



## The LEAN Veterinary Hospital

**I'm frustrated with all the extra duties and activities unrelated to caring for the patients.**

**I can't find anything around here. I spend more than 20 minutes searching for the right equipment all day long.**

**I had an 8:00 a.m. appointment. It's now 9:00 a.m. and I haven't been seen yet.**

If the above statements (or some version of them) sound familiar, it's time to get **LEAN**. LEAN eliminates waste or non-value-added activities. Examples of non-value-added activities in a veterinary hospital include running the wrong lab test, spending time searching for equipment or supplies to complete a task, excess inventory, unused skills and creativity, and a lack of standard protocols to enhance consistency and create efficiency.



# The LEAN Veterinary Hospital

Denise L. Tumblin, CPA

## LEARNING OBJECTIVES

1. Share ideas to improve efficiency and reduce stress for the team.
2. Talk strategies to reduce waste.
3. Tips for identifying opportunities to enhance patient care and customer service.

## TOOL KIT

5 Keys to Improving the Healthcare Environment Include:

### **Sort Area**

Determine the criteria for sorting through and sorting out; prepare a holding area; develop and implement a plan to sort

### **Set in Order**

Take pictures/draw a flow diagram of the current state; draw a flow diagram of the future state; develop and implement a plan to set in order

### **Shine**

Determine the criteria and guidelines for cleaning; develop and implement a plan to shine

### **Standardize**

Design and implement visual controls; develop and implement a plan to standardize



# 5S Project Proposal Worksheet

**Denise L. Tumblin, CPA**

**Purpose:** What must be attained?

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**Who Does It?** Who is mainly responsible (the Project Champion)

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**Timeframe?** How long to complete?

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**Procedures:** Steps of implementation

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**Worksheets and Forms:** What worklists, checklists, and forms will be used to guide and monitor progress?

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## STARTER TIPS

**Words to Succeed:** Quotes from people that relate to the topic

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**Performance Strategy:** Short sentences to summarize topic

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**Key Icons:** Denotes the 5S's

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**“ A good plan is like a road map; it shows the final destination and usually the best way to get there. - H. Stanley Judd ”**



# Storyboard Worksheet

**Denise L. Tumblin, CPA**

## PURPOSE

To guide the team in the development of a project storyboard to allow anyone who is interested to follow a project's progress: where it started, where it has to go, and where it is at any given time. A storyboard is a visual representation of the LEAN 5S project.

**Who Does It?** Selected members of the LEAN Implementation Team

**Timeframe:** One week or less

## PROCEDURE

1. Choose the team member(s) responsible for creating the storyboard.
2. Identify the audience – who will look at the storyboard?
3. Identify where the storyboard will be posted.
4. Write a target statement of one or two lines defining the purpose and scope of the project (similar to a mission statement).
5. Develop, create and post the storyboard.
6. Use the Storyboard Worksheet as a guide.

**Worksheets:** Storyboard Worksheet

## STARTER TIPS

- ✓ One picture is worth a thousand words.
- ✓ Titles and subtitles are crucial.
- ✓ A flow from left to right is usually best – that's how people read in English.
- ✓ Artistic presentations attract, communicate and teach.
- ✓ The storyboard must be kept current.

## DIRECTIONS

**The best way to use this tool is to follow these steps:**

1. Fill out the form as completely as possible.
2. Review and modify periodically.
3. Share with the LEAN team at next meeting.

**See next page for sample Storyboard Worksheet.**

# Storyboard Worksheet



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Choose team members for design, maintenance, and placement of the storyboard. Talents needed are planning, writing, observing and illustrating.

Identify the primary audience – who will see the storyboard (healthcare team, consultants, clients)?

Decide where the storyboard will be located.

Write a concise target statement.

Create a process to ensure the storyboard is kept current with changes as the project progresses.

Determine how long the storyboard will remain displayed once the project is complete.

Determine the supplies and equipment needed.

Determine the storyboard headings.

Design several mock-ups before creating the final storyboard.

SOURCE: Lean Healthcare – Implementing 5S in Lean or Six Sigma Projects

# Draw a Future State Map - Criteria Checklist for Set-In Order



**Denise L. Tumblin, CPA**

**TEAM MEMBERS:** \_\_\_\_\_

**PURPOSE:** TO ASSIST IN BRAINSTORMING AS THE FUTURE STATE IS CREATED.

**TARGET AREA:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

## **Consider these questions:**

1. Can multiple items be grouped and placed in the same location?
2. Can work be arranged so backups do not occur?
3. Can process, people and information occur in a straight line?
4. Have desktops and common areas been considered?
5. Is all the furniture required for the target area?
6. Is all the equipment being used regularly in the target area?
7. Are the “more often” used items stored near point-of-use?
8. Can items that do not need to be in the immediate area have a visual control?
9. Can heavier items be stored at waist level for ergonomic reasons?
10. Can the first-in-first-out (FIFO) rule apply to supplies and equipment?
11. Do cupboards need doors?
12. Can everything be labeled so anyone can locate it within seconds?
13. Do the equipment and supplies have a practical and current purpose?
14. Does the layout allow for information and equipment to be easily accessible?

