



Lean Healthcare Forum 2006



Lean Healthcare Forum

National Motorcycle Museum

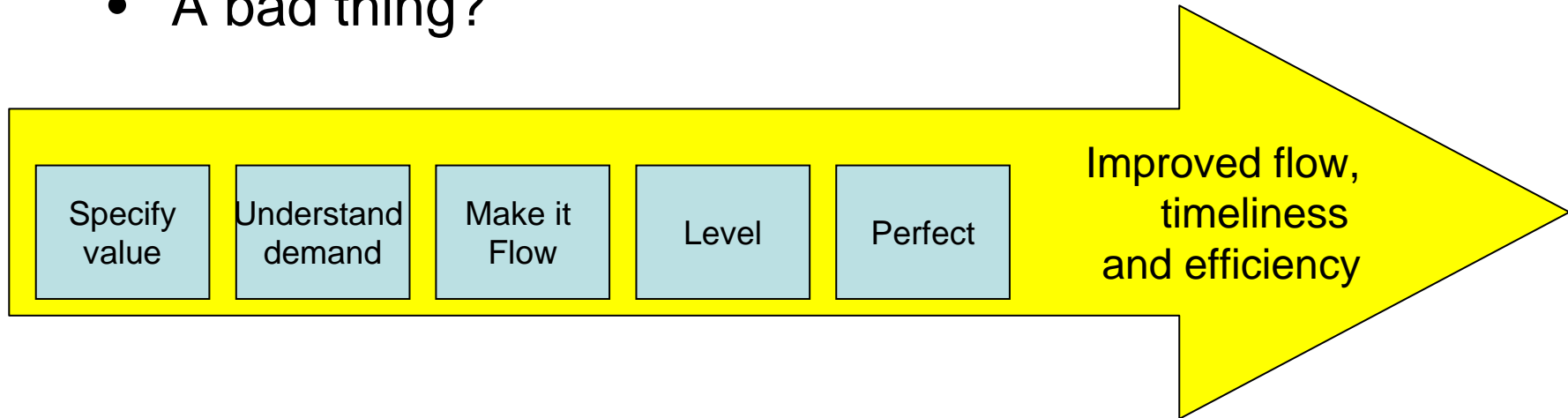
Kate Silvester with thanks to
Richard Steyn
& a cast of thousands

January 25th 2006

How 'lean' are you ?

Have you mapped your laundry process?

- Is your mashing machine
 - in or near the kitchen?
 - in or near the bathroom?
- Is the 100% utilisation of Charles Kennedy's liver:
 - A good thing?
 - A bad thing?



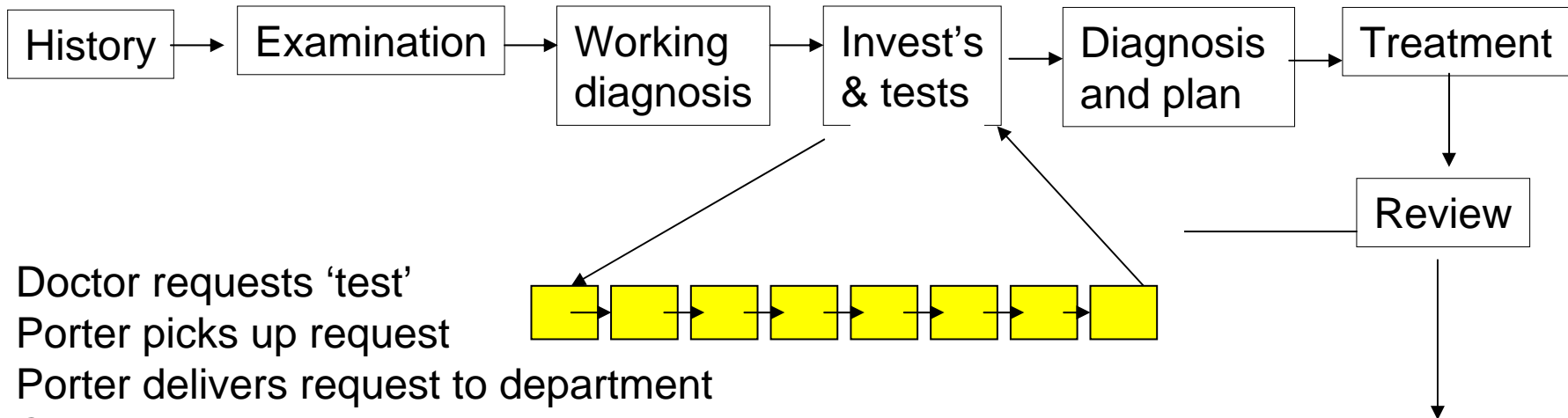
Objectives: How 'lean' are you?

