2020: What Problem Are We Trying to Solve?

Perfect Storm or

and

Perfect Opportunity
March through October 2020 and . . .

- COVID-19 Pandemic
- Economic Distress
- World-wide anti-racism protests
- Wildfires

. . . through a nascent Lean health system lens

### Stages of a Crisis (crises)

<table>
<thead>
<tr>
<th>Theory</th>
<th>Reality</th>
<th>PDCA</th>
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<tbody>
<tr>
<td>Initial crisis phase</td>
<td></td>
<td>CONTAIN</td>
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<tr>
<td>Disruption phase</td>
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<td>PLAN / DO</td>
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<tr>
<td>Re-imagine phase</td>
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<td>DO / CHECK</td>
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<tr>
<td>Implementation phase</td>
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<td>ACT</td>
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<tr>
<td>Recover/stability phase</td>
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<td>REPEAT</td>
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Crisis #1: COVID Phases

Initial

Disruption

Re-imagine

Planning Assumptions and Key Uncertainties

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Crisis #1: COVID Phases

Recover/Stability
Crisis #2: Economic Fall-Out

- Institutional level
- Community and state level
- National level

Crisis #3: Awakening of Systemic Racism

Night 100: Riot, Molotov cocktail, injuries, 59 arrests
Crisis #3 continued
Structural Racism in HealthCare

- Disparities in outcomes
- Disparities in access/experience
- Disparities in professional opportunities

Crisis #4: Wildfires

Gov. Brown: Oregon has never seen so much uncontained fire at once
As Lean Healthcare Practitioners & Researchers:

- What problem are we trying to solve?
- What is target / actual / gap?
- What is the common root cause?
- What are the most promising countermeasures?

The Most Promising Countermeasures . . . *

1. Capitated global budgets
2. Lower cost settings
3. Lower cost personnel
4. Quality improvement – new way of leading
5. Social determinants of health