

The Health Roundtable



Lean Healthcare Program 2010

Lean Thinking techniques are now being used in hospitals throughout the world to reduce wasted time and effort, while improving patient care. The Lean Healthcare program of The Health Roundtable has now graduated over 300 participants from over a dozen member health services.

Lean Leaders in Healthcare

Learn how to apply Lean Thinking in Healthcare

The Health Roundtable will conduct a Management Program to enable Members to gain skills in applying Lean Thinking to Healthcare

Where and When?

All programs in 2010 will be available as in-house programs at your health service to provide the opportunity to engage large numbers of staff quickly and efficiently.

Who should Attend?

Innovative Middle Managers and Project Leaders who will take back Lean Thinking techniques to their organisations and lead its introduction. Participating Hospitals should send two representatives from different areas. Each Participating Organisation will be required to provide an Executive Sponsor who will provide organisational leadership and support to the delegates and champion their cause at a senior level.

“Lean thinking is a way of streamlining the patient journey and making it safer, by helping staff eliminate all kinds of waste and to treat more patients with existing resources.”

Originally developed by Toyota, it is now being successfully applied in hospitals across the world.”

In the Workshop you will:

- Session 1: Learn the basic concepts and identify a specific project from your organisation. Learn how to prepare current state maps
- Session 2: Learn process / value stream mapping. Understand waste, how to identify and how to address using Lean Techniques such as 5S, Workload Leveling, Utilising the “Pull” System
- Session 3: Consolidate learning and understand how to extend the process to additional projects in your organisation
- In between: Participate in weekly telephone / webcast based coaching

Benefits

- Use Lean techniques to address patient flow issues
- Eliminate waste in process
- Balance workloads
- Help staff to work effectively and reduce stress



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Course Outline

Workshop One: 2 Days

- Welcome and Introductions – Setting the Scene
- What is Lean Thinking?
- Why Lean in Healthcare?
- Seven Wastes
- Value Stream Mapping – Current State
- Starting your Value Stream Map

⇒ *Mentor Follow-up (weekly between meetings)*

Workshop Two - 2 Days

- Review Current State Maps
- What do I need from the tool box?
 - 5S
 - Visual controls
 - Standardisation
 - Predicting Output
 - Physical Layout
 - Change Management
 - Kan Ban
 - And many more
- PDSA
 - Set stretch goals
- Develop Future State Map
- Select KPI Measures

⇒ *Mentor Follow-up (weekly between meetings)*

Workshop Three: 2 Days

- Continue to develop plans and achieve Future State Maps
- Improve Project presentation techniques
- Next Steps



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Some Examples of Lean Thinking applied to Health Care:

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Hospitals in England, the US and also in Australia are turning to Lean Thinking as a way to become more efficient and improve the quality and safety of the treatment they provide to their patients.

Many references can be found to successful use of Lean Thinking in Healthcare. The NHS in the UK has its own Lean Healthcare Network. Health care organisations in the US including the Mayo Clinic, Intermountain Health Care in Salt Lakes City (a system with 121 hospitals) are just a few who have reported significant improvements from Lean Thinking. Now in Australia, there are also a growing number of Lean success stories.

Waiting Times

The outpatient staff at a major New Zealand Hospital reduced the time for processing referrals for their diabetic clinics from up to 40 days to under one day.

Pull

A Teaching Hospital in Brisbane introduced a 'pull system' for urgent adult biochemistry profiles and at the same time improved turn-around by changing the time their biochemistry equipment receives its daily maintenance.

Nursing Effort Saved

Changing the check-in process for urology outpatients at a Melbourne hospital led, not only to a reduction of half an hour in waiting time for patients but also to a reduction in the distance walked by nurses in that clinic of 250 metres per day.

Space Savings

Using 5S, one lab freed up enough space to add three more needed stations without increasing existing floor space.

Decreased Length of Stay

A hospital in New Zealand, investigating reasons for the long length of stay for neurology patients admitted for investigation, found that by reserving one patient slot per day for CT scans in advance removed the need of patients to stay in hospital for several days waiting for a scan.

More examples of Lean Projects undertaken by Health Roundtable members can be found at <http://www.healthroundtable.org> by clicking on the left hand menu and selecting the *Lean Healthcare* tab.



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Lean in a Nutshell:

So what are these acronyms – 5S, 7 wastes, value stream maps.....?

