

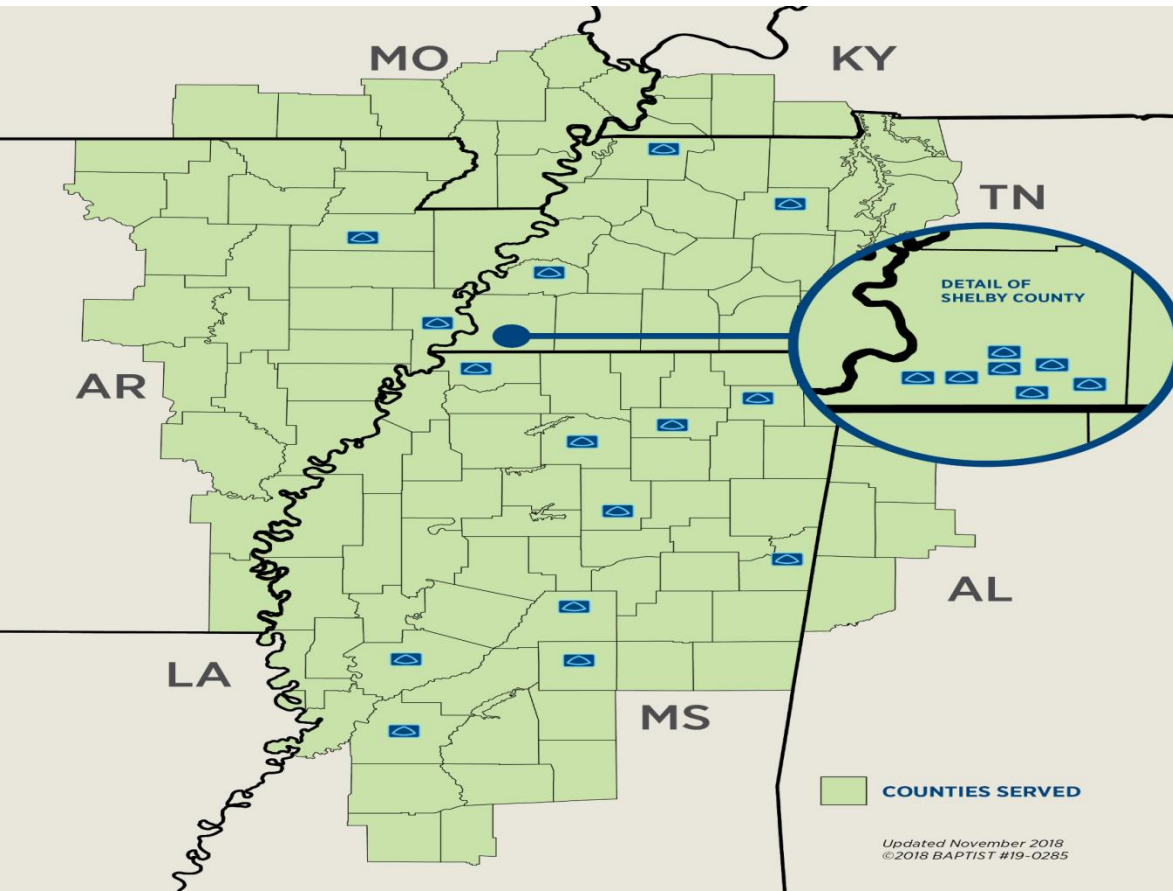


**DRAFT**

# Creating an Effective Management System

*Integrating Kata, Policy  
Deployment, and TWI*

Brad Parsons, CEO  
NEA Baptist Health System



Updated November 2018  
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# BAPTIST®

## BAPTIST MEMORIAL HOSPITALS

### ARKANSAS

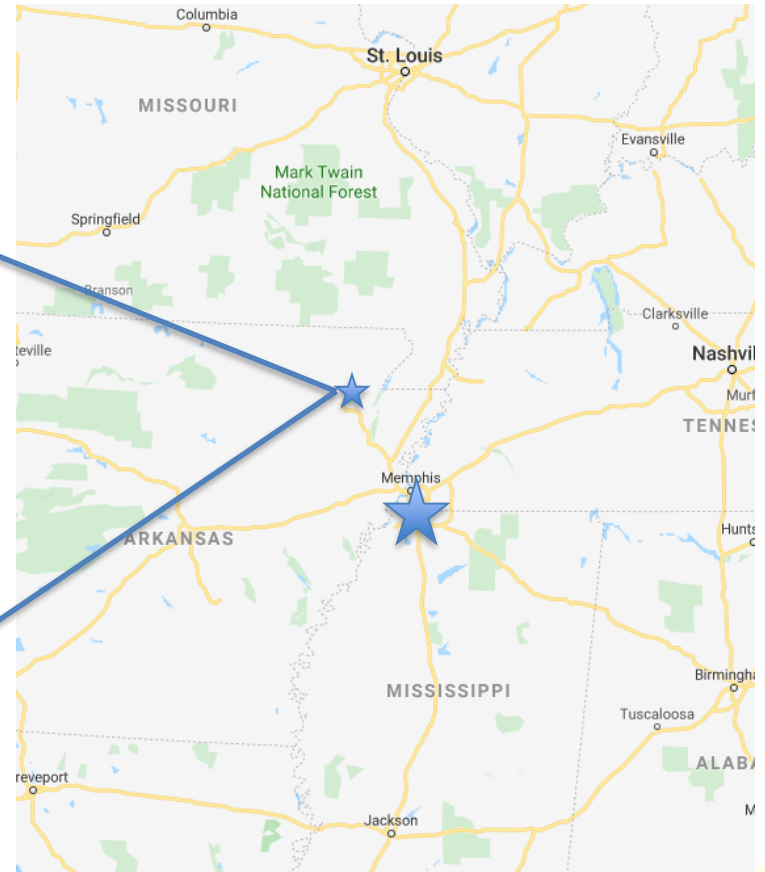
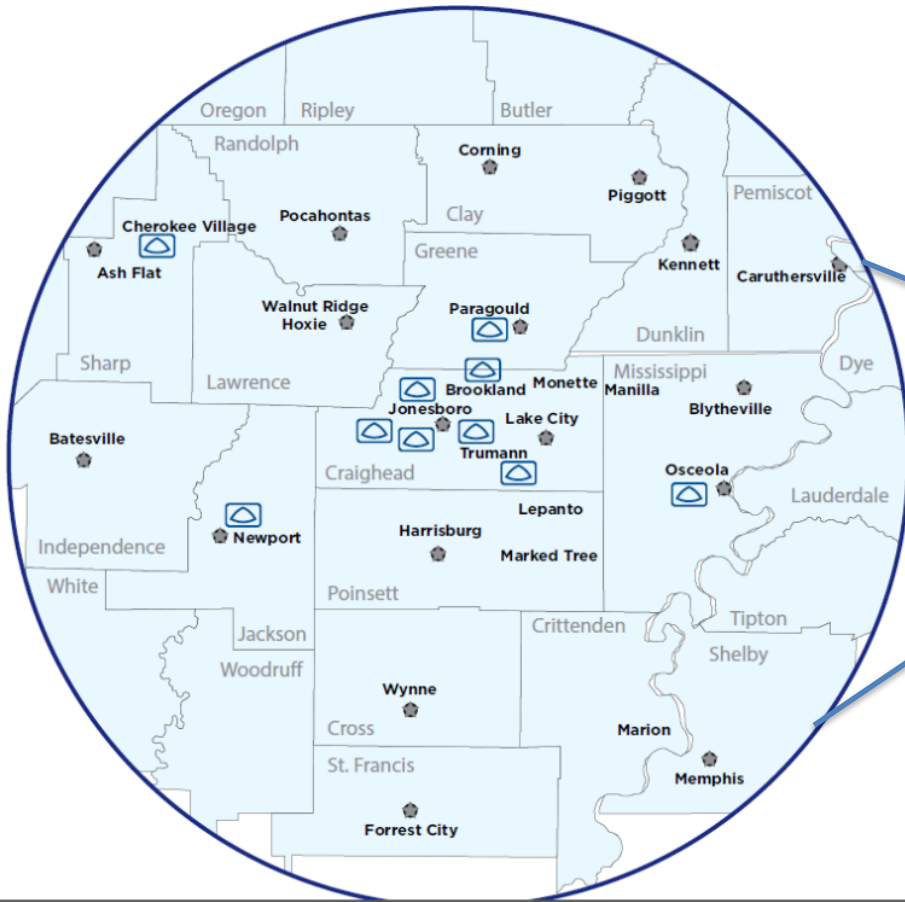
- **Baptist Crittenden** (West Memphis, AR)
- **NEA Baptist** (Jonesboro, AR)

