

HEALTHCARE ELETTER – **Beyond Rapid Improvement**

Daniel T Jones
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Dear Lean Healthcare Member

The First Global Lean Healthcare Summit in June was a truly landmark event. There were some remarkable and insightful speeches that really progressed our understanding of Lean in healthcare. I have not seen such an enthusiastic audience reaction since the early Summits we organised a decade ago when manufacturing was waking up to Lean. The audio and the slides of the presentations are now available on CD from www.Leanuk.org

Three very important conclusions emerged from the Summit. First, there is a lot more to Lean than tools and Rapid Improvement Events. Hospitals several years down the Lean journey have discovered that Lean actually involves a very different approach to leadership, management and culture. That engages and develops the skills of every employee in improving the organisation and the experience of patients.

Second, one of the as yet unseen opportunities lies in redesigning the whole healthcare supply chain for all kinds of supplies to hospitals and right to the ward, lab or theatre. Frequent replenishment, ordering and deliveries can facilitate standard work in the ward, eliminate hidden stocks everywhere and potentially reduce the hospital's purchase spend by 30 percent or more.

Third, those active in implementing Lean are hungry for an opportunity to really share their experiences, successes and problems with others and with experts with years of experience. This reflects the fact that Lean is an experiential path using the scientific approach to planning and problem solving. Unless we really understand the problems being tackled and evaluate the success of alternative ways of solving them we will only make random and not sustainable progress.

Therefore we decided to organise *the Fourth UK Lean Healthcare Network Forum* on **Tuesday 9th October** at the National Motorcycle Museum in Solihull, West Midlands, on the theme: **Beyond Tools and Rapid Improvement Events: Building a Sustainable Lean Transformation**. At the Forum we will summarise the management challenges of Lean, including the acclaimed presentation by John Shook of his experience of management and leadership at Toyota.

Most of the day will be devoted to panel and round table discussions on key aspects of developing a Lean transformation. We will draw on the recent experiments conducted at Gwent, Portsmouth and Salisbury NHS Trusts. But there will also be ample opportunities for your team to share their experiences and get help from others, particularly if they send us their A3 Plans, Posters and Questions ahead of time. It should be a very practical and useful day. I hope a team from your hospital will be able to join us.

Yours sincerely

Daniel T Jones

Chairman, Lean Healthcare Network

PS. The full agenda and booking details for the Forum are on the website www.leanuk.org