From 9 to 1 With the Help of LEAN

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Alberta Health Services

- Largest health provider in Canada
- 100,000 staff, 8,000 physicians and 16,800 volunteers
- Serves 3.6 million people over 66,848 km²
- 3,169,501 m² of owned facilities
- 513,814 m² of leased facilities
- $5 billion in active construction

In The Beginning – 2008

- April: 12 organizations consolidated into one
- Nov: Senior Vice President appointed
- Dec: Capital Management formed

In The Beginning – 2009

- Feb: VP, Facilities Maintenance and Engineering Appointed
- Sept: New Senior Vice President, Capital Management Appointed
- Nov: Functionally aligned organization approved

Where Do We Start?

People

Process

Structure

Systems
Where Were the Fires?

- Safety
- Engagement
- Teamwork
- Support
- Processes
- Information

Canadian Healthcare Engineering Society
Société canadienne d’ingénierie des services de santé

The Plan

- Safety
- Staff Engagement
- Utility Consolidation
- Facility Condition Assessments
- Lean

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Lean Thinking – 5 Pillars

- VALUE
  - Who are you customers and what do they value?
- VALUE STREAM
  - Map your end-to-end process, identifying which activities add value to the customer and which do not
- FLOW
  - Move towards continuous, single piece flow
- PULL
  - Provide solutions, information/services only when it is requested by the customer
- PERFECTION
  - Create visual performance measures and drive continuous improvement

Implementing Lean

Lean improvement implementation approaches

- Performance improvement opportunity

Lean Foundation training

- Lean improvement journey
- Simulation and opportunity definition

Function or Department Improvement
- Train staff on opportunities
- Develop visual management and KPI framework with performance reviews
- Prioritize cross-functional Kaizen/Rapid Improvement events using Lean tools

End-to-end process improvement
- Cross functional Value Stream Mapping
- End-to-end KPI development supporting implementation of new process
- Cross-functional improvement events applying Lean tools

The 5 S’s - Sort, Shine, Signpost, Simplify, Sustain
5S will improve safety, productivity and morale.
UAH 5S Project

Before

After

Calgary Zone - Monthly BackLog Analysis

QUARTERLY PM BACKLOG SUMMARY

Next Steps

Lessons Learned?

- Question
- Leadership
- Build Trust
- Set of Tools
- Empower
- Celebrate
Questions and Answers?