.”



Respect for People

FOUNDATIONAL BEHAVIORS OF RESPECT

Top 10 Ways to Show Respect to People

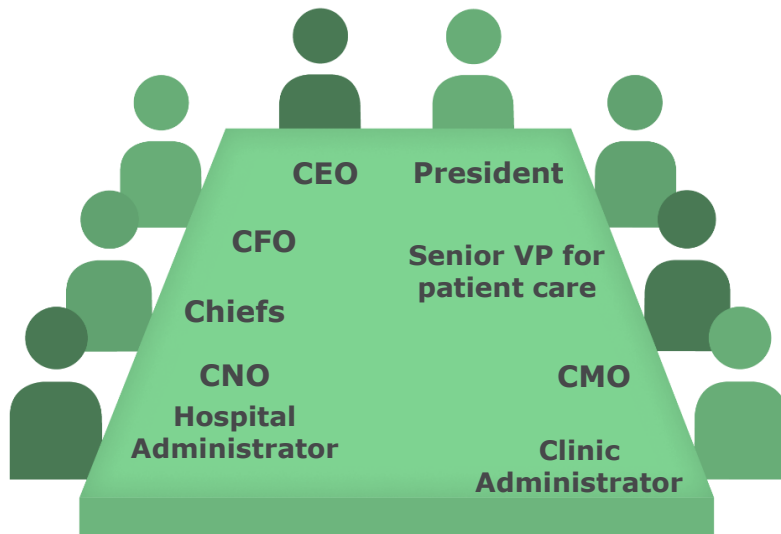
- 1. Listen to understand.** Good listening means giving the speaker your full attention. Non-verbal cues like eye contact and nodding let others know you are paying attention and are fully present for the conversation. Avoid interrupting or cutting others off when they are speaking.
- 2. Keep your promises.** When you keep your word you show you are honest and you let others know you value them. Follow through on commitments and if you run into problems, let others know. Be reliable and expect reliability from others.
- 3. Be encouraging.** Giving encouragement shows you care about others and their success. It is essential that everyone at VM understand their contributions have value. Encourage your co-workers to share their ideas, opinions and perspectives.
- 4. Connect with others.** Notice those around you and smile. This acknowledgement, combined with a few sincere words of greeting, creates a powerful connection. Practice courtesy and kindness in all interactions.
- 5. Express gratitude.** A heartfelt “thank you” can often make a person’s day and show them you notice and appreciate their work. Use the VM Applause system, a handwritten note, verbal praise, or share a story of “going above and beyond” at your next team meeting.
- 6. Share information.** When people know what is going on, they feel valued and included. Be sure everyone has the information they need to do their work and know about things that affect their work environment. Sharing information and communicating openly signals you trust and respect others.
- 7. Speak up.** It is our responsibility to ensure a safe environment for everyone at VM; not just physical safety but also mental and emotional safety. Create an environment where we all feel comfortable to speak up if we see something unsafe or feel unsafe.
- 8. Walk in their shoes.** Empathize with others; understand their point of view, and their contributions. Be considerate of their time, job responsibilities and workload. Ask before you assume your priorities are their priorities.
- 9. Grow and develop.** Value your own potential by committing to continuous learning. Take advantage of opportunities to gain knowledge and learn new skills. Share your knowledge and expertise with others. Ask for and be open to feedback to grow both personally and professionally.
- 10. Be a team player.** Great teams are great because team members support each other. Create a work environment where help is happily offered, asked for and received. Trust that teammates have good intentions. Anticipate other team members’ needs and clearly communicate priorities and expectations to be sure the work load is level loaded.



Patient-Family Partners



Talent Development



- Talent reviews
- Succession planning
- Staff and clinician engagement





**Opportunities VMPS has
afforded**

Opportunities VMPS Has Afforded

Washington State
Health Care Authority



Walmart 





What's Next?

What's Next?

What do I as a senior leader think about?

- New employees – “thick” culture
- New ways of doing things
 - Faster
 - Reduce cost of production
- Reliability and evolution
- Creating a nimble organization

**“Without standards, there can
be no improvement.”**

Taiichi Ohno

Founder of the Toyota Production System

**“If you are dreaming about it...
you can do it.”**

Sensei Chihiro Nakao



Virginia Mason™

Each Person.
Every Moment.
Better Never Stops.