### MISSISSIPPI

- **Baptist Attala** (Kosciusko, MS)
- **Baptist Booneville** (Booneville, MS)
- **Baptist Calhoun** (Calhoun City, MS)
- **Baptist DeSoto** (Southaven, MS)
- **Baptist Golden Triangle** (Columbus, MS)
- **Baptist Leake** (Carthage, MS)
- **Baptist North Mississippi** (Oxford, MS)
- **Baptist Union County** (New Albany, MS)
- **Baptist Yazoo** (Yazoo City, MS)
- **Mississippi Baptist Medical Center** (Jackson, MS)

### TENNESSEE

- **Baptist Children's Hospital** (Memphis, TN)
- **Baptist Carroll County** (Huntingdon, TN)
- **Baptist Collierville** (Collierville, TN)
- **Baptist Memphis** (Memphis, TN)
- **Baptist Rehabilitation Hospital** (Germantown, TN)
- **Baptist Restorative Care** (Memphis, TN)
- **Baptist Tipton** (Covington, TN)
- **Baptist Union City** (Union City, TN)
- **Baptist Women's Hospital** (Memphis, TN)
- **Crestwyn** (Memphis, TN)



# NEA Baptist Clinic



- 110 physicians
- 30+ specialties
- 64 Advanced care providers
  - APRNs
  - CRNAs
  - PAs
- 400,000+ patient visits
- Largest multispecialty group in Northeast Arkansas

