



Pushing Forward the Frontiers of Lean Healthcare

Daniel T Jones

**Chairman
Lean Enterprise Academy**



Welcome

- To the first Global Lean Healthcare Summit
- It has been quite a journey to take lean into healthcare
- We are ready to take some important steps
- To accelerate the spread of lean across healthcare around the world



Who Are We?

- 311 Participants
 - 147 Organisations
- | | | | |
|------------------|-----|---------------|-----|
| • UK | 53% | • Healthcare | 50% |
| • NL SE DK NO | 15% | • Suppliers | 14% |
| • Rest of Europe | 9% | • Consultants | 25% |
| • Americas | 12% | • Lean | 11% |
| • A NZ | 8% | | |
| • Rest of World | 3% | | |



Learning Lean

- Lean is about managing **processes** to create value rather than managing activities
- As well as a **management** system based on the scientific method - lean management
- The only way to learn how lean really works is by conducting **experiments**
- Grasp the current situation – define the problem
- propose possible actions – try them out –
adjust behaviour and spread what we learn



What Are Our Questions?

- At a personal level: -
 - What is my current situation?
 - What is my path to lean?
 - What are my next steps?
- For the lean movement: -
 - What can we learn from pioneering examples?
 - How can we spread these lessons?
 - What experiments do we need to do next?



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

- 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



Managing Lean Processes

- Who will transform activities into value streams?
Value stream managers
- How to align strategy, value streams and resources? *Policy management*
- How to manage performance in real time?
Visual management and “go see”
- How to turn problems into opportunities? *Ask why and use the scientific method*
- How to develop problem solving skills? *Use A3*



The Programme

- **Day 1 - 25 June**
 - Opening Plenary
 - Second Plenary
 - Lean Learning
 - Value Stream Design
 - Lean Management
 - Lean Supply Chains
 - Parallel Sessions
 - Key Enablers
 - Lean Supply Chains
 - 19.30 Dinner
- **Day 2 – 26 June**
 - 8.30 Start
 - Fourth Plenary
 - Discussion Workshops
 - Value Stream Design
 - Lean Management
 - Lean Supply Chains
 - Discussion Workshops continued
 - Closing Plenary
 - 17.00 Close



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