



## Colorado Women's Forum in Health Administration April 2009 Newsletter

### April Meeting Information

**SPEAKER:** Cecile Rose, MD, MPH  
**TOPIC:** Women's Work, Women's Health  
**DATE:** Thursday, April 16th at 5:30 p.m.  
**TIME:** Social time & cocktails begin at 5:15 p.m.  
Speaker begins at 5:30 p.m.  
Meeting ends approx. 7:00 p.m.  
**WHERE:** Berenbaum, Weinshienk & Eason  
48<sup>th</sup> Floor, Republic Plaza  
370 17th Street  
Denver, CO 80202

*PARKING:* Validated parking at the Sheraton Hotel (formerly Adam's Mark Hotel). Directions to the parking garage and meeting location are as follows:

**Directions from I-25 Southbound:** Take the Speer Blvd (southbound) exit. Merge with Speer. Continue on Speer to Colfax. Veer left on Colfax and turn left at Court Place. Take Court to 16th St and turn right (yes, onto the 16th St Mall - they allow car traffic for this!) Entrance to the garage is on the right.

**Directions from I-25 Northbound:** Take the Auraria Parkway Exit. Stay on Auraria Parkway. Turn right on 14th street and left on Court. Take Court to 16th St and turn right (yes, onto the 16th St Mall - they allow car traffic for this!) Entrance to the garage is on the right.

From the hotel, exit at the lobby level and cross the street to Republic Plaza (there is an entrance to Republic Plaza off of the 16th Street Mall. As the 48th floor is an even floor, when you are in the lobby of the building you will need to take the escalator down to get the right elevator. Ask at the desk for the location of the meeting room.

### SPEAKER BIO

Dr. Cecile Rose is Director of the Occupational/Environmental Medicine Clinical Program, and Staff Physician in the Division of Environmental and Occupational Health Sciences, Department of Medicine, at the National Jewish Health. She is Associate Professor of Medicine, Division of Pulmonary Sciences and Critical Care at the University of Colorado School of Medicine in Denver, Colorado. She is board-certified in Internal Medicine, Pulmonary Medicine, and Occupational Medicine, and has a Master's Degree in Public Health. Dr. Rose has been an academically based occupational pulmonary physician since 1985 and has been at the National Jewish Health since 1988. Her major research interests are in environmental and occupational lung diseases, particularly hypersensitivity pneumonitis and mining-related pneumoconioses.

### PRESIDENT'S MESSAGE

Happy Spring Fellow Ladies!

Or at least, a happy semblance of spring! While many of us may be done with the snowfall, we can be grateful for the precipitation that will allow our flowers to bloom and gardens to flourish. As we get closer and closer to the nicer weather, I hope you all find time to take moments to do something you enjoy, whether that be gardening, walking, participating in fitness events, reading, etc. Life can be chaotic for all of us when you add up work, family, friends, and extracurricular activities. We often lose sight of our own health and well-being, and the health and wellness of those around us. As such, I hope you will also take a moment to donate to or volunteer with the various shelters and non-profit organizations in your community that help our neighbors in need. CWFHA will be collecting donation items for The Gathering Place, a non-profit organization for women and children. We will be collecting requested items listed below, and will donate in June. CWFHA is also

looking to volunteer with TGP in June, if you are interested, please contact me at [lbethhauser@hotmail.com](mailto:lbethhauser@hotmail.com).

For our April meeting, I invite you to join us in welcoming Dr. Cecile Rose, Director of the Occupational/Environmental Medicine Clinical Program, and Staff Physician in the Division of Environmental and Occupational Health Sciences, Department of Medicine, at the National Jewish Health. Dr. Rose's talk is titled "Women's Work, Women's Health". I am sure she'll impart wonderful tidbits of useful information for all of us. We look forward to sharing the energy of Spring, and hopefully nicer weather, with you all for Dr. Rose's presentation on April 16<sup>th</sup>.

CWFHA's May program meeting will have Ellen Stewart, JD, updating us on the latest legislative updates as related to healthcare and healthcare administration.

Stay tuned for our special June event, a fun celebration and appreciation of our members while we explore the aspects of alternative health!

In health,  
Lisa M. Betthausen  
CWFHA President

### The Gathering Place Donations

Please bring any of the following items to any of our next three (3) meetings for donation to The Gathering Place in June:

Personal Supplies: Deodorant\*, Lotion, Toothbrushes and toothpaste\*, Tampons/Pads\*, Shampoo and Conditioner, Cosmetics, Razors \*, Hair Care Product, Denture - Polygrip/Efferdent, Cosmetics for all skin colors

Baby Items: Baby Powder, Lotion, Shampoo and Bath Wash\*, Baby Food, Diapers (Sizes 4, 5, 6 and Pull-Ups)\*, Baby Formula, Baby Wipes\*, Sippy Cups

Non-Perishable Food: Jelly/ Peanut butter, Crackers, Pasta/ Rice, Pasta sauce, Macaroni and Cheese\*, Canned Tuna and Meats\*, Canned Fruit and Vegetables\*, Breakfast Cereals, Powder or canned milk, Dinner mixes

Clothing: New Socks\* and Underwear\*- Women and Children

Other: Tylenol, Advil, Aspirin, Pepto-Bismol\*, Tissues/Kleenex, Toilet paper, King Soopers/Safeway gift cards, Can openers, Birthday Gifts for children, Computer Disks

\*These are high demand items.