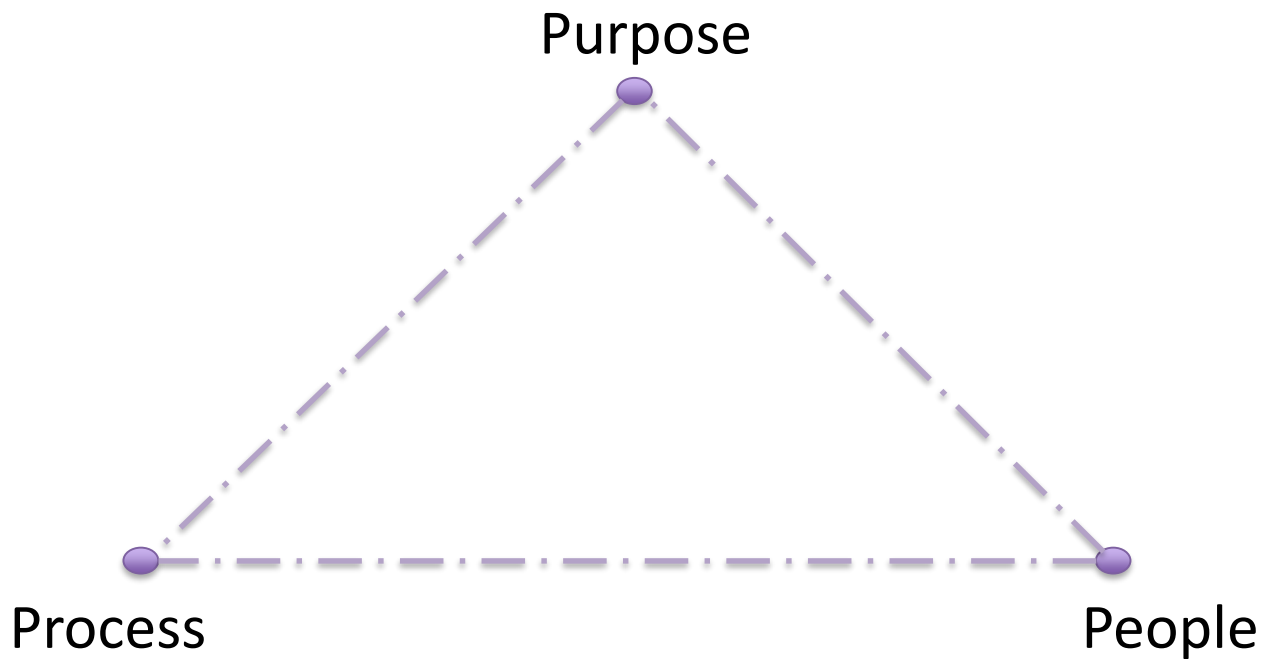


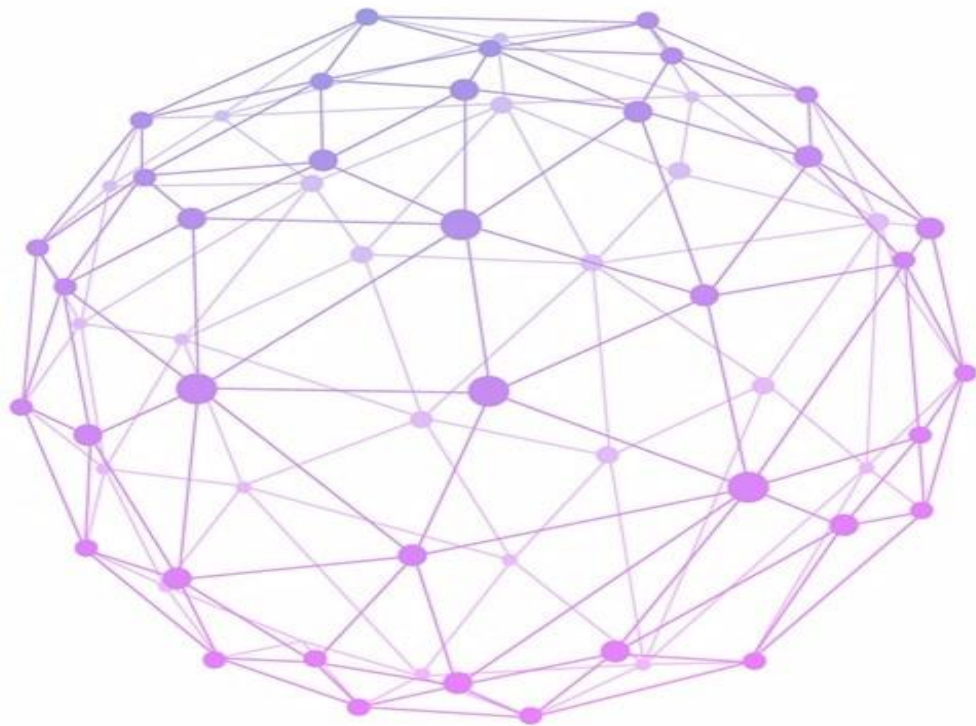
# NEA Baptist Memorial Hospital

- 228 Beds
  - 3 expansion projects since opening in 2014
- Capacity for 300 beds
- Designed for patients and families
  - Spacious, private rooms
  - Convenient way-finding