**“ Each problem that I solved  
became a rule, which served  
afterwards to solve other problems.  
- Ren'e Descartes ”**

SOURCE: Lean Healthcare – Implementing 5S in Lean or Six Sigma Projects



# Waste Audit Worksheet

Denise L. Tumblin, CPA

Waste Category	Definition	Examples	To Detect, Ask:	Notes for your Target Area
<b>Over processing</b>	Putting work or effort into things that a patient doesn't need or a client doesn't want; wastes energy and time, and doesn't add value for the patient, yet the client may still be paying for it.	Unnecessary testing; redundant paperwork; retesting due to improper initial testing	Has this paperwork been done before? Is this a repeat of a test? Are there redundant phone calls?	
<b>Excess inventory</b>	Excessive stock – duplicate meds, supplies, manuals, periodicals. Excessive bottles of “stock meds,” small supplies take up needed space and are a waste.	Equipment in hall; improper use of storage location; overstock of meds in the pharmacy.	Are there expired meds on the shelf? Are supply boxes sitting on the floor? Are you using the hall and treatment area for storage space?	
<b>Unused creativity</b>	Not utilizing the teams' skills to their fullest.	Not asking the team to contribute ideas for improvements; no cross-training.	Are staff cross-trained? Are team members encouraged to suggest and implement improvements?	
<b>Delays (waiting)</b>	Waiting time and equipment failures; waiting for anything (people, paper, equipment, charts, meds or information); idle time causing work to stop; equipment downtime due to ineffectiveness, slowness, or poor maintenance.	Discharge orders; procedure orders; room assignments; test results; missed appointments; scheduling problems.	Does all equipment have a maintenance schedule and is the maintenance record up to date? Are there delays in the delivery of equipment, patients, meds, charts, X-Rays, etc.? Are there issues with punctuality with clients or staff? Is there a bottleneck or delay in the process due to getting information, supplies, equipment, meds, or patients?	

SOURCE: Lean Healthcare – Implementing 5S in Lean or Six Sigma Projects



# Gap Analysis Worksheet

**Denise L. Tumblin, CPA**

On your journey to enhance patient care and grow revenue, make your practice management software your very first stop. A wealth of information lies within, just waiting to help you shine a spotlight on opportunities to jump-start growth. You've likely heard various versions of Peter Drucker's credo, "What gets measured gets managed," or Robin Sharma's version, "What gets measured gets improved." So, measuring is your first step. Your second step is a plan of action to accomplish your goals.

## Determine What to Measure

Choose critical preventive wellness components of care your patients need, but not all are getting. Determine your current compliance rates using the Gap Analysis worksheet. Meet with your team and set daily, weekly, monthly and annual goals to increase the number of times you provide this necessary care. Monitor your progress, discuss the results, and make any adjustments necessary to hit your goals.

## Canine Heartworm Testing

1. # active canine patients	#
2. Target compliance rate	%
3. Potential # HW tests (line #1 x line #2)	
4. Actual # HW tests	
5. Current compliance rate (line #4 ÷ line #1)	%
6. Potential increase in HW tests (line #3 - line #4)	
7. HW test fee	\$
8. Estimated increase in revenue (line #7 x line #6)	\$

## Fecal Testing

1. # active patients	#
2. Target compliance rate	%
3. Potential # fecal tests (line #1 x line #2)	
4. Actual # fecal tests	
5. Current compliance rate (line #4 ÷ line #1)	%
6. Potential increase in fecal tests (line #3 - line #4)	
7. Fecal test fee	\$
8. Estimated increase in revenue (line #7 x line #6)	\$

**Here's an example:** A practice chose fecal testing, dentistry and senior wellness testing as the areas they wanted to improve patient compliance. This practice has 6,000 active patients with the following age distribution: less than 3 years of age - 25%, or 1,500 patients; 3 to 6 years of age - 25% or 1,500 patients; more than 6 years of age - 50% or 3,000 patients.



## The Doctors and Staff Set the Following Goals:

Denise L. Tumblin, CPA

	PERCENTAGES		
	Goal	Actual	Opportunity
<b>Fecal testing</b>	90%	50%	40%
<b>Senior wellness testing</b>	90%	40%	50%
<b>Dentistry - pets 3+ years of age</b>	50%	20%	30%

	PERCENTAGES		
	Goal	Actual	Opportunity
<b>Fecal testing 5,400</b>	3,000	2,400	40%
<b>Senior wellness testing</b>	2,700	1,200	1,500
<b>Dentistry</b>	2,250	900	1,350

They set a weekly goal of doing 46 more fecal tests, 29 more senior wellness tests, and 15 more dental procedures. They will track and monitor their progress and make any necessary adjustments to hit their targets.