1. Specify value: Process view:
 - Redesign
 - Impact on quality
 - Measures for improvement

2. Understand demand
 - Understand flow

- Which group to go into this afternoon

The clinical process



- Doctor requests 'test'
- Porter picks up request
- Porter delivers request to department
- Clerk logs request
- Clerks puts request for prioritisation
- Consultant for prioritises request
- Consultant returns request
- Clerk files request in priority order
- Clerk files request
- Clerk draws request from file
- Clerk makes appointment made
- Clerk sends appointment by post (>6 steps)
- Patient receives appointment
- Patient checks in at reception
- etc



Discharge (or death)



Value?

Impact on Quality

Probability of Performing Perfectly

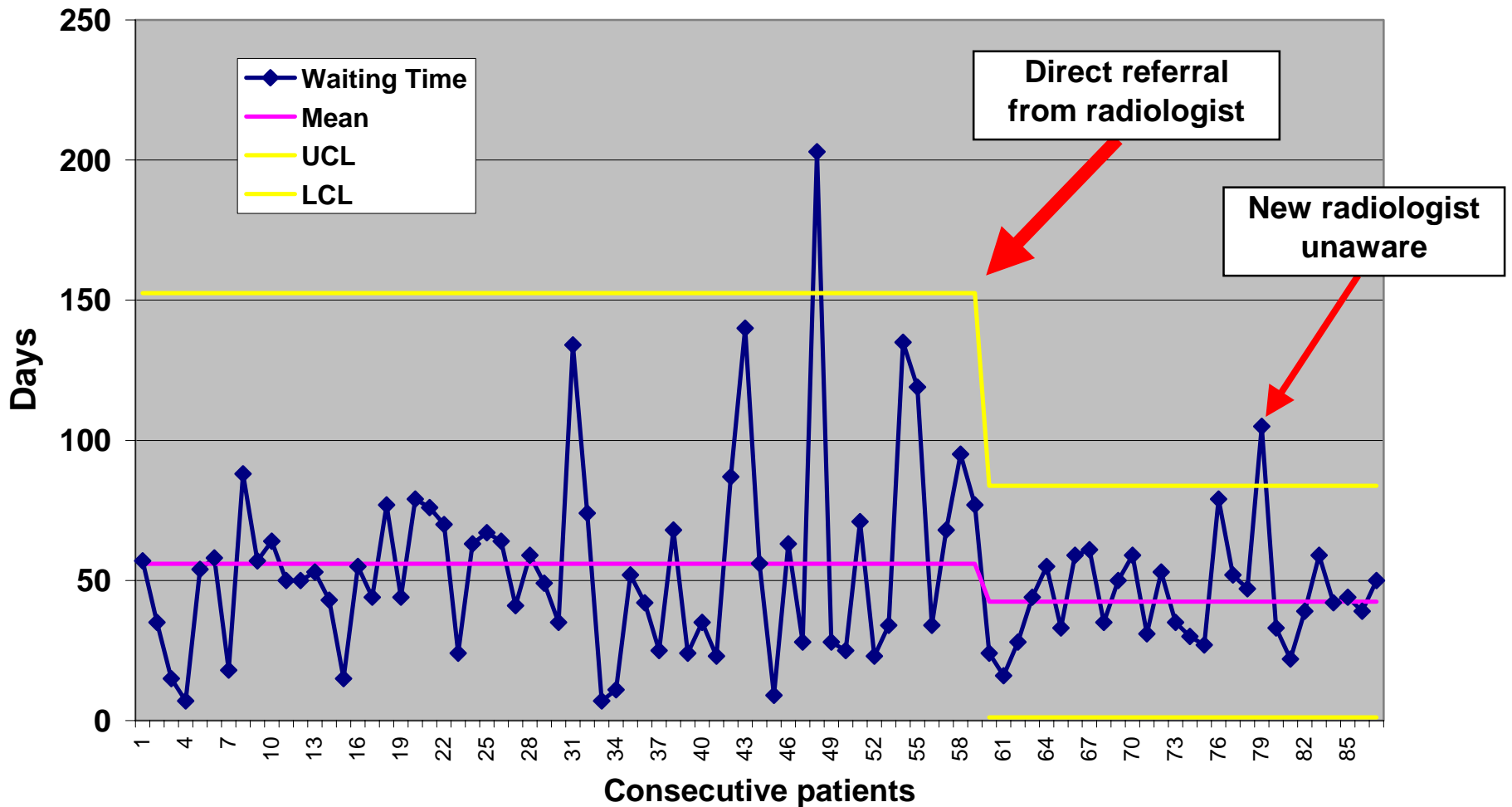
No. process steps	Probability of Success, Each Process Step			
	0.95 	0.990	0.999	0.999999
1	0.95	0.990	0.999	0.99999
25 	0.28	0.78	0.98	0.998
50	0.08	0.61	0.95	0.995
100	0.006	0.37	0.90	0.99

