

Fisher College of Business
Master of Business Operational Excellence
Bus Mgt 7266 Leading Operations, Summer 2016
(Session 5: June 1-4, 2016)

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In this session we will see the application of manufacturing concepts such as pull system and kanban to healthcare processes. Using an Emergency Department simulation, we will also learn how to identify flow stoppers and establish flow of work and patients by coupling/linking processes. This week will also provide a great opportunity to visit Stanford Hospital and Palo Alto Medical Foundation. Here you will see and learn from leaders and frontline staff what it takes to implement visual management system- where to start and how the True North metrics trickle to the frontline and the initiatives at the frontline level tie to them. You will also learn about the wins and challenges of visual management system.

1) Week 5 Objectives

- a) Couple or Link processes to enable uninterrupted flow of work/patients.
- b) Create standardized work for a linked process
- c) Design a system to control/regulate the flow of material, information, and people in a work process
- d) See examples of Lean Management system at Stanford Hospital and Palo Alto Medical Foundation. Understand the barriers and opportunities that they will face when implementing Tiered Visual Management in their organization

2) Week 5 Content

- a) Wednesday June 1, 2016
 - i) Review and Reflect – Previous material – Mrinalini Gadkari – 8:00 – 8:30 AM
 - ii) Statistics– David Schilling– 8:15 AM – Noon
 - iii) Lean IT for Services- Mike Orzen – 1:00 – 4:45 PM
 - iv) Daily Plus/Delta review – Rick Guba – 4:45 – 5:00 PM
- b) Thursday June 2, 2016
 - i) Review & Reflect – Mrinalini Gadkari – 8:00 AM – 8:15 AM
 - ii) Stanford Gemba-including visual management boards – 8:15 AM – Noon
 - iii) 3P – Barb Bouche - 1:00 – 4:45 PM
 - iv) Daily Plus/Delta review – Rick Guba – 4:45 – 5:00PM
- c) Friday June 3, 2016
 - i) Review & Reflect – Mrinalini Gadkari – 7:45 – 8:00 AM
 - ii) Palo Alto Medical Foundation - 8:00AM -Noon
 - iii) Health Care 8 Flows of Medicine – Mrinalini Gadkari – 12:45PM – 4:45 PM
 - iv) Daily Plus/Delta Review – Rick Guba – 4:45-5:00 PM
- e) Saturday June 4, 2016
 - i) Review & Reflect – Mrinalini Gadkari – 7:30 – 7:45 AM
 - ii) People Flow in E.D. – Mrinalini Gadkari – 8 – 11 AM
 - iii) Statistics- 11 AM- Noon, 1PM-3:15 PM
 - iv) Daily Plus/Delta Review – Mrinalini Gadkari – 3:15 – 3:30 PM

3) Week 5 Output:

- a) Know: System and Actual Takt time, System and Actual Item Level Takt time. How to use their completed VSM to identify where primary flow stops. Be able to level a schedule to takt with appropriate utilization
- b) Do:
 - i) Week 5 test:
 - (1) "HC Segment" – ABC Physical Therapy Case Study
 - (2) Leveled Flow in your HC operation
 - ii) Capstone Project –
 - (1) Develop a second Tactical A3 from your Strategic A3 with the help of your team.
- c) Workshop:
 - i) Capstone Project - Lead a Kaizen team through Define, Measure, Analyze and trial Implementation of a process improvement in their value stream. Create a Kaizen newspaper

Required Course Materials

1. The Toyota Way Fieldbook, Jeffrey K. Liker and David Meier; Chapters 8, 9 & 20 (Recommended but not required)
2. Value Stream Mapping Case Study: Anesthesia Cart Service Repair Process – located on Carmen under Session 5 HC PreWork
3. Conway: Using Lean IT to Drive New Behaviors – Case Study – Virtual 5S in Information Technology – located on Carmen under Session 5 HC PreWork.
4. Lean IT – Enabling and Sustaining Your Lean Transformation, Mike Orzen, Chapters 1 & 2 – located on Carmen under Session 5 HC PreWork
- 4) Data Analysis for Decision Making; 4th Edition; 0-324-662440, Chapter 9.1-4 and Chapter 10.1 to 10.6.2 & 11.1-4 & 10
- 5) Bariatric Clinic Case- Located on Carmen under session 5 HC Prework. Questions will be posted on Carmen as well.
- 6) Watch video- Link located on Carmen under session 5 HC PreWork. Copy and paste the link to download and watch the video. Questions will be posted on Carmen as well.
http://terrance.who.int/mediacentre/videos/patientsafety/Learning_From_Errors/Film_complet/learning_from_errors_eng.wmv

Attendance

Because our meetings are few and concentrated, attendance is critical. Missing class requires permission of the instructors and a countermeasure to assure that learning lost is not lost forever. In short, business-related absences are not excused. Students should make arrangements now to avoid time conflicts.

Course requirements

Lean Enterprise Leadership requires active participation in classroom exercises as well as reading and assigned work outside of class. Satisfactory performance requires attendance and active participation in class, completing assignments and passing the final exam.

Examination

The exam should be uploaded on Carmen under Week 5 MBOE Exam in (PDF format) no later than Sunday July 10th, 11:59pm EST. The exam is open-book and not time-limited. However,

collaboration is not allowed. Questions on the exam should be directed to the grading instructor, in this case Mrinalini Gadkari.

Participation

The value of the class discussions is directly related to the amount of quality student participation.

- evidence of careful preparation of the pre-assigned reading
- clarity and conciseness of your comments and recommendations

Grading

Grades are given on a scale from A to E. Grades are based on class participation (30 percent) and examination (70 percent).

DISABILITY ACCOMMODATION

If you need an accommodation based on the impact of a disability, arrange an appointment with me as soon as possible. We need to discuss the course format and explore potential accommodations. I rely on the Office for Disability Services for assistance in verifying need and developing accommodation strategies. You should start the verification process as soon as possible.

ACADEMIC MISCONDUCT

Material submitted for course grade credit must be your own work. The University Academic Misconduct Committee for investigates suspected violations. Academic misconduct is a serious threat to the integrity and value of the Fisher College degree. Such behavior is intolerable. Other sources of information on academic misconduct (integrity) to which you can refer include:

The Committee on Academic Misconduct web pages (oaa.osu.edu/coam/home.html)

Ten Suggestions for Preserving Academic Integrity (oaa.osu.edu/coam/ten-suggestions.html)

Eight Cardinal Rules of Academic Integrity (www.northwestern.edu/uacc/8cards.html)