



# Lean Healthcare Forum 2006

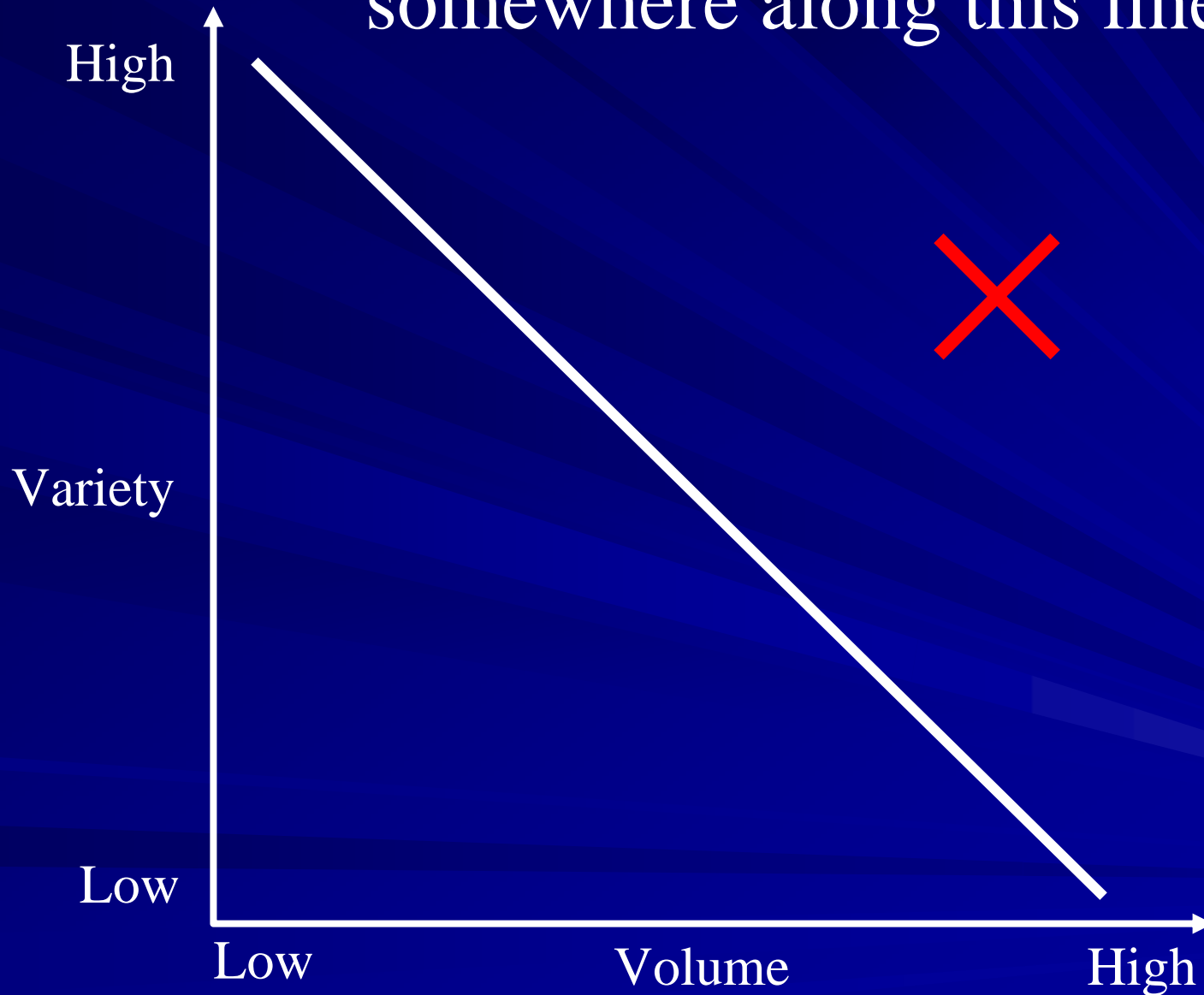
# The Impact of Lean in Healthcare

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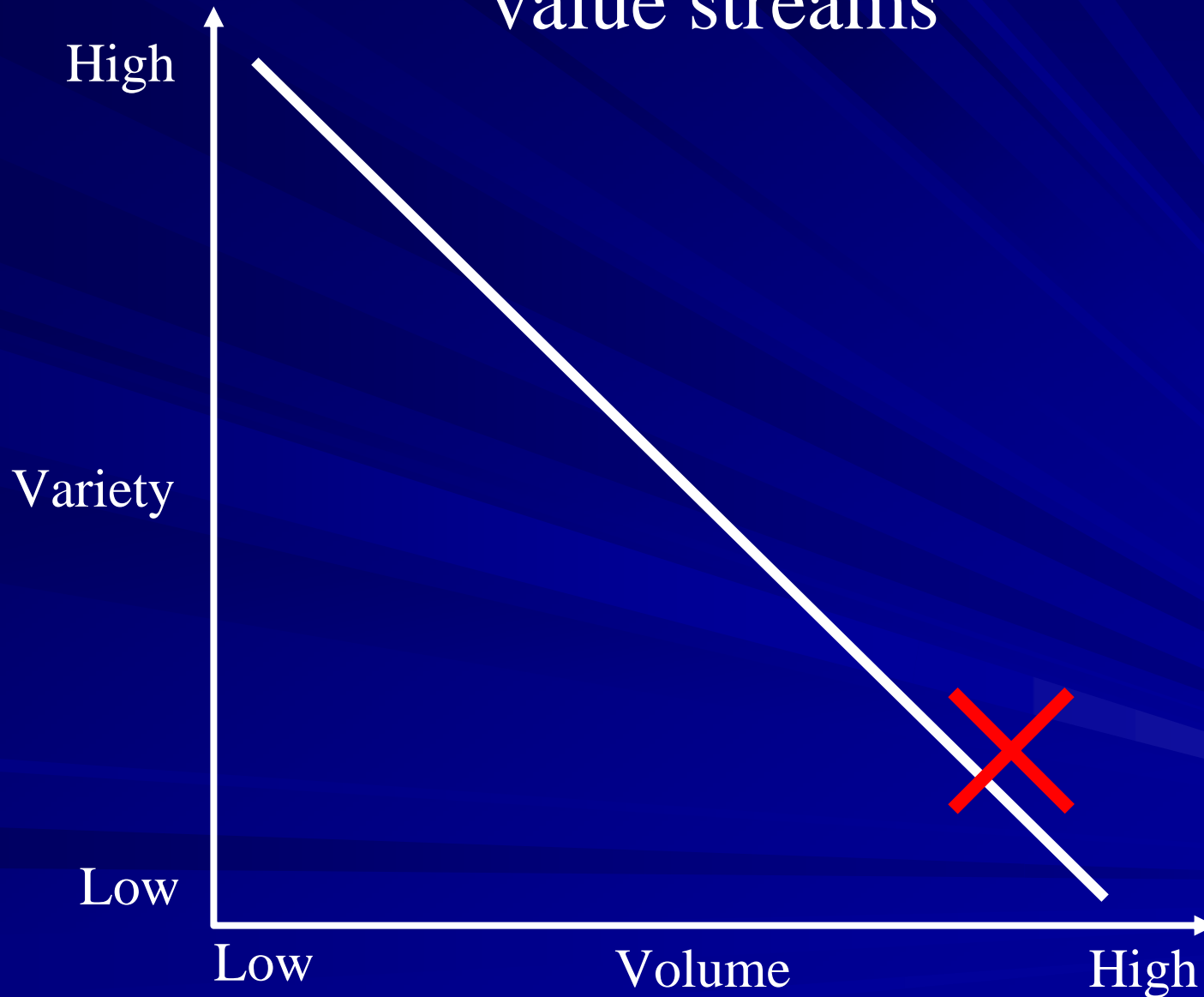
# Applying Lean

- IDEA Programme
- Emergency Services Collaborative
- Bed Management (patient flow) programme
- Mayday

# IDEA: Operations need to be designed somewhere along this line



# Biggest win are high volume low variety value streams



# Abdomen Pain



# Introducing Lean Philosophy in Healthcare:

- Use the 'five principles' as a reference point:
  - Specify **value** from the standpoint of the patient
  - **Identify the value stream for every patient group**
  - Make the patient journey **flow**
  - So the patient can be **pulled**
  - As you manage towards **perfection**

# Emergency Services Collaborative

**Minor Injury /  
Illness**



**Acute Assessment**



**Medical Admission**



**Surgical Admission**



# Bed Management programme:

- Use the 'five principles' as a reference point:
  - Specify **value** from the standpoint of the patient
  - Identify the **value stream** for every patient group
  - **Make the patient journey flow**
  - So the patient can be **pulled**
  - As you manage towards **perfection**

# Medical Admission



## Flow analysis tool:

- Patient steps
- Information steps
- Control – clinical and managerial

## 4 characteristics of smooth flow:

- Small batch sizes (e.g. reduction in size of ward rounds)
- Linked processes (e.g. admission and discharge)
- Setting the pace (e.g. use of predictors and escalation)
- Overall co-ordination (e.g. regular bed meetings)

# Mayday - Reducing length of stay



**Day surgery**

**Elective surgery**

**Emergency surgery**

**Emergency Assessment**

**Emergency short stay**

**Emergency Admission**

# Results (12/04 – 12/05)

- Length of stay from 8 days to 7 days
- Day case from 52% - 61% 'trolley'
- Admission on day of surgery every specialty
- Elective LoS 5.1 – 4.5 days
- Non elective surgery (excluding T&O) 6.4 – 4.9 days
- T&O 14.4 – 12.9 days
- Medicine 7.8 – 6.2 days
- Closed 78 beds

# Summary and Challenges

- Progress on value streams
- Scratched the surface on flow
- Nowhere near pull
- Only starting to realise the potential benefit
- Need to build delivery of outcomes from the start

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## **Lean Healthcare Forum 2006**