Improve the quality of each step

Remove the steps....

Measure for Improvement

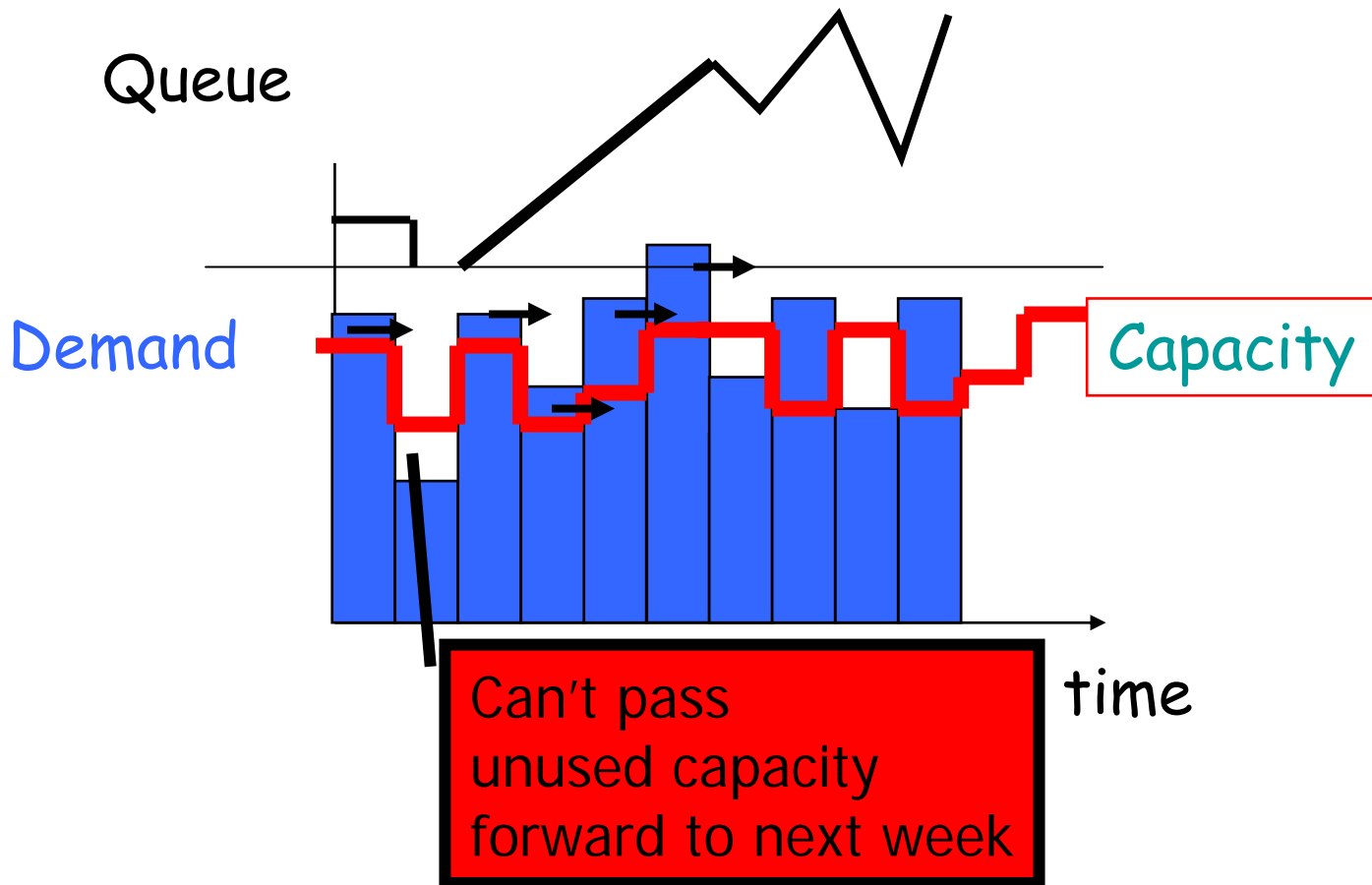
Referral to 1st Treatment
- Lung Cancer patients