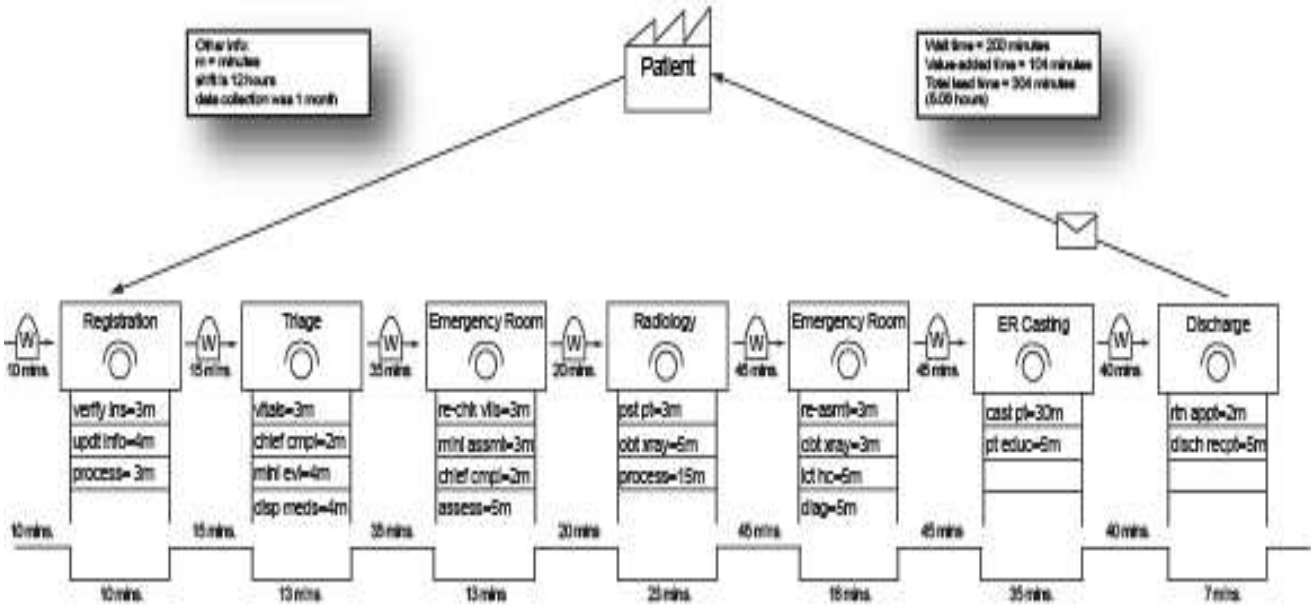
These form the basis of Lean Thinking and the Lean Toolbox and you will be learning about these in detail over the next few months. To help you with the pre-reading and as an introduction here is a brief explanation of some of the Lean terminology.

Value Stream Maps

The Lean process begins by identifying key processes, or value streams, within your organisation. This might be a patient visit to ED or a medical record being sought by OPD. Those intimately involved in the process will be brought together to intensively analyse the current process and look for changes that could improve the process. This begins by mapping the process as it actually operates, specifying value from the standpoint of the patient, who is the customer as well as any waste in steps or between steps.

An example of a Value Stream Map:

The Orthopedic Patient Current State Value Stream for the Emergency Room



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More Lean in a Nutshell:

Eight Wastes in Healthcare

A key step in Lean Thinking is to understand what is value and what activities and resources are absolutely necessary to create that value. Once this is understood, everything else is waste. In Lean Healthcare eight types of waste have been identified:

- **W**aiting
- **O**ver-Production
- **R**ejects
- **M**otion
- **P**rocessing
- **I**nventory
- **T**ransport
- **S**taff Utilisation

Once wastes have been identified there are a series of strategies to eliminate waste where it is possible.

5S in Healthcare

5S is a process to ensure work areas are systematically kept clean and organised, ensuring staff and patient safety and providing a foundation to build a Lean Healthcare environment.

- 1S for **sorting** the necessary from the unnecessary.
- 2S for planning the best place to **set** items in order.
- 3S for **shining**, cleaning, and identifying items.
- 4S for creating and **setting** the standards for cleanliness
- 5S for establishing the discipline to **sustain** the first 4 S's through education and communication.

**Special Program S2
Lean Healthcare Program
Participation Agreement**

Please return this page by fax to (02) 9988-4552 (from NZ – 612 9988-4552)

Benefits	<p>Previous participants in the program have produced dramatic reductions in wasted time and effort in Outpatients, Peri-operative assessments, Transition to sub-acute care, Radiology and Biochemistry turnaround times, as well as inpatient care length of stay.</p> <p>Participating teams in the Lean Healthcare Program will identify a key patient-flow problem in their health service and implement solutions while at the same time they learn the key techniques of value stream mapping, one-piece flow, workload balancing, and waste identification.</p> <p>The aim of the Program is to provide the skills for managers to promote and spread continuous process improvements throughout the health service.</p>
Cost	<p>Organisational teams should consist of five or more people who will work together on a joint project over the 16 week course.</p> <p>The program fee is \$A15,000 plus GST (Australia only) per project team of five participants. The fee is \$A2,500 for each additional team member working on the same project. Costs include workshop leadership and materials and weekly teleconference/webcast coaching sessions.</p> <p>In-house sessions require a minimum of four teams (20 participants).</p>
Commitment	<p>Delegates must agree to devote approximately 4 hours per week to their chosen project over the duration of the Program. Each delegate must commit to attend each of the three workshops. Substitutions are not possible once the program has commenced due to the incremental learning approach of the workshops.</p> <p>Executive Sponsors must commit at least one hour per fortnight to the coordination and support of the Delegates and their chosen project by attending team meetings and/or teleconference review sessions.</p>
Program Timing	Call or email us to arrange the timing of your in-house program. Sydney (02) 9440-2016 New Zealand (09) 889-2551

Key Contact Person	<i>Name</i>	<i>Phone</i>
	<i>Email</i>	

I agree to the time commitment requirements listed above.

Executive Sponsor	Organisation
Signed:	Date: