



**Lean Enterprise Academy 2006**

# **Lean Healthcare**

## **Forum**

**Ian Glenday**

# LEAN =

- **Creating flow in the value stream**
- **Eliminating waste (= *muda*)**

**Batch Logic**

**VS**

**Flow Logic**

# Batch Logic

- keep limited resources utilised
- By having “batches” of work waiting
- Intuitively right
- Economies of scale
- Every event uniquely planned, executed and controlled
- **When things go wrong, get:**

# Fire Fighting !



# Flow Logic

- Increase throughput
- By having fixed “drumbeat”
- Counter-intuitive as demand seen as variable
- Economies of repetition
- **Events will continue to happen until some-one intervenes**

# Flow Logic

How to start?

# The Glenday Sieve

% Cumulative Sales	% Product Range
50%	Green
95%	Yellow
99%	Blue
Last 1%	Red

# The Glenday Sieve

% Cumulative Sales	% Product Range
50%	6%
95%	
99%	
Last 1%	

**Central limit theory =  
Greater the aggregate  
less the variability**

# **The Glenday Sieve and Value Stream Mapping**

**What do you map first?**

# **The Glenday Sieve and Value Stream Mapping**

**To make the “greens” flow  
to a drumbeat  
and remove variability**

# The Glenday Sieve and Value Stream Mapping

which will  
*as a consequence*  
reduce non-value added waste

# The Glenday Sieve

% Cumulative Sales	% Product Range
50%	6%
95%	50%
99%	70%
Last 1%	

# The Glenday Sieve

% Cumulative Sales	% Product Range
50%	6%
95%	50%
99%	70%
Last 1%	30%

# **The Glenday Sieve**

**reds & blues colour perceptions**

**and**

**introduce high levels of variability**

# The Glenday Sieve

**Don't mix reds**

**With greens**

# **Applicable to Healthcare?**