



Lean Healthcare Forum 2006

“Lean on Me”

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Talk for Launch of the Lean Healthcare Forum

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Why Lean?

- A fascinating, convincing story
- A different way of seeing, organising and managing work
- Robust and durable but not too dogmatic: there for the long-haul

Why Health?

- Long linear processes
- Characterised by long waits (widely spread) blockages
- Information flows of vital importance

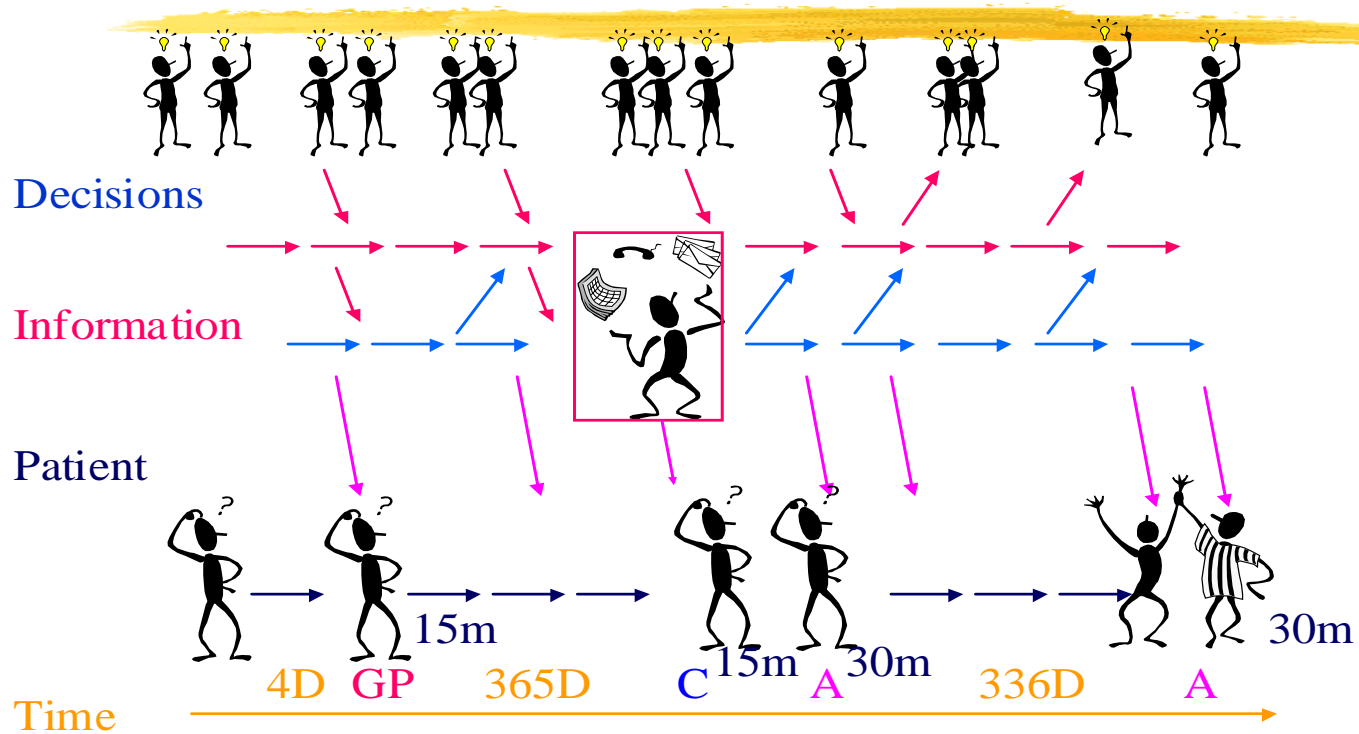
Success and failures in using lean

- Choose something important **BUT**
- Don't make it overambitious
- There must be sufficient “buy in” at a senior managerial level and amongst key implementers
- Preset target savings will torpedo the effort
- Don't try to impose: bottom-up not top-down

Some areas of actual and possible application

- Hearing aids (important but limited)