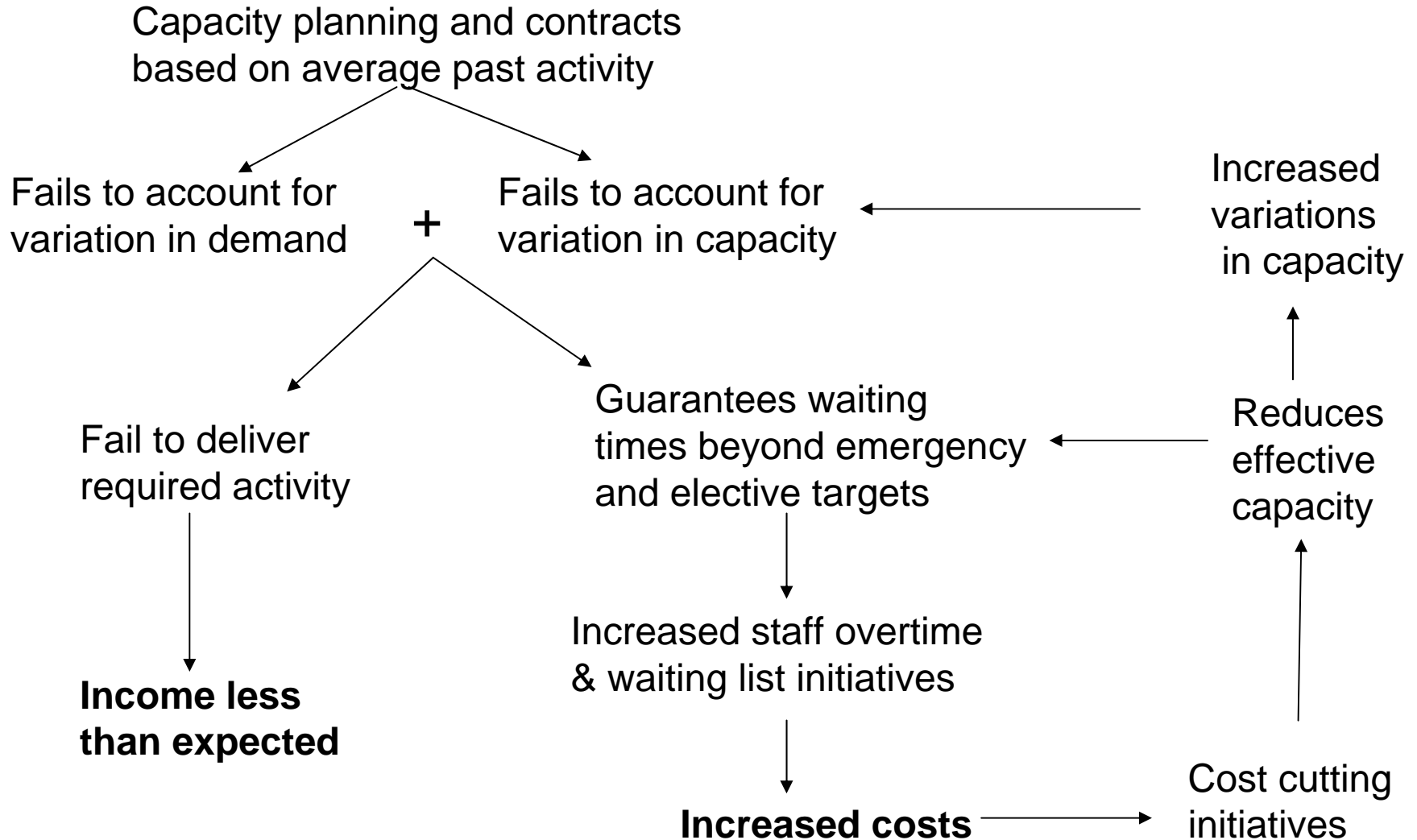
Understand demand

- Why do queues form?
 - a. Demand exceeds Capacity.
 - b. Mismatch between the variations in demand and variations in capacity
 - c. Too keep utilisation (artificially) high