### **Upcoming Events:**

Lunch 'n Learn sponsored by the Colorado Health Administration Alumni Association at Maggiano's Little Italy (Downtown Pavilions) on Friday, April 17<sup>th</sup>, at 11:30 am.

Topic: The Emerging Challenges Around Physician Engagement With Healthcare Organizations  
Presented by: Dr. Michael Guthrie, MD, MBA, Executive Coach, Consultant and Engagement Facilitator

All professionals are welcome and do not need to be alumni. For additional details or to register for the event, please follow this link:

<http://business.cudenver.edu/Alumni/HealthAdministration/events.htm>

Colorado Healthcare Strategy and Management (CHSM) will present Dan Spirek, founder of the healthcare powerhouse TriZetto on Friday, May 15<sup>th</sup> at Summit Events Center, 411 Sable Blvd. in Aurora, Colorado. Registration, Breakfast and Networking from 7:15 am to 8:00 am, speaker from 8:00 to 9:00 am. Register at:

[http://www.chsm.org/2009-05\\_Program.html](http://www.chsm.org/2009-05_Program.html)

The March of Dimes March for Babies will take place in the Denver area on April 25, 2009. You can sign up online at <http://marchforbabies.org>.

Minutes from March Program Meeting  
Patricia Gabow, MD, CEO of Denver Health, spoke at our March CWFHA meeting. Her presentation was on the Lean Implementation at Denver Health.

**Denver Health** is the largest provider of uninsured care; largest Medicaid provider; Major provider of the Child Health Plan; has an increasing role in Medicare; is the major trauma center in the state; the major correctional care provider and the major state partner in disaster preparedness.

### Implementing Lean

Preparation included literature review, external steering committee site visits (other industries and health care), employee focus groups, detailed examination of our clinical and support services.

Dr. Gabow managed to secure a very impressive Steering/Advisory Committee from Microsoft, Siemens, IHI, Ritz Carlton and Joint Commission.

DH chose lean because it is a philosophy, set of principles and a tool set. The philosophy fits for health care, the tool set is intuitive, it encourages meaningful employee engagement, there is initial rapid response and it empowers us to change the culture.

Lean involves getting rid of waste, not necessarily money. Waste is disrespectful to patients by asking them to endure processes with no value. The eight wastes include defects; over-utilization; waiting; non-utilized or mis-utilized knowledge, skills or abilities; transportation, inventory, motion, excess processing. The Lean tools help you see the problem with flow; lets you fix the problem with flow; and lets you use tools in a focused way.

### Lean at Denver Health

Implementation- the executive staff and Directors of Service (Chairs) participated in a 4 hour Lean training. The Mid-managers were involved in a 2 hour overview of which the first lean tool was introduced **5S (sort, set in order, shine, standardize and sustain)**

The first project was the lab; 75 dumpsters were removed, 920 sq. feet were regained, avoiding a \$300,000. cost. Phlebotomy stock orders were down 7% with an increase of 8% in procedures.

Work flow improved in addition to employee satisfaction.

The engineering expense (supplies) increased from 2001-2005. When they couldn't find something they just ordered more. From 2005-2008 expenses decreased.

**Value Map Stream** – mapping a process to see flow of people supplies and information and identify value added and non value components. There were 3 Value Streams for every process: *Current state, ideal state and future state*. The five strategic Value Streams identified were: Access, Outpatient, Inpatient, Operating Room and Billing. The 2008 Value stream involved Managed Care, Budget and H.R.

**Rapid Improvement Events (RIE)** are a radically different approach; event is rapid, usually one week in duration resulting in immediate improvement. DH had 5 on each RIE team; consultant (a.k.a. Sensi), Facilitator who coaches in use of lean and owns the pre and follow-up data, the Team Leader who manages the day to day process, the Process Owner is responsible for sustaining the change and New Eyes, someone from the non-RIE area.

The RIE events took place the 3<sup>rd</sup> week of every month for the first 18 months. There were 3-5 events during this week and had a total of 180 events in 2008.

The event week:

Monday	Training, mapping new processes, waste walk
Tuesday	Design new process
Wednesday	Pilot new process –
Thursday	Create standard work/ become standard procedure
Friday	Report to CEO

In 2 years the RIE saved over 60 million dollars

### Lessons Learned

- ✚ Lean is applicable to health care
- ✚ There are no templates to follow
- ✚ Leadership, physicians, nurses and departments must be engaged
- ✚ Even the simplest Lean tool will yield positive financial results
- ✚ It takes time to reach a tipping point.
- ✚ Measuring and monitoring is essential
- ✚ Willingness to reassess is essential
- ✚ Implementing lean is a journey