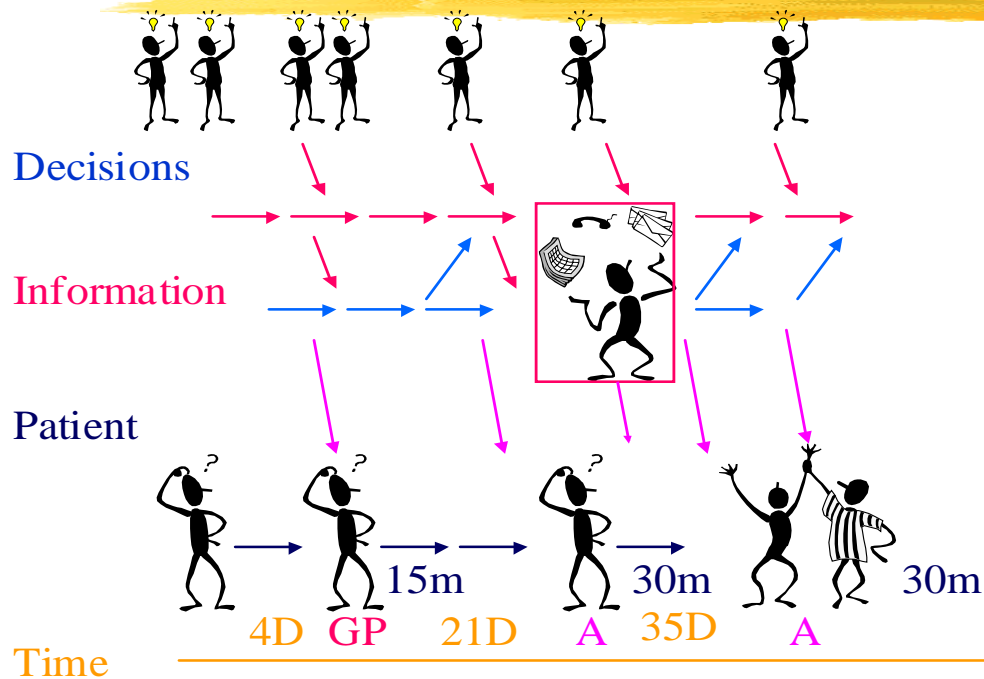
Hearing Aids - Before



Summary of Process: 1

	Before
No. of Contacts	4
Time of Contacts	90 mins.
Time of Process	705 days

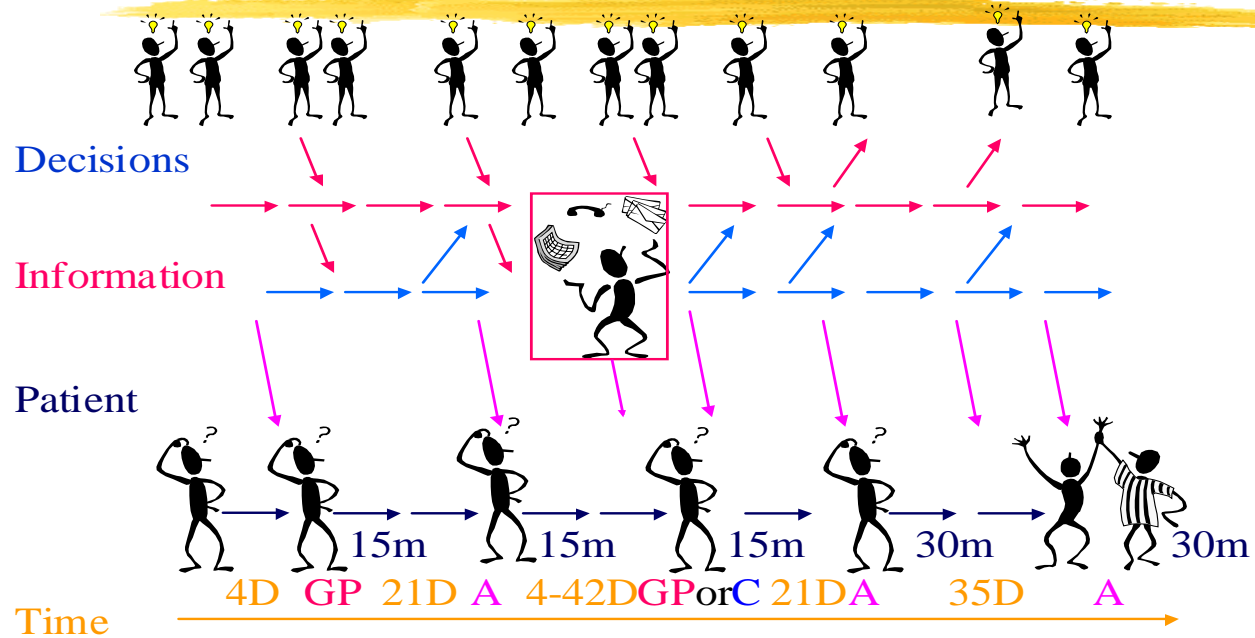
Hearing Aids - 2000



Summary of Process: 2

	Before	2000
No. of Contacts	4	3
Time of Contacts	90 mins.	75 mins.
Time of Process	705 days	60 days