**How do you think about  
your management  
system?**



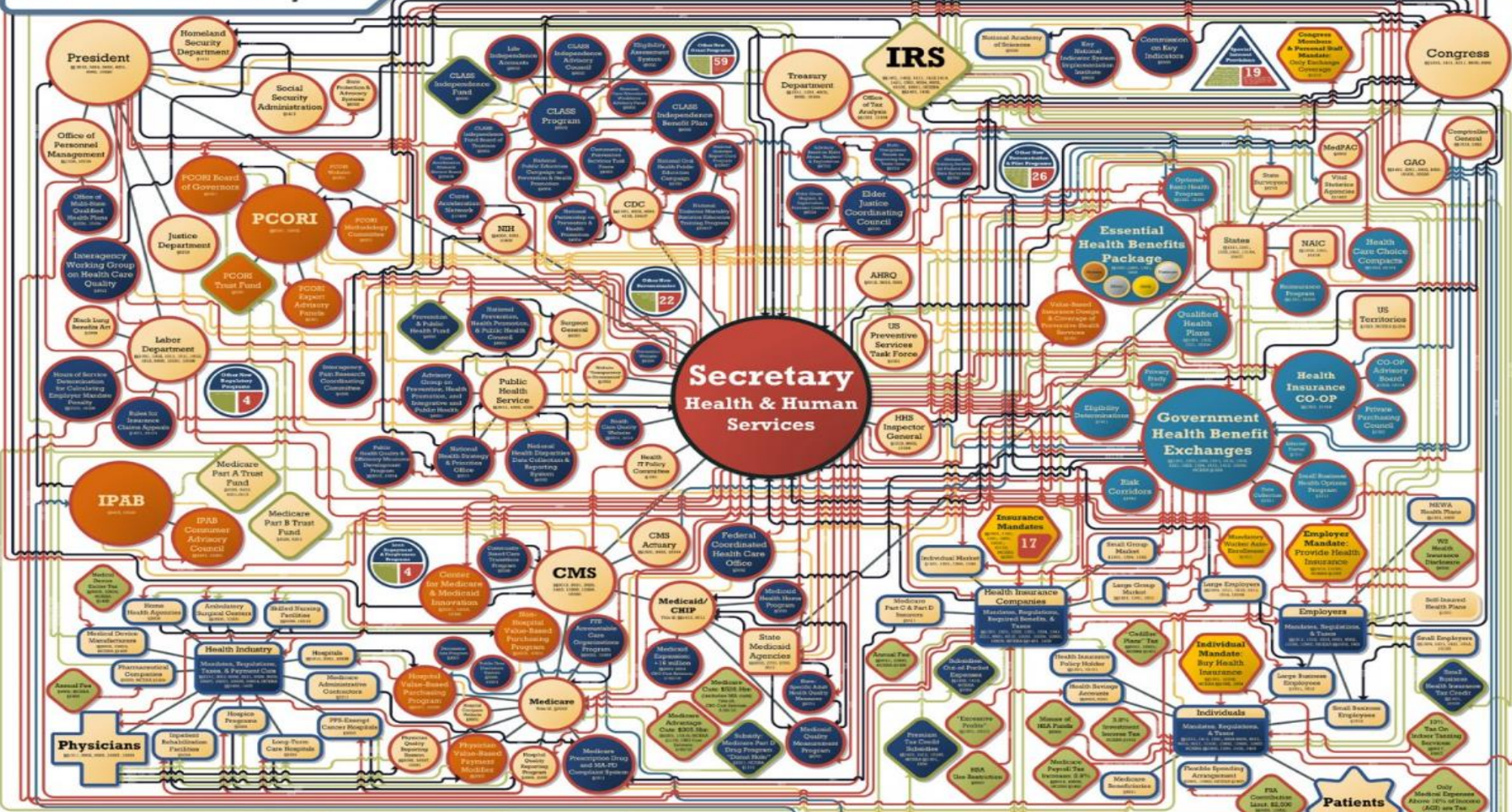


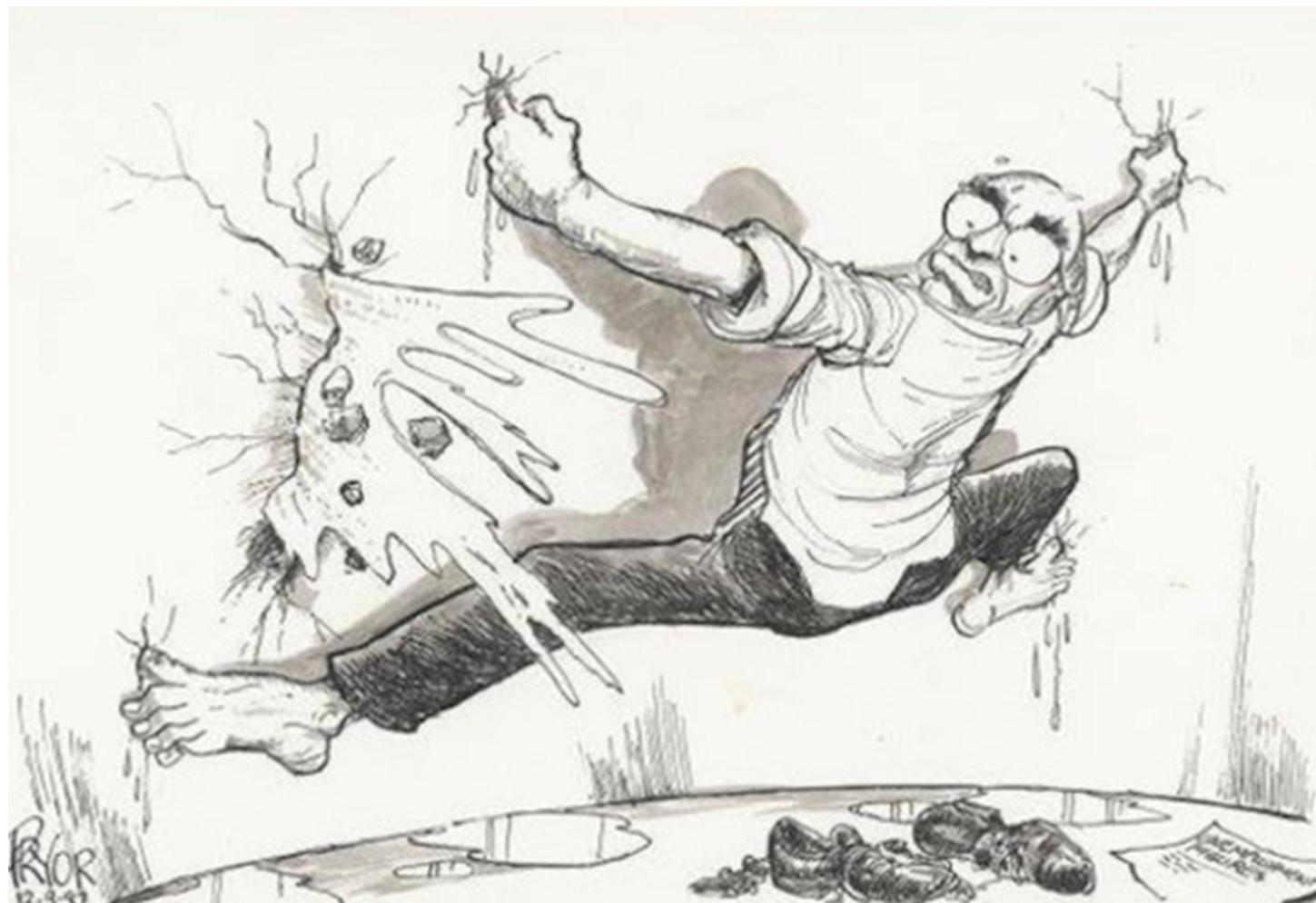
 **BAPTIST**<sup>®</sup>

Get Better.



# Your New Health Care System









## RESULTS

Create Value  
for the Customer

NEA BAPTIST

## Create VALUE

Constancy of Purpose  
Think Systemically

NEA BAPTIST

## Continue IMPROVEMENT

Focus on process  
Embrace Scientific Thinking  
Flow and Pull Value

NEA BAPTIST

## Provide Quality

Assure Quality at the Source  
Seek Perfection

NEA BAPTIST

## Define Culture

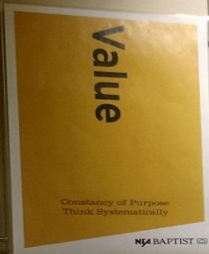
Lead with Humility and Empathy  
Respect and Care for All People

NEA BAPTIST

# Baptist Management System

*The difference between successful and unsuccessful efforts was always in the organizations' ability to get past the tools, events and programs and to align management systems with principles. When such alignment took place, ideal behaviors followed and perpetuated a deep culture of operational excellence.*

- Robert Miller

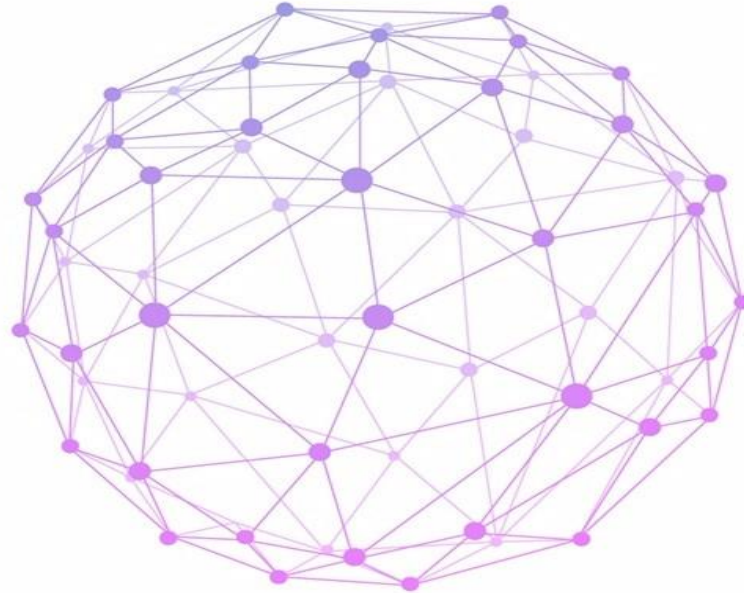




# Baptist Management System

## Subsystems

- Strategic Deployment & Alignment
- KATA
- TWI (JI, JR, JM)
- Idea Generation
- Get Better Jump Start
- Shepherding Group
- BMS Review