If av. Demand = av. Capacity,
variation mismatch = queue

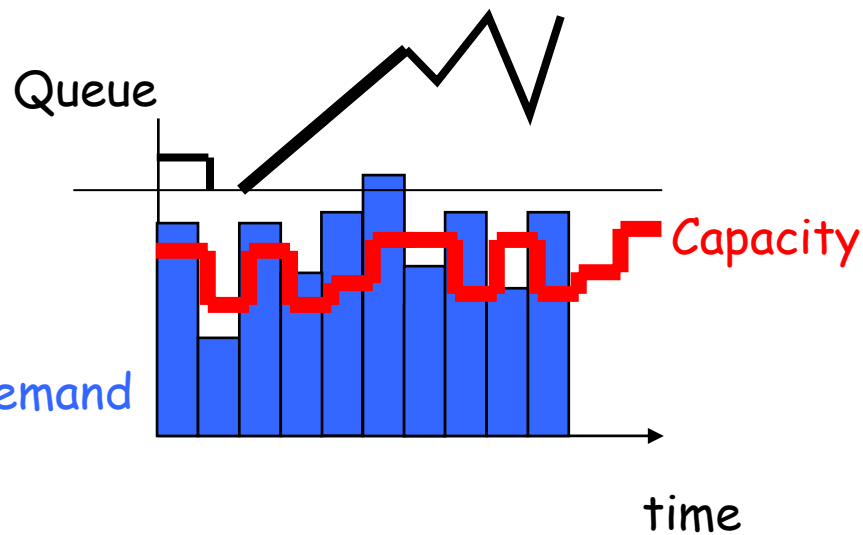


The road to ruin:

