



Lessons from the First Global Lean Healthcare Summit

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What Lean is

- Lean is a **management system** based on the scientific method – not an improvement method
- Lean focuses on managing **processes** to create **value** - as well as allocating resources
- It delivers **superior performance** – quality, time and cost – win-win-win for all participants
- It is being used in all kinds of organisations
- The only way to learn how lean really works is by conducting **experiments**



Myths about Healthcare

- “*Healthcare is complex*” – but patients follow a few common routes through hospitals
- “*A&E demand variable and unpredictable*” – but elective demand is more variable and created
- “*Every patient is different*” – but 6% of treatments account for 50% of the work
- “*Standard work kills creativity*” - in fact it frees up time for more patient care
- “*Healthcare is a service*” – looks like production



What Have We Learnt?

- The place to start is by following acute patients through hospitals from primary to tertiary care
- Big opportunities from following the material flow through the supply chain to healthcare
- The actions to create lean healthcare **processes** are increasingly clear
- The challenge now is the transition path and lean healthcare **management**
- We are beginning to see what lean hospitals might look like – and **new business models**



Opportunities for Action

- Get beyond Rapid Improvement Events
- Establish stability everywhere
- Develop clinical pathways
- Create end-to-end value streams
- Integrate diagnostic value streams
- Replenish supplies frequently
- Develop lean hospitals (healthcare systems) around the value streams
- Lean healthcare supply chains



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1. Creating Basic Stability

- How to create and sustain standard, visual and error free working across every ward, lab and theatre?
- How frequent replenishment of supplies to wards can enable standard work?



2. Making Flow Happen

- How to distinguish, schedule and manage different diagnostic, treatment and support pathways through hospitals and beyond?
- How to unlock the material flows within hospitals?



3. Managing a Lean Transformation

- How to plan, manage and audit a successful multi-year transformation across a hospital and beyond?
- How redesigning material flows can unlock big savings in purchasing supplies?