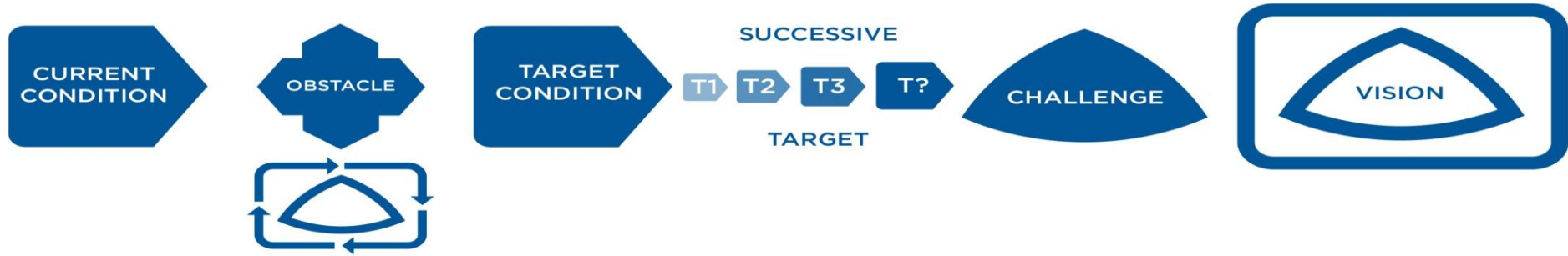
## BMS Principles

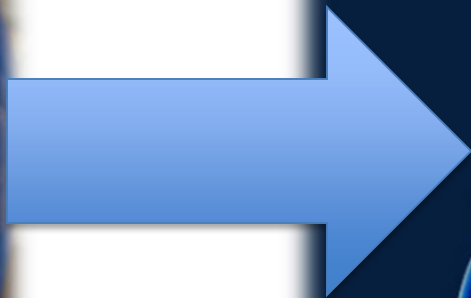
- Respect
- Humility
- Trust
- Empathy
- Perfection
- Process Focus
- Scientific Thinking
- Quality at the Source
- Flow and Pull
- Constancy of Purpose
- Systemic Thinking

# Kata

# Pensée

THERE WILL BE SEVERAL TARGET CONDITIONS



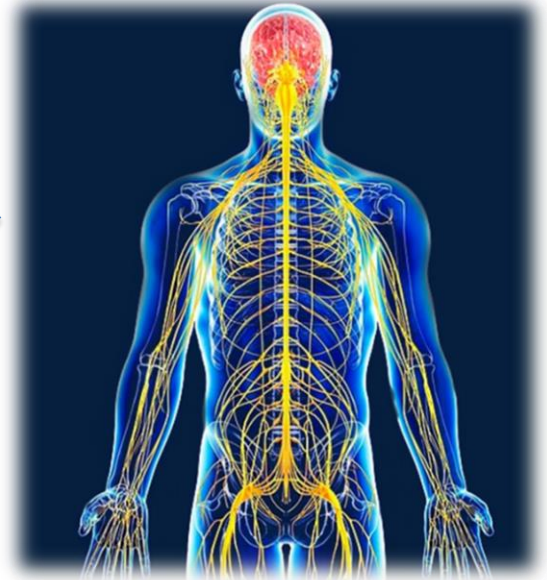




# Kata

Pensée

## Management System



*“It’s easier to act your way to a new way of thinking than to think your way to a new way of acting.”*

*John Shook*

# Strategy Deployment

# Alignment

# What do our customers want?

(Operational Imperatives)