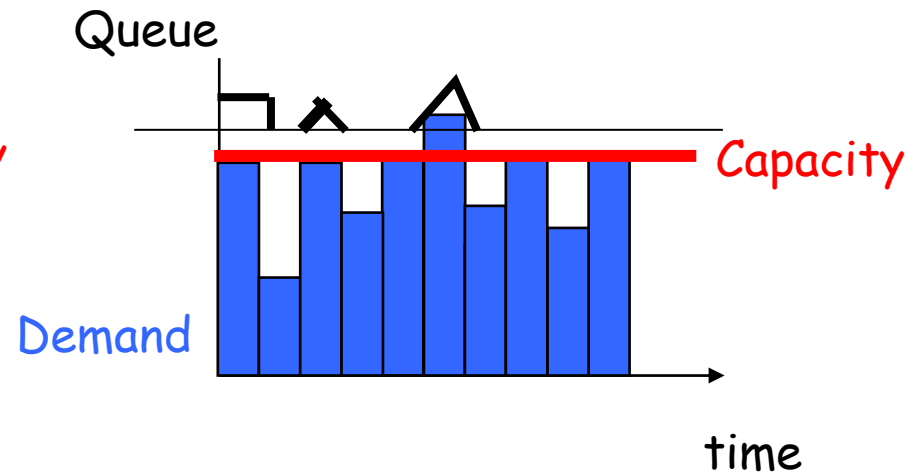


Lean Thinking I

1. Why is **capacity** varying?

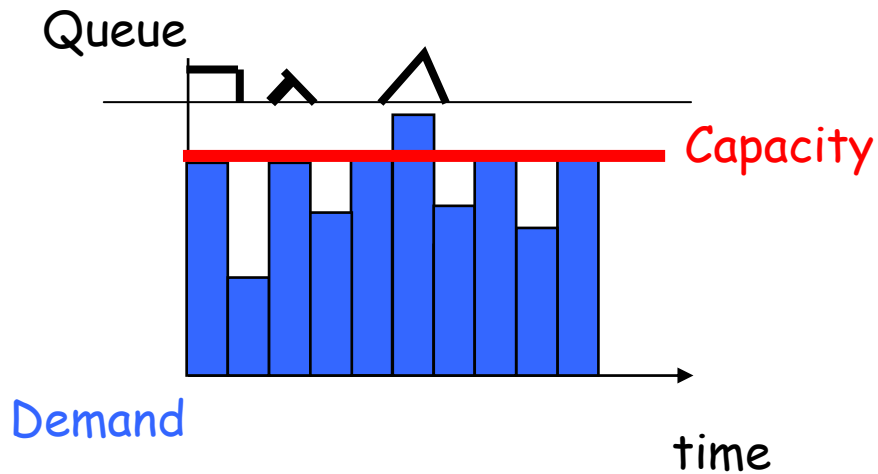


2. Set **average capacity** at 80% of variation in demand

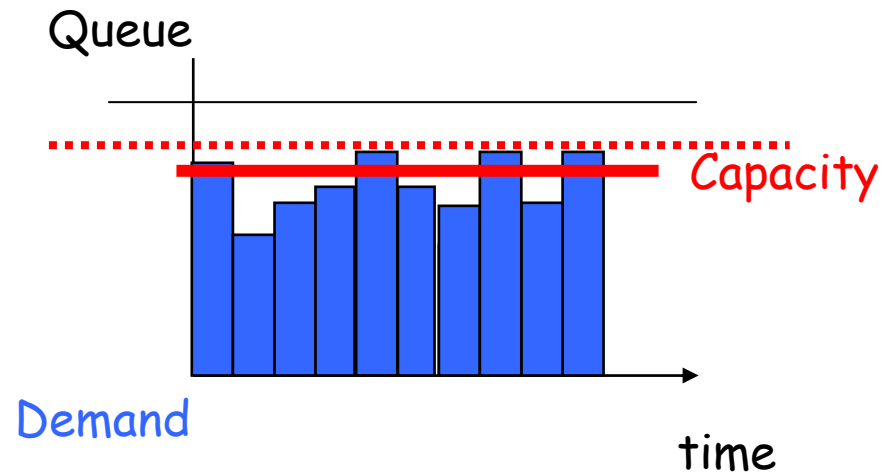


