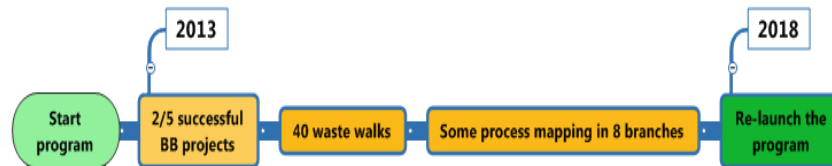


# Reintroduction of Lean to the Department of Health



## Problem Statement

- Low success rate of Lean Six Sigma projects and other improvement efforts
- Disengaged staff
- Staff skeptical of what the Lean program can offer
- Absence of a comprehensive plan for continuous improvement



## Goal Statement

In December 2018, the department hired a Master Black Belt to re-boost interest in Lean and enable the organization to be more efficient and effective. The goal from Year 1 of Lean deployment consisted of installing improvement teams in branches by developing Yellow and Silver belts. These belts execute low complexity improvement projects in their own business areas.

## Lean Deployment Success Equation



## Executive Summary

In line with the deployment success equation, the following have been completed during year 1 of Lean deployment:

- a) People readiness: Leadership support, belts selection and development, roles and responsibilities
- b) Processes and tools: Project selection, project reporting, communication, belts support, rewards and recognition, PDCA for CI sustainability of improvement teams in branches
- c) Lean training development and delivery
- d) Coaching

A team composed of Executives was involved in driving Lean deployment; a critical requirement for success. In less than a year, 44 belts were developed, 56 projects were completed and 14 out of a total of 16 branches were involved in Lean. As of March 2019, 34 more projects are planned for execution.

## Result/Outcome

Highlights from some of the projects executed by Yellow and Silver belts:

- Reduced cancer screening cycle time from 6 to 2 weeks
- Increased \$ allocation accuracy for RHAs from 0 to 95%
- Reduced patients advocates legal forms errors from 23 to 5
- Reduced time spent on privacy incidents reporting process from 75 min to 45 min
- Reduced # of steps in audit cases from 11 to 6 steps. Cost avoidance of \$1600/month
- Reduced process cycle time for NB Residents reimbursement of accommodation costs for treatment outside NB by 62%.
- Reduced 4,000 fax transactions per year from the Provincial Cancer Registry to the oncology treatment centers and vice versa, eliminating associated privacy risk and saving ~10min per transaction (Prepare and send).

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