RIGHT CARE



RIGHT PLACE



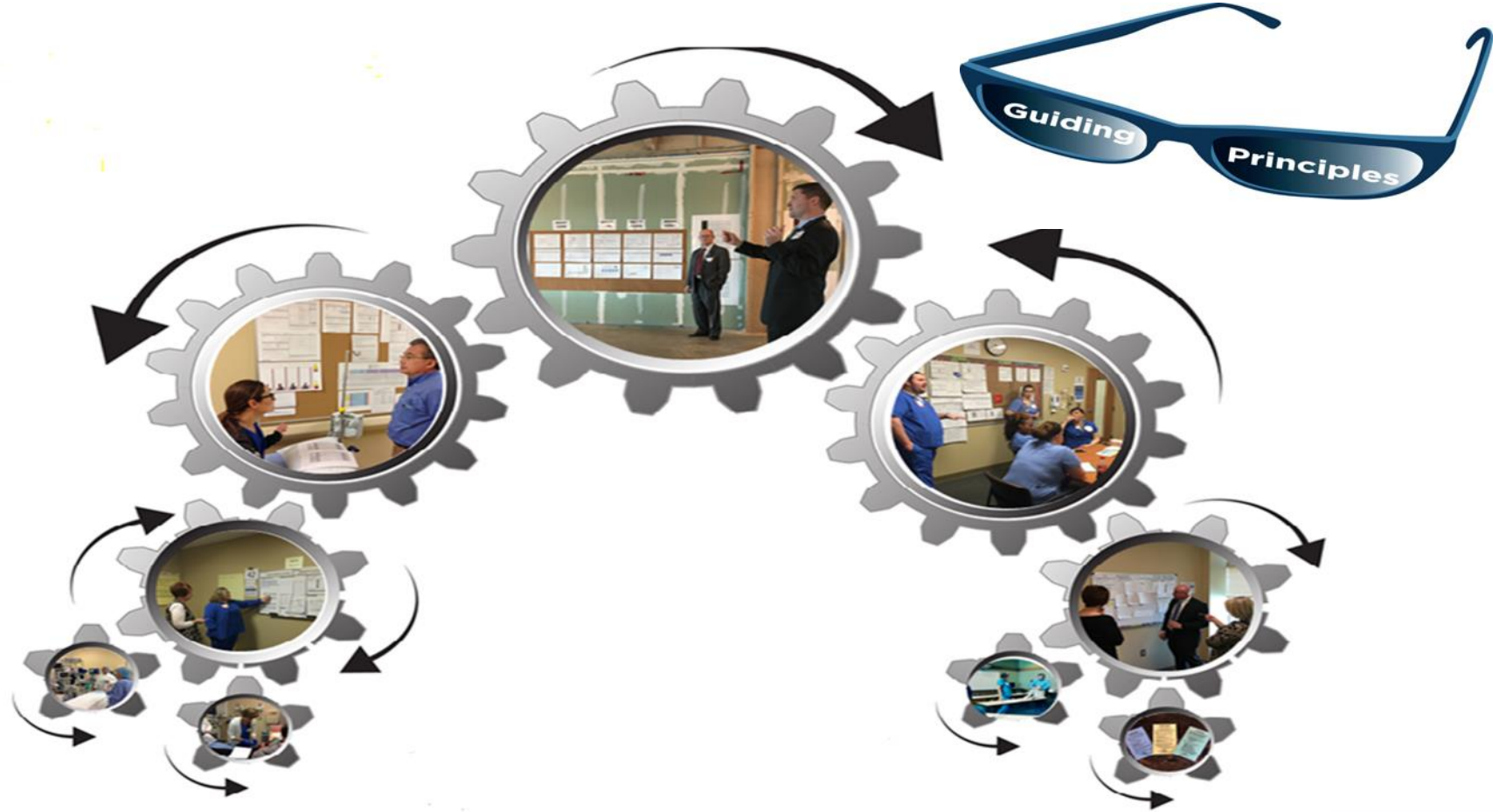
RIGHT TIME



RIGHT COST







IMPROVING HEALTH CARE FOR OUR PATIENTS

RIGHT  
CARE

RIGHT  
TIME


RIGHT  
PLACE

RIGHT  
COST



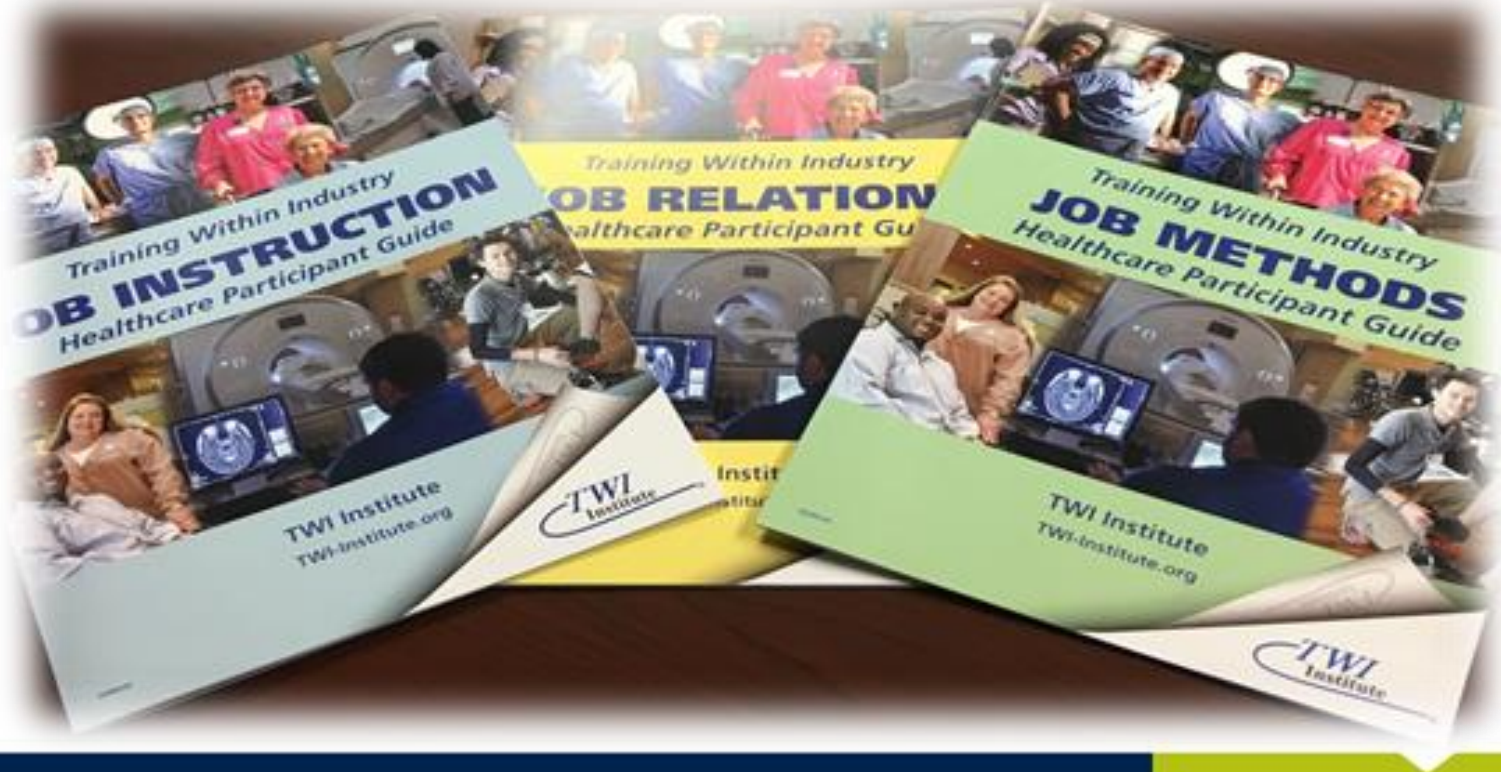


# Monthly cadence

- Where  we
- What  will  be
- What did we learn
-  steps



# TWI is another Kata



## THE FIVE COACHING Daily Routines/ Kata Questions

- 1 What is the **Target Condition**?
- 2 In your **Current Condition**, what is your **Actual Condition** now?

**TURN CARD OVER** 

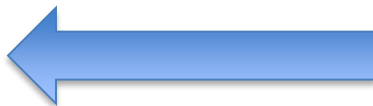
- 3 What **Obstacles** do you think are **now** preventing you from reaching the target condition?

\*Which **one** (obstacle) are you addressing **now**?

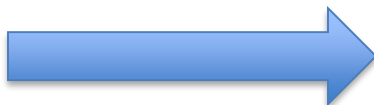
- 4 What is your **Next Step**? (next PDSA/ experiment) What do you expect?
- 5 When can we go and see what we **Have Learned** from taking that step?

\*You'll often work on the same obstacle for several PDSA cycles.

Coaching Kata



Job Relations



### HOW TO HANDLE A PROBLEM

#### DETERMINE OBJECTIVE

##### STEP 1 – GET THE FACTS

Review the record  
Find out what rules and customs apply  
Talk with individuals concerned  
Get opinions and feelings

*Be sure you have the whole story*

##### STEP 2 – WEIGH AND DECIDE

Fit the facts together  
Consider their bearings on each other  
What possible actions are there?  
Check practices and policies  
Consider objective and effect on individual,  
the group and patient care

*Don't jump to conclusions*

##### STEP 3 – TAKE ACTION

Are you going to handle this yourself?  
Do you need help in handling?  
Should you refer this to your supervisor?  
Watch the timing of your action

*Don't pass the buck*

##### STEP 4 – CHECK RESULTS

How soon will you follow up?  
How often will you need to check?  
Watch for changes in output, attitudes,  
and relationships

*Did your action help patient care?*

DID YOU ACCOMPLISH YOUR OBJECTIVE?

