

January 25, 2012

Wednesday's Words of Quality

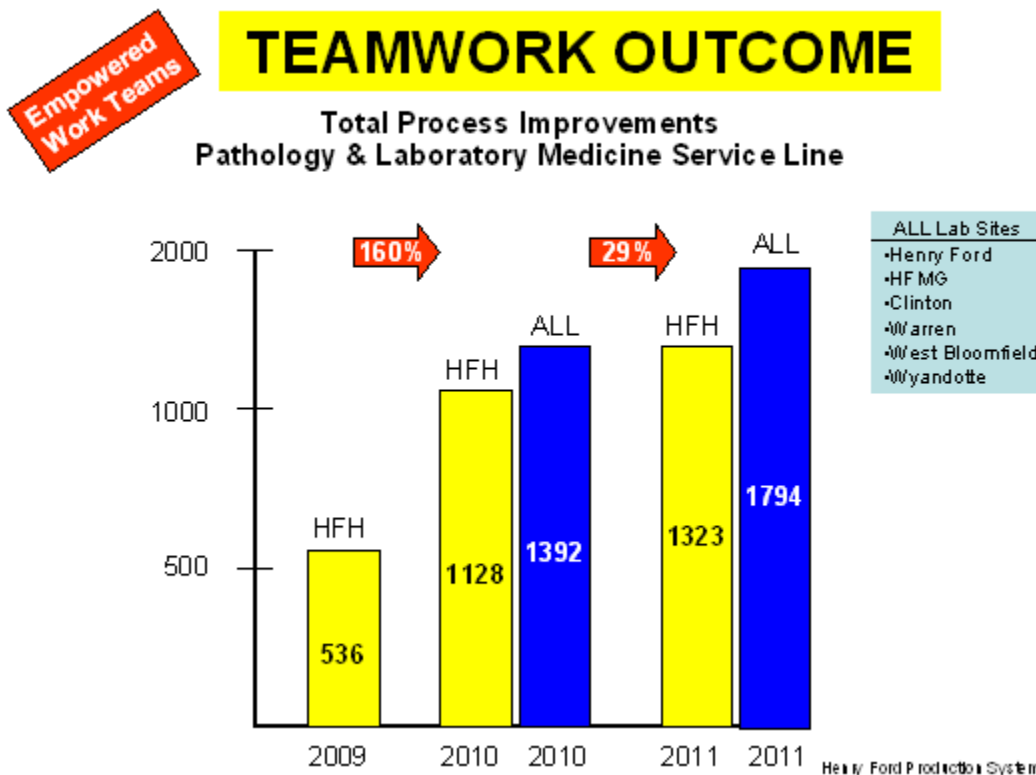
2011 Chairman's Awards for Quality

By the numbers!

In 2011 the engaged workforce of the integrated laboratories of Pathology and Laboratory Medicine amassed nearly 1800 process improvements across the Henry Ford Health System. This is more than 2 process improvements for each employee in the Pathology Service Line laboratories of 5 acute care hospitals and 30 regional medical centers. This was accomplished through our solitary focus on leading and managing for quality through a continuous process improvement work culture. As you can read on our laboratory walls, we are *"relentlessly pursuing perfection."*

This System-wide effort in year 6 of the *Henry Ford Production System* was a 29% improvement over year 5 (2010), which in turn was a 160% improvement over year 4 (2009). This is a testament to the successful culture of continuous process improvement fueled largely by worker engagement in the actual processes of change and the lab leaders' ownership of the new management system.

Now 2012 marks the advent of year 7 of Lean management that we have innovated as the *Henry Ford Production System* in these integrated laboratories of HFHS.



Over the years this performance level in process improvement and pursuit of excellence has taken leadership commitment, a structured management system, continued

education, training and continuous efforts by all employees. I congratulate you all on this unique accomplishment in a healthcare setting.

These numbers of improvements and the resulting improvements in team problem solving, work redesign, standardization and service performance demonstrate evolution to the 3rd level of a Lean enterprise. This more mature level is characterized by aligned continuous improvement with a top to bottom continuous improvement culture featuring:

1. Activity aligned with business goals from hoshin kanri strategic planning;
2. Continuous activities from involved and accountable teams and individuals;
3. Local ownership by team members and leaders; and
4. Readily identified evidence of Lean thinking in teams and work groups

With the qualification that I regard you all as winners, I humbly recognize the following teams with a Chairman's Award for Quality in 2011. You have impressed on me best leadership skills, team efforts, best practices, innovations, engagements and behaviors.

The Chairman's Quality Awards for 2011 go to:

Most Entertaining & Engaged Teams in "Share the Gain" Presentations

Henry Ford Hospital Core Chemistry Laboratory

Best Use of Metrics

Henry Ford Hospital Clinical Pathology Division

Best State-wide Collaborative Safety Initiative

***Henry Ford Hospital Pathologists Assistants/Surgical Pathology Division for MHA
Keystone Surgery Specimen Safety Initiative***

Best International Collaborative Lean Initiative

***Henry Ford Pathology & Laboratory Medicine Quality Systems Division
for Lithuania National Pathology Centre Initiative***

Project Selected for HFHS 2011 Quality Expo Competition

Henry Ford Hospital Microbiology Core Laboratory

Most Process Improvements Accomplished in One Year

Henry Ford Hospital Core/STAT Laboratory

Best Lean Integration Process

Henry Ford Hospital Hematopathology Division

Most Process Improvements by a Community Hospital Laboratory

Henry Ford Macomb Hospital- Clinton Township

Best Regional Collaborative Lean Initiative

Henry Ford West Bloomfield Hospital

Largest Impact of Improvements on Efficiency

Henry Ford Hospital Clinical Pathology Division

Best Involvement of Multidisciplinary Hospital Teams

Henry Ford Hospital Transfusion Medicine Division

Best Rapid Reduction of Process Defects

Henry Ford Medical Laboratories (Outreach)

Successful Transformation of a Clinical Department to Lean Managed Culture

Henry Ford Pathology & Laboratory Medicine Quality Systems Division

Most Consistent Volume of Process Improvements Each Year

Henry Ford Pathology Informatics Division

Successful Start of Hospital Laboratory Lean Culture

Henry Ford Macomb Hospital-Warren Campus

Best Quality Efforts in a Challenging Situation

Henry Ford Wyandotte Hospital

I can guarantee that you are the only laboratory enterprise anywhere that has accomplished nearly 1800 process improvements in one year!

Last year at this time I said that you are writing the script for Lean managed laboratories world-wide and perhaps you would be in a movie someday. I was close- you all have truly earned your place in Dr. Liker's book, The Toyota Way to Continuous Improvement.

Way to go! Maybe the movie is next then. Or there is always YouTube.