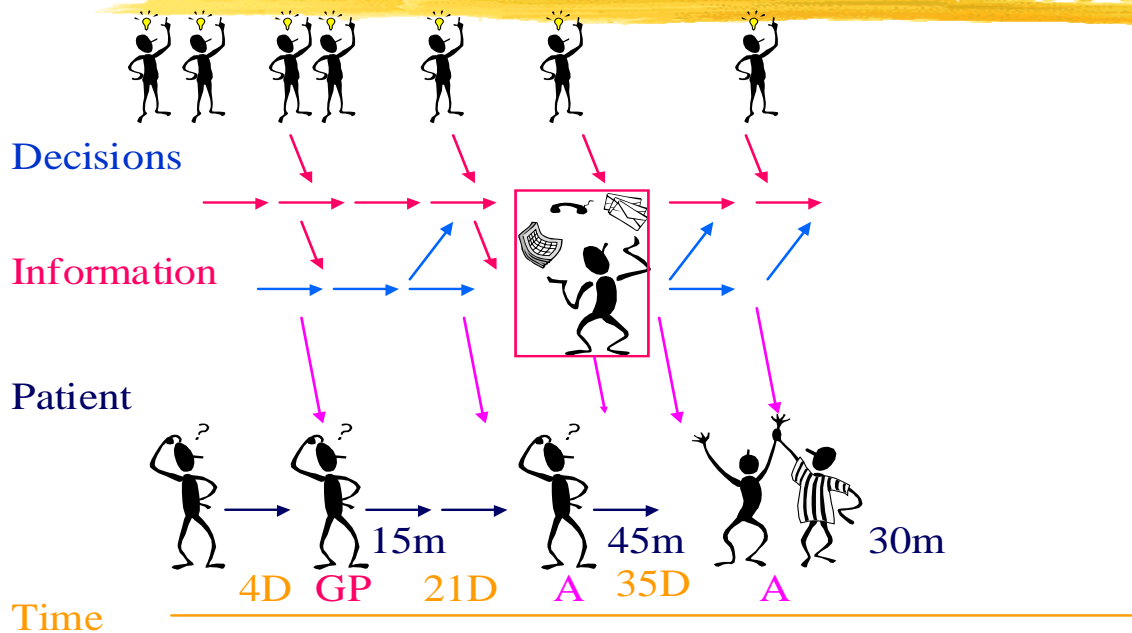
Hearing Aids - 2000 (oops!)



Summary of Process: 3

	Before	2000	2000 oops
No. of Contacts	4	3	5
Time of Contacts	90 mins.	75 mins.	105 mins.
Time of Process	705 days	60 days	101 days

Hearing Aids - 2001



Summary of Process: 4

	Before	2000	2000 oops	2001 prop
No. of Contacts	4	3	5	3
Time of Contacts	90 mins.	75 mins.	105 mins.	90 mins.
Time of Process	705 days	60 days	101 days	60 days

Some areas of actual and possible application

- Hearing aids (important but limited)
- Emergency admissions
- 18 week end to end target

Some things I haven't liked (not lean)

- Redesign as a self-evident mantra
- The patient pathway as “the answer”: it isn't, it's one pathway
- Completeness and detail as the objective

Some things I've particularly liked (1)

- Focus on the real goal
- Goes for simple answers: complexity the enemy
- Rightskilling rather than upskilling
- Capacity as an enabler (of flow) rather than an absolute constraint

Some things I've particularly
liked (2)

改善

Kai Zen

(Kie Zen)

“Nothing is Ever Good Enough”

前向き姿勢

Maemuki Shisei

(My-muu-kee She-say-ee)

“Feed-Forward instead of Feedback”

Some things I've particularly liked (2)

- Kaizen (a relentless algorithm)
- Imperfection is intrinsic to our efforts, so let's work with it

“Many people dream of success.

To me success can only be achieved through
repeated failure and introspection.

In fact, success represents the 1- percent of your
work which results only from the 99 percent that
is called failure”

by Soichiro Honda



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