632Rev01



# Shepherds

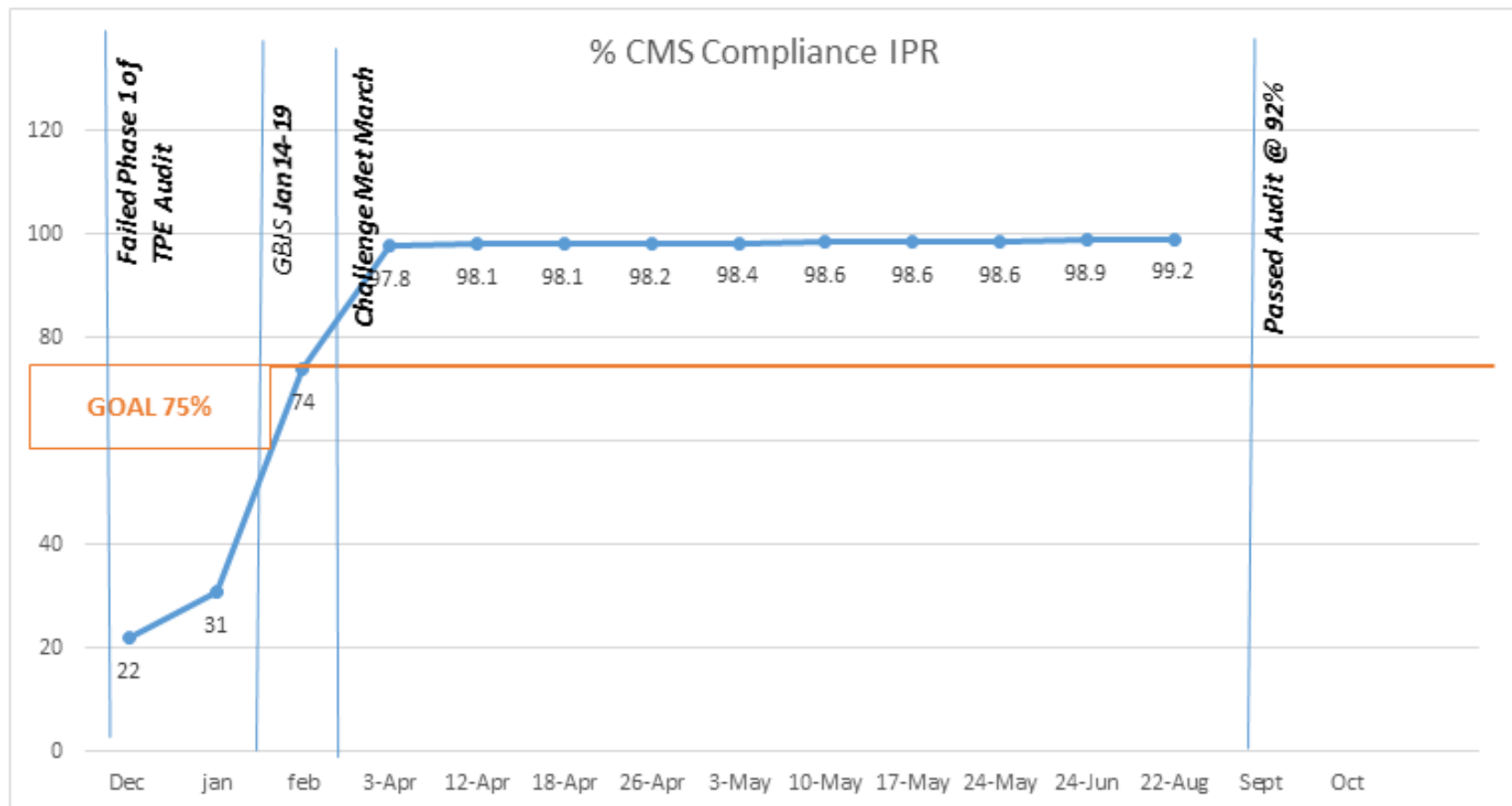
# Leader development



# SHEPHERDING GROUP

- Kata – Hospital and Clinic
- Job Instruction/Job Methods
- Job Relations
- Idea Generation







# GBJS Event Accomplishments



- 32 PDSA's
- 21 obstacles eliminated
- 2 TWI-JIBs(trained 100% of staff)
- Met Target Condition on 4 Focus Processes, we still have 3 Focus Process boards to work, **2 of those starting today.**

## **KATA #1 PAPE**

Learner: **Morgan**

Coach: **Shon**

2<sup>nd</sup> C/Shepherd: **Andrea**

Time/Location: **Morgan's Office, 10:30**

## **KATA #2 Team Conference**

Learner: **Rachel**

Coach: **Christy**

2<sup>nd</sup> Coach: **Shon**

Shepherd: **Andrea**

Time/Location: **Liaison Office, 10:00**

**\*\*\*Advanced our work 10.5 weeks in the future in the 15 hours of rapid PDSA\*\*\***

- Follow Up Plan-daily KATA until all the remaining focus processes meet the Target Condition, will roll into the Shepherds group dashboard and fall into regular cadence of our Target Reset Meeting-until challenge is met!
- **IPR has a positive profit margin, \$3.75M per year**

# Next Steps:

Get Better.

Jump  
Start

- Readmission
  - Focus on HF
- Value-based Care metrics
- CMS Audit in PT
- Access Center
  - Timely scheduling of testing
- Emergency Department
  - Patient flow and length of stay