Lean Thinking II

3. Why is demand varying?



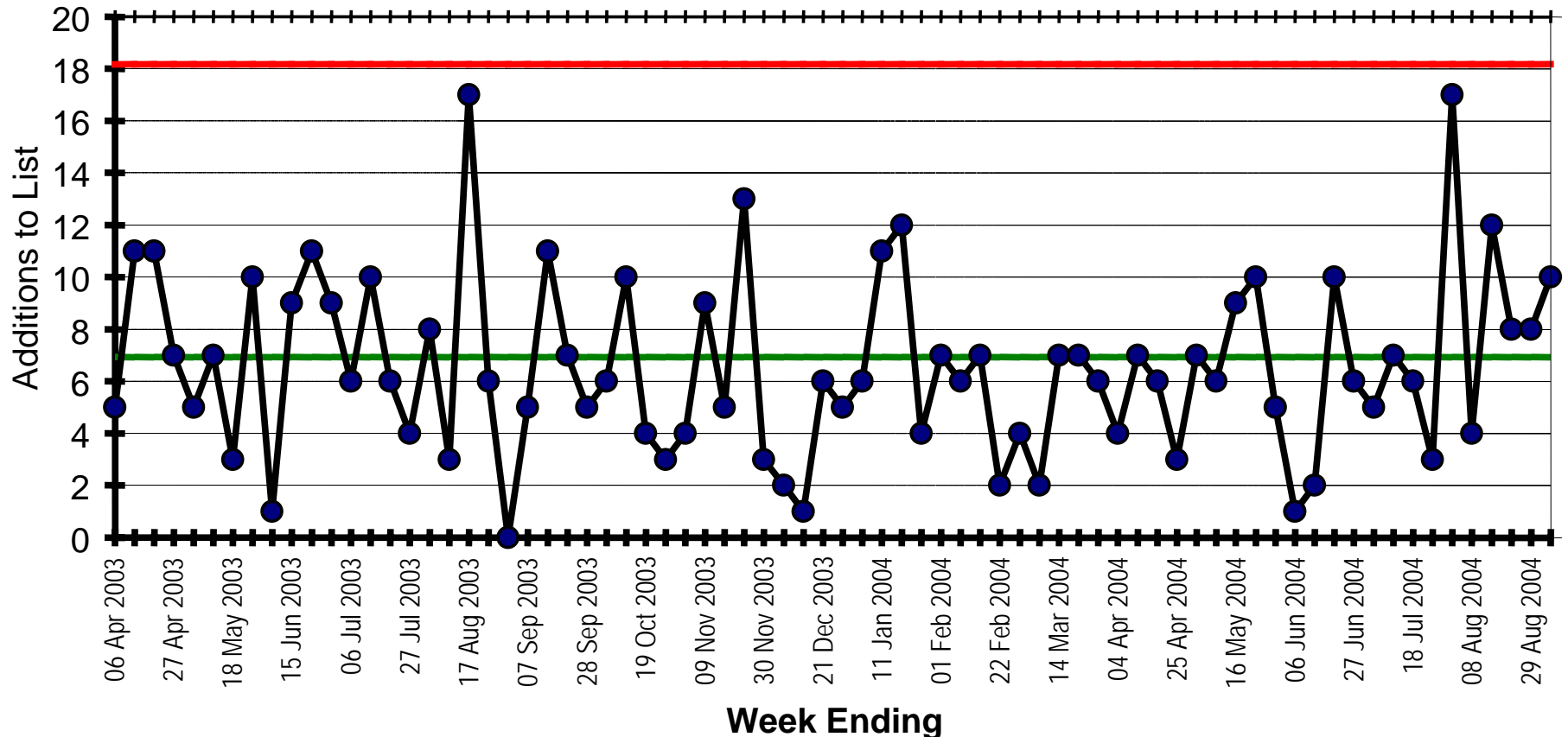
4. Reduce variation in demand



Demand = requests for procedures

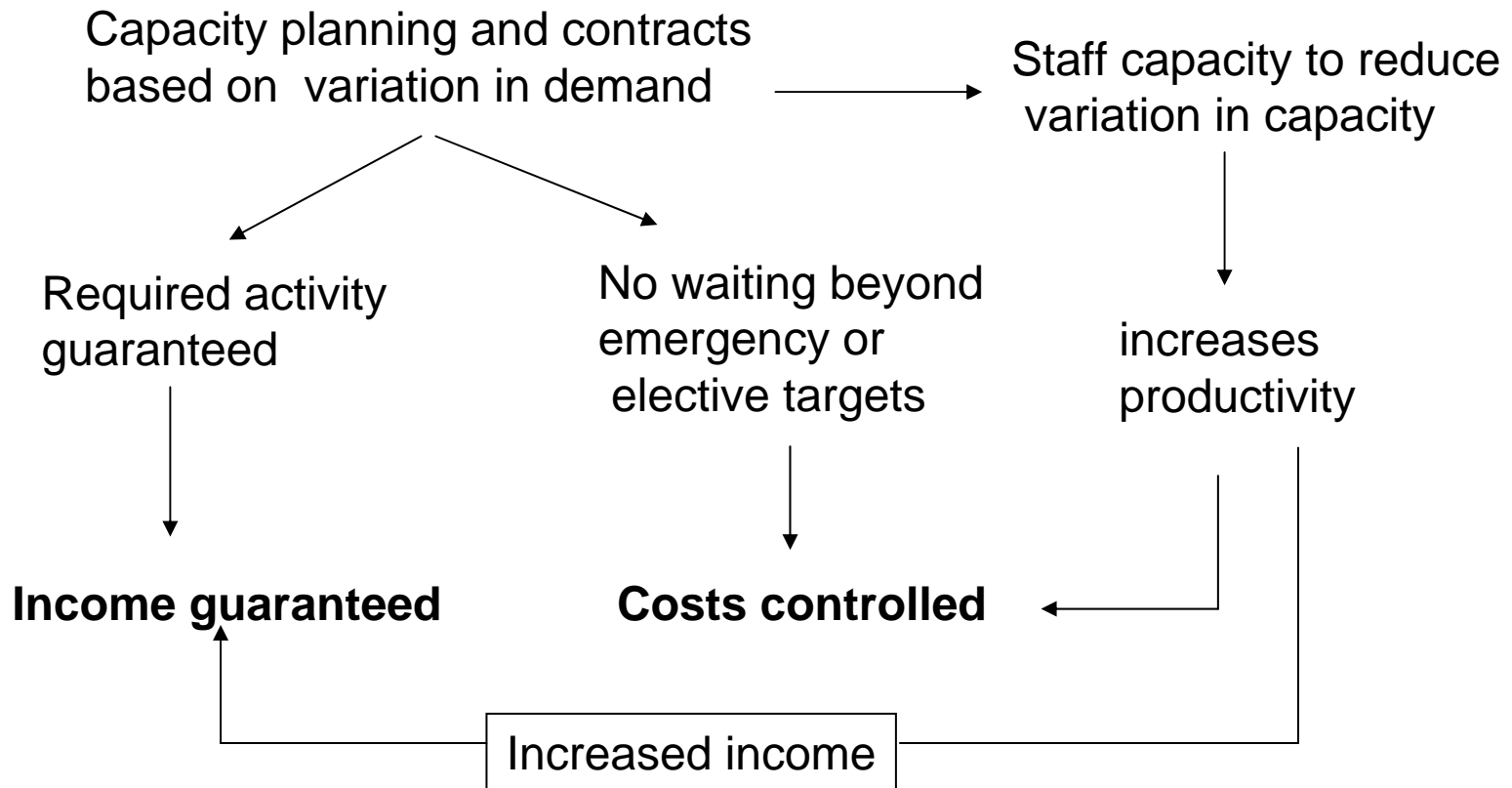
Additions to one surgeon's Daycase Waiting List

