



**LOUISVILLE METRO
DEPARTMENT OF PUBLIC
HEALTH AND WELLNESS**
Lean Training

Quality Improvement Story Board

Team Members:

Elizabeth McConnell, Project Coordinator
Kanchan Barve, Consultant and Trainer
20 department employees



PLAN

Problem Statement

Employees are not equipped to assess and communicate the need for quality improvements (QI) nor authorized to make QI decisions to reduce inefficiency and error in processes supporting their day-to-day work.

Aim Statement

Train 20 Louisville Metro Public Health and Wellness (LMPHW) employees in Lean methods to build QI capacity. Employees deploy new skills and tools by participating in department specific Lean projects.

Process Outline & Relevant Data

- Establish QI training within the department through the LMPHW Office of Policy, Planning and Evaluation (OPPE);
- Leadership identifies employees from their divisions to be trained; provide a Lean orientation to leadership;
- Secure a professional trainer and consultant, a quality engineer with Humana, who is critical to project success;
- Provide training focused on a toolbox of basic Lean skills and tools;
- Tracking Lean projects in MS Excel Workbook with pertinent information on progress, participants, sponsors and outcomes.

Identify Potential Causes

Due to lack of funding and scarce resources, LMPHW employees have not had opportunities to be trained in QI methods.

For those with prior QI training, there have not been leadership supported opportunities to apply QI methods.

Identify Potential Solutions

- Provide training to a cross-section of employees to develop skills that support a QI system.
- Give employees the opportunity to apply skills and tools through LMPHW specific projects and provide project coaching.
- Ensure that management is involved in participant and project selection.
- Make projects and outcomes visible through presentations to department executives and other staff.

Improvement Theory

Training employees with QI skills and tools builds department capacity to pursue more projects in the future and aids in creating a strong foundation for a QI system.

DO

Test the Theory

Leadership recommended 20 employees to train and helped identify important QI projects 8 Lean projects, including clinical registration, diabetes class marketing, lab pre and post analytics, emergency preparedness manual updates, WIC centralized staff scheduling, and the standardizing operating procedures for septic tank system permitting.

CHECK

Study the Results

Attendance rate:

Class #1: 85%; Class #2: 90%; Class #3: 100%; Class #4: 100%.

Lean exam (25 questions):

Pass– 75% or higher; Fail– 74% or lower; Number of participants who passed: 20 (100%); number of participants who failed: 0.

Number of projects: 8

3 of 4 department divisions had one or more projects originating from the Lean class, including the environmental division (2), health promotion and education division (1) and clinical division (5).

ACT

Standardize or Develop New Theory

With broad staff participation, management support and project outcomes manifesting in the three (of four) department divisions, OPPE will make the business case that investments in QI training will result in impacts across business areas and empower staff to communicate and act on QI opportunities.

Investments in QI training will be integrated into budget-cycle discussions in an effort to align department strategic goals with the fiscal year 2015 budget creation.

Future Plans

LMPHW OPPE has scheduled project presentations to be given during upcoming monthly department Executive Team Meetings in November, December, January and February.