

# CASE STUDY



## Enterprise Transformation

### 1. Company Overview:

HealthEast is faith-based system founded in 1986 and located in Saint Paul, MN.

#### Services:

- Primary and specialty care
- Short term and long-term hospitals
- Home care
- Hospice
- Medical transportation



#### Key Figures:

- 7,500 employees
- 4 hospitals, 30 clinic locations
- USD \$1 billion revenue

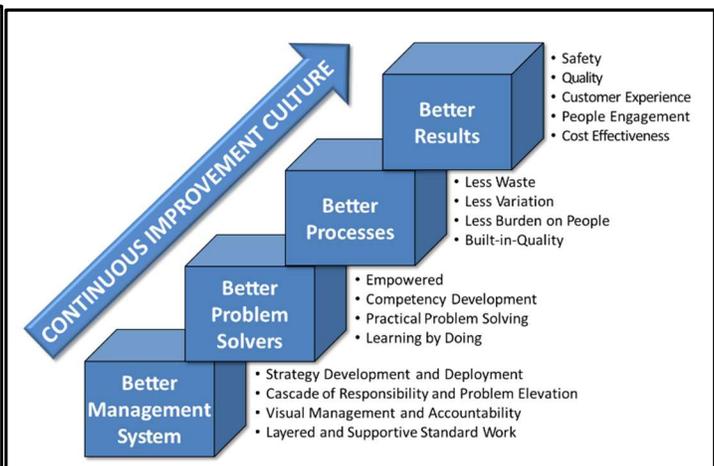


#### Lean Story:

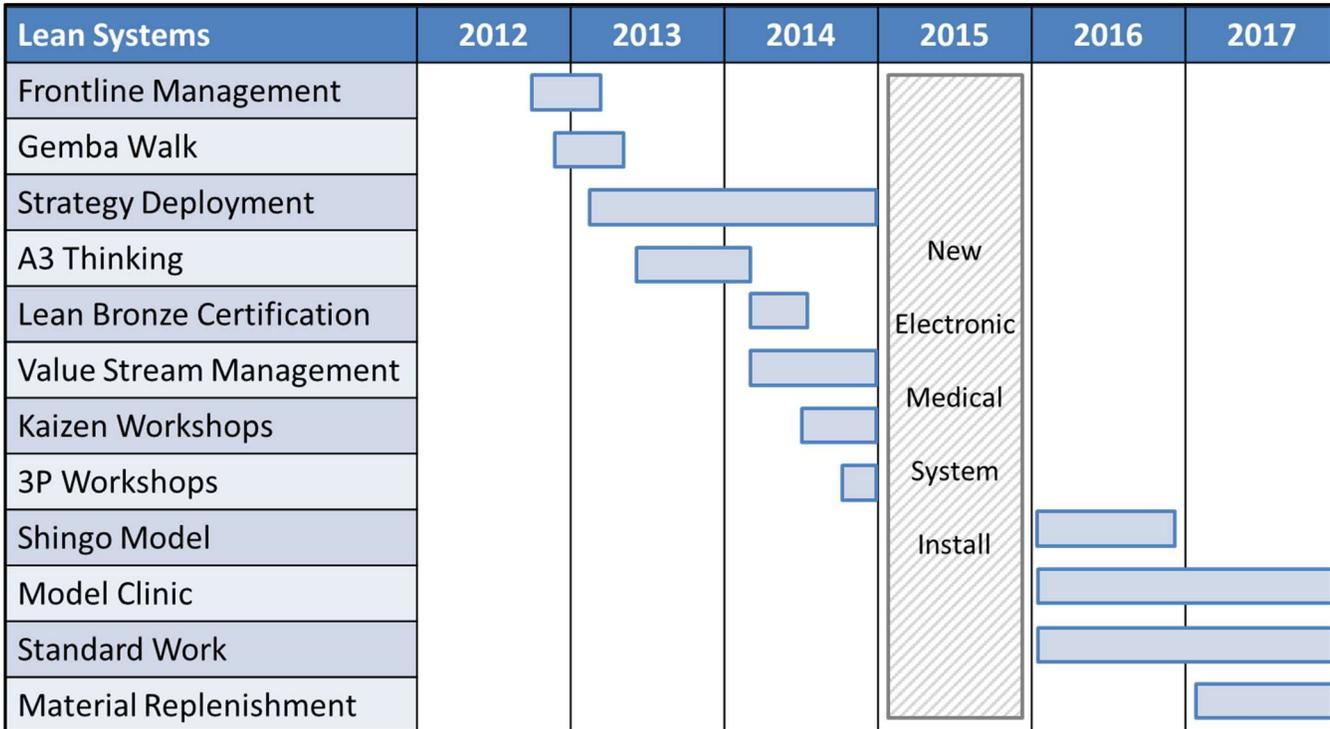
- 2008: First Lean projects
- 2012: Value Based Improvement
- 2013: A3 Thinking and Kaizen
- 2014: Strategy Deployment
- 2015: Value Stream Analysis
- 2017: Tier Management
- Now: Combination with Fairview / FOS



### 2. Building a Continuous Improvement Culture:



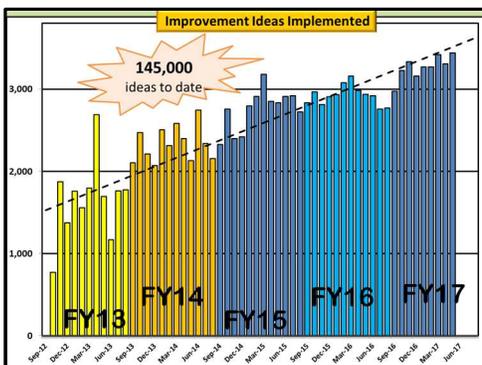
### 3. Lean Intervention:



Blue Print Group	Frontline Mngmt System	A3 Coach Eligible - All 3	SD	BPG Sponsor Eligible - All 3	Lean Bronze	VSA
Cathy Barr	●	●	●	●	●	●
Kevin Garrett	●	●	●	●	●	●
Joanne Sunquist	●	●	●	●	●	●
Linda Barnhart	●	●	●	●	●	●
Lia Christiansen	●	●	●	●	●	●
Brian Gager	●	●	●	●	●	●
Deb Hurd	●	●	●	●	●	●
Don Moschkau	●	●	●	●	●	●
Eric Nelson	●	●	●	●	●	●



### 4. Results and Learning:



Key Performance Indicators	M	T	W	T	F	S	M	T	W	T	F	S	M	T	W	T	F	S
Date	3/21	3/22	3/23	3/24	3/25	3/26	3/27	4/1	4/2	4/3	4/4	4/5	4/6	4/7	4/8	4/9	4/10	4/11
Cart Completion	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
Minimio Screening	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%
Bolon Cancer Screen	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%
Depression Screening	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
Weekly OT Target @ 24hrly	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Did we huddle?	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8
8:30 Daily	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
How did we perform yesterday?	121	121	121	121	121	121	121	121	121	121	121	121	121	121	121	121	121	121