Special Cause Flag

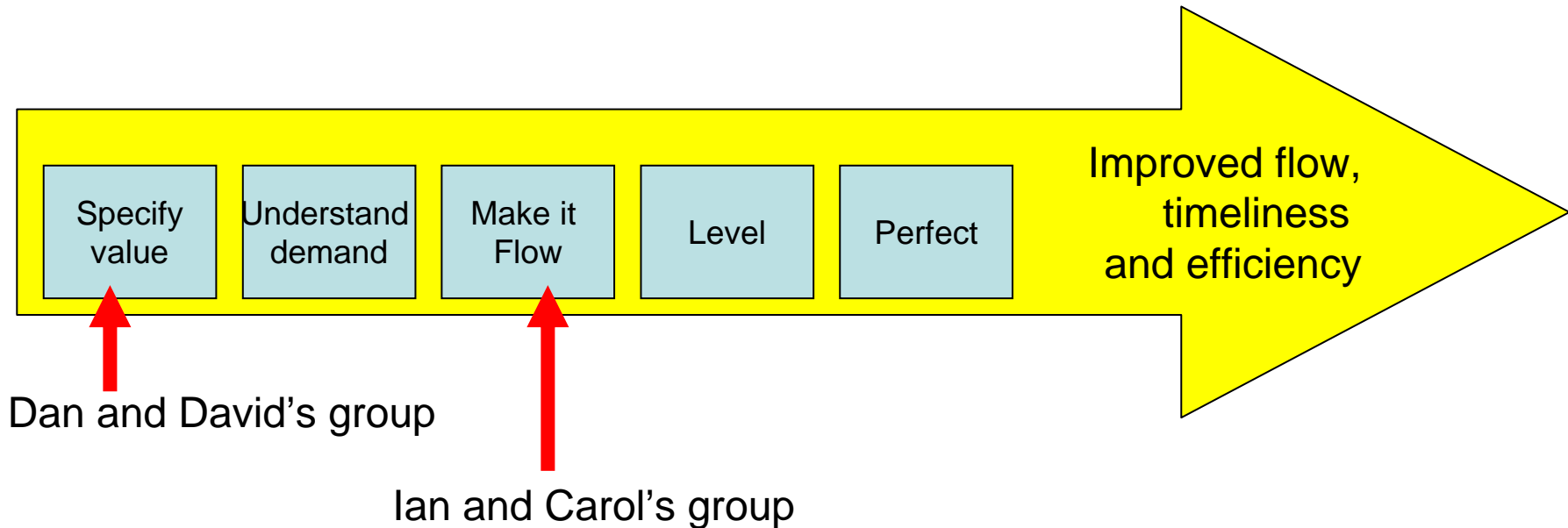


How many operating slots required to prevent the waiting list ?

The road to financial health



Which Group ?





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