

# **A tool to support conceptual change: identifying methods to ensure employee satisfaction and organization-employee cultural fit along Lean implementation**

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## **Abstract**

To address several challenges faced in healthcare, the Triple Aim (3A) was targeted by institutions to improve health outcomes and patient experience while reducing the costs of health. Process improvement techniques in manufacturing, such as Lean systems, were applied as tools to achieve the 3A framework. Unfortunately, the high level of employee burnout in healthcare, and the incorrect application of process improvement tools inhibited the good performance of the 3A. Accordingly, only ten percent or fewer of companies attempting to implement Lean achieved their goals, with failure to change the organizational culture as the main cause.

Companies have focused on macro level tools to implement Lean culture, forgetting the individual perceptions often required to instill a continuous improvement mindset. Satisfied employees have a positive perception of their work environment, which ensures their commitment, innovation, and performance. Likewise, employees are satisfied when they share values and beliefs with the organizational culture. Mirdad, Hille and Melamed conceptual change model is proposed as a framework to help instill Lean mindset in employees. However, there is a lack of tools that could help prepare and monitor the effect of the conceptual change process on employee expectations at work. The objective of the study is to help healthcare organizations sustain their improvement initiatives, by providing tools to assess employee perceptions along the conceptual change process. A customer relationship tool and an organizational survey will be adapted to portray Lean environment from employee perspective. The research will validate both surveys application with pilot studies. Furthermore, this work will provide tools to identify the specific aspects of organizational culture and work environment that affect employee satisfaction. The two surveys are recommended as tools to support different stages of the conceptual change model, proposed by Mirdad, Hille and Melamed (2015). These tools will help trainers adapt the conceptual change process to the organization characteristics.

**Thursday, May 18<sup>th</sup> 2017**

**8:00 am, Rogers 226**

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