

Case Study: LEAN Training and Mentorship

Ellis Healthcare System – A Community Healthcare System

▪ New Lean Program Training and Launch Assistance

The Challenges

Ellis had a newly organized program focused on Lean initiatives. Their intent toward process improvement existed and an internal champion was in place, but they lacked some of the skills and knowledge necessary to successfully drive such an endeavor. Fortunately, Ellis was open to external guidance and training from an experienced source that could partner with them to achieve the desired results of reducing waste, saving money, and increasing patient care quality and satisfaction.

Efficiency Engineers Solutions

Efficiency Engineers offered an ACE partnership based on the following three principles:

- **A**ssess – Is your organization ready for change?
- **C**reate – Can your team manage change?
- **E**nhance – Does your team have the tools to make the change?

Applying this technique to Ellis, Efficiency Engineers provided Lean training, structure and systems assistance, and mentorship in developing the internal team's skills to use a Lean toolkit that includes the following concepts.

- Value stream mapping to document processes and highlight waste
- 5S to organize spaces and processes, resulting in improved efficiency
- A3 story boards for succinct problem statements and solutions
- Ideal staffing for balancing manpower supply to demand

Results

Hands-on training and project management enabled the Lean team to start off with a solid foundation. Within the first year they were able to implement programs and changes which saved the healthcare system over \$1 million in hard dollars. Better yet, they are now equipped to maintain such a program on their own, offering a future for Ellis that is full of Lean process improvements.

