

Lean Management in Healthcare – A primer for Excellence

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Abstract

Concepts of Lean management and its history were introduced, including origins in automotive industry, but is very suitable for application especially for Healthcare sector. Healthcare sector has a number of issues including many defects, not necessarily clinical, example Long waiting times, and other services deficiencies.

Lean approaches identify waste & bottlenecks in workflow, which can then be eliminated by a systematic approach. Lean has many tools applicable to healthcare, with VSM (Value stream mapping) & 5S being discussed. These tools can be rapidly deployed with minimal to low cost, and show rapid results. Lean is extremely effective due to its bottom-up approach and inclusiveness in implementation. Cannot and should not be done in isolation.

The most appropriate point to start with is 5S, which deals with clutter & inefficient space management. 5S is the base of the quality pyramid, with CQI or continuous quality improvement and Kaizen being the next steps. Eventually Total Quality Management is the desired goal. But the starting point is 5S – Sort, Set, Shine, Standardize & Sustain. Of these the first 3S's Sort, Set & Shine are critical starting points. Sorting of all accumulated stuff into 3 categories- Retain, back end storage & Dispose, is the first step. Followed by Setting in Order the workplace all what is needed, and only in required quantity, close by at hand, with an adequate replacement plan. This frees up space and organizes the workplace, and improves efficiency & response times. Shine is not merely sweep & swab, but a thorough systematic cleaning and inspecting the work are to identify possible defects before they become bigger. Later on other steps can be used.

Biography:

Accomplished professional with 20 Years experience in Marketing, Digital Marketing, Sales and BD. Expertise in Planning and implementing profit focused investments in Sales & Marketing with long term positive impact on balance sheet, and customer base.

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