

AMAZING PEOPLE DOING AMAZING THINGS

Lean Team Contributions Valuable During Covid-19 Response

When our organization first adopted the principles of LEAN thinking eight years ago, the goal was to involve everyone in day-to-day work improvement efforts in support of high quality, effective, and efficient patient care and services. Those Lean principles have contributed greatly to several aspects of our current Covid-19 response. "I believe we were better prepared than many other health systems to deal with the rapid changes we have had to implement over the past several weeks because so many of our staff have gone through the Lean Daily Management System (LDMS) training," says **Mary Beth Jermyn**, Director of Operational Innovation, who oversees the Lean staff.

One key principle emphasized in LDMS and our "Framework for Excellence" involves initiating small, rapid tests of change to fix problems and remove barriers. Mary Beth believes this foundational training has been key to enabling staff to be more engaged and to adapt to the rapid changes that have been required over the past six weeks. "Our mantra is 'progress not perfection,' and that is exactly what has had to happen for us to be able to respond to the pandemic," she says. She notes another Lean principle - standardized communication processes - has also been key to helping staff understand the changes that have occurred. "Our tiered daily huddle process is a quick and easy, but structured, way to keep staff informed."

Mary Beth's staff of Lean Leaders (pictured above) have been instrumental in working with senior leaders and managers to swiftly develop contingency plans for our Covid-19 response. Their skill sets and support have been invaluable in helping cross-functional teams establish and implement plans, processes, and workflows. "Our role is to assist in developing processes that support our frontline heroes, keeps them safe, and makes the job of caring for patients easier," Mary Beth says.

As part of our organization's preparedness efforts, **Dave Fittro** has done this work with the Hospital's Critical Care and Med Surge areas, while **Mary Godfrey** worked with staff from across the organization to set up a mobile Covid-19 testing site on the Hospital Campus, and also worked with the Emergency Department. **Liz McFadden** has partnered with **Abby Wagner**, Director, Outpatient Care Center, to set up the contingency clinical work pool, while **Chris Dion** has been collaborating with **David Spielman**, Associate General Counsel/VP, Corporate Integrity and Compliance, to study, summarize, and identify ways to operationalize the numerous regulatory waivers that have been initiated by the federal government and the State. **Kevin Kelleher** has worked with managers to adapt the Hospital's tier 2 huddle format and approach to better support and focus on our Covid-19 efforts.

In addition to overseeing the work of her staff, Mary Beth has helped to ensure transparency by designing a visible means of reporting key data related to our response to the public health crisis. She provides senior leaders and the Coronavirus Preparedness Team with a detailed daily "dashboard" that is used to assess organizational status and support operational decisions. She also developed a more general dashboard that is posted daily on *The Pulse* Intranet site for all staff to see.

"While the Lean team has helped coordinate and facilitate contingency plans, this really has been an **organization-wide**, team approach to designing and implementing the work in a very short time," Mary Beth says. She wants to recognize the efforts of **Aaron Garganta** and the **Facilities/Safety/Emergency Management team**; **Marian Ganley** and the **Environmental Services team**; **Dwayne Bowen** and the **Materials Management team**; **Stephanie Labonville** and the **Pharmacy team**; **Mark Peirce** and the **Security team**; **Mark Nightingale** and the **entire Information Services team**; **Deb Burgess** and the Patient Access team; and **Jennifer Costain** and the **Quality team**. She also wants to thank **Heidi Bellamente**, **Chris Bone**, **Barb Bruno**, **Linda Currier**, **Sue DeMarco**, **Dan Doran**, **Liz Keane**, and **Charley Thomas**, who have been instrumental in the implementation and continuing efforts of our screening processes and redeployment of staff for the Labor Pool.

"We are pleased the Lean team has been able to contribute valuable resources to the organization's Covid-19 response," Mary Beth says. "So many others have contributed as well - too many to mention - and the coordinated efforts by all illustrate what can truly be accomplished when we work *together as one*."



From left: **Mary Godfrey**, **Liz McFadden**, **Mary Beth Jermyn**, **Dave Fittro**, and **Kevin Kelleher** (missing: **Chris Dion**).