# Results

# NEA Baptist Leads Patient Safety and Experience



healthgrades™

**2019**

**Top 15% Nationally  
Patient Experience  
Only 4 Hospitals in AR**

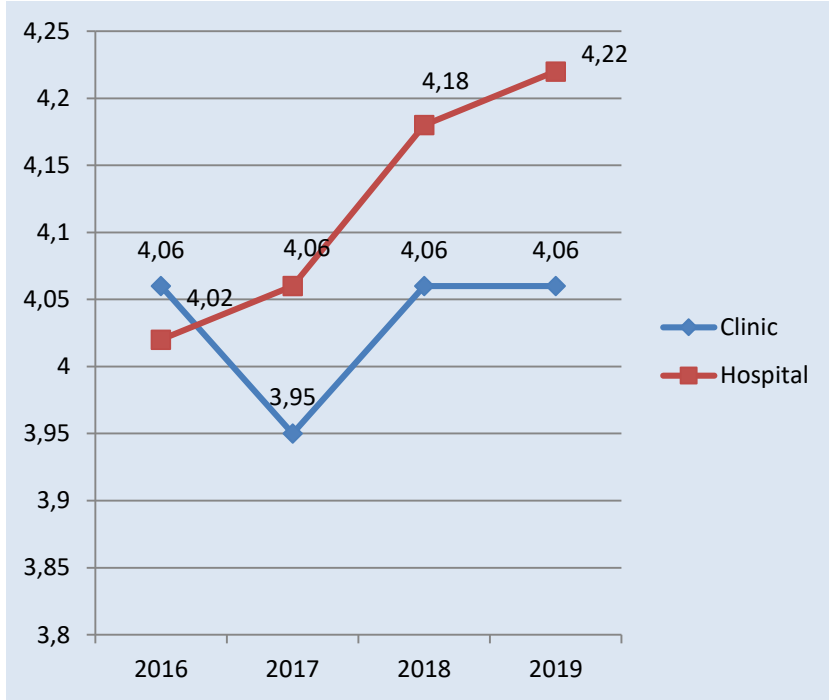


THE LEAPFROGGROUP

**2019**

**Patient Safety  
Highest rating of any  
hospital in our region**

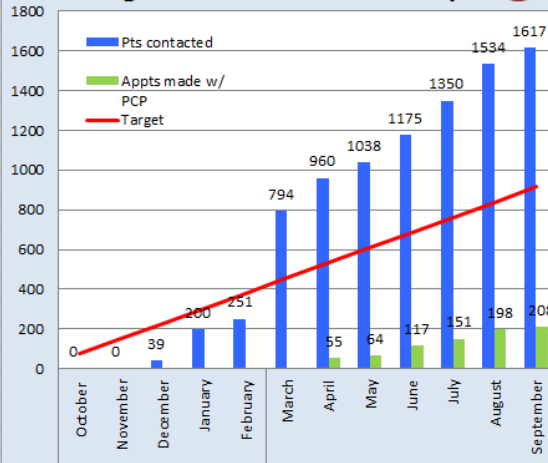
# Employee Engagement Scores



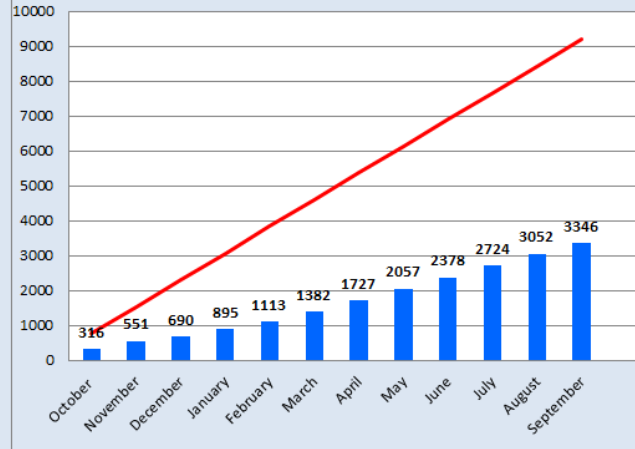


# Population Health

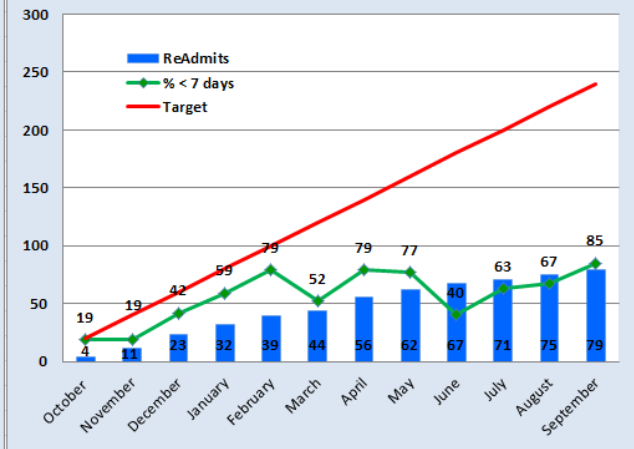
## Urgent Care Patients with Gaps



## Total AWWs Completed

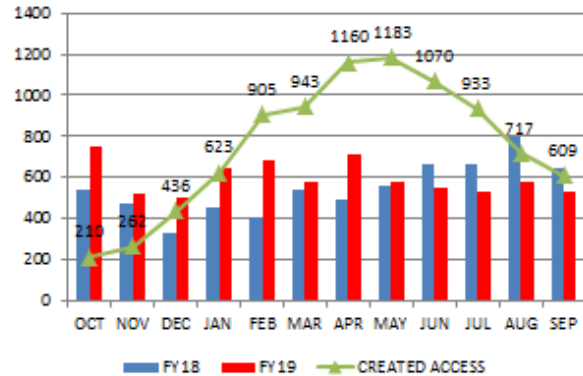


## ReAdmits (COPD, PN, CHF)

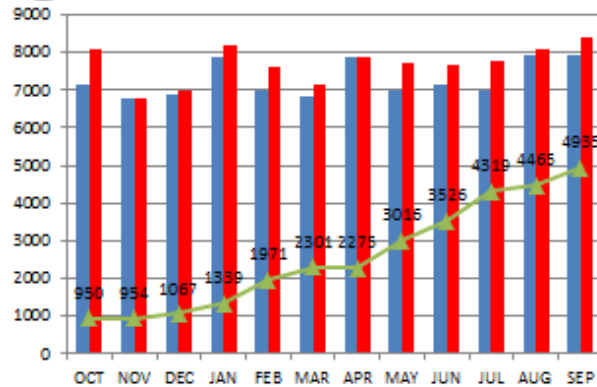


# Growth

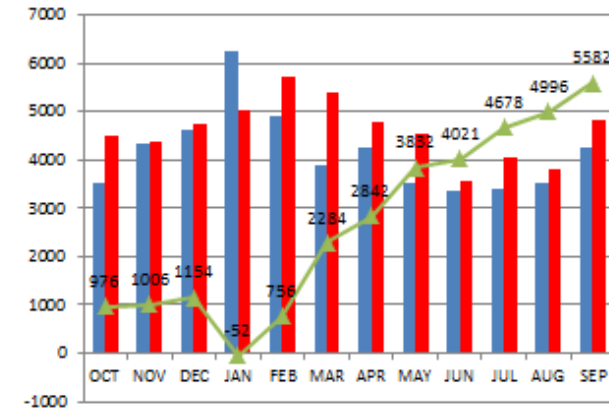
**New Primary Care Volume up 9%**











**Total PC Volume up 6%**



**Total UC Volume up 11%**



# Scorecard vs. budget

- Quality 
- Patient experience 
- Length of Stay 
- ED Turn-around Time for admitted patients 
- ED TAT for discharged patients 
- IP discharges 
- OP registrations 
- Net income 

“Only three things happen naturally in organizations: **friction, confusion, and underperformance.** Everything else requires **leadership.**”

Peter Drucker

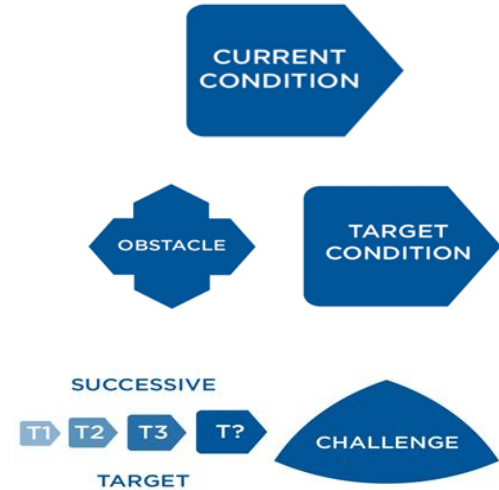




**How do you think about  
your management  
system?**

# 3 Proposed Next Steps:

1. Identify key systems, processes of your management system.
2. How do your systems **interact**?
3. How do you check your systems to ensure they're delivering the results you (or your customer) desire?



# CREATING AN EFFECTIVE MANAGEMENT SYSTEM

Integrating Policy Deployment, TWI, and Kata



Patrick Graupp • Skip Steward • Brad Parsons

 **Routledge**  
Taylor & Francis Group  
A PRODUCTIVITY PRESS BOOK

# Merci beaucoup!

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