

How Effective Lean Management Streamlines Patient Care

Rose Heathcote Lean Institute Africa

10-13 June 2018
Century City Conference Centre
Cape Town, South Africa

The Leading Event in Africa for Supply Chain Professionals



40th
annual
conference

Outline

- Sore Heads
- The Reality
- A Preposterous Plan
- Triple Approach
- Leadership Influence
- Possibilities and Probabilities
- Where to next?
- Tipping Point
- Questions

Sore Heads

We've supported around 30 facilities

Up to 86% reduction in waiting time
80% reduction in neo-natal deaths
35% improvement in throughput

Better Patient Service

W

E

N

S

2012
Tshwane Out-Patient DMS

2010
Anova and Aurum Health Projects

2014
Groote Schuur Improvement Programme

2014 GDoH Cohort of Four Hospitals

Next?

2016 Partnered with Catalysis in coaching local CEO's

2015 Tshwane Procurement Lead Times

2010
18-Hospital Improvement Projects NDoH

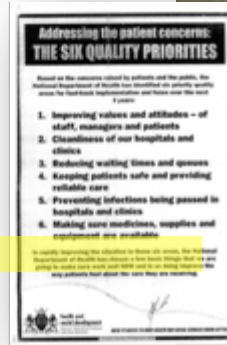
2008
Furuhashi Workshop at GF Jooste Hospital

2003
MBA Students + Prof. Faull

Our Healthcare Experiment Timeline

The Reality

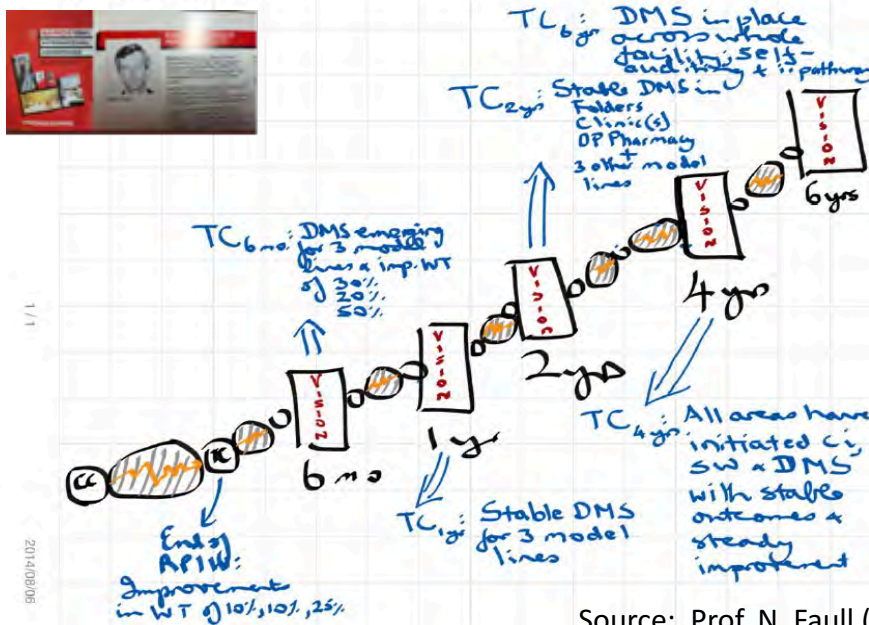
Waiting...waiting...and then some



A Preposterous Plan

Key: CC = Current Condition

TC = Target Condition



Source: Prof. N. Faull (2014)

Figure 1: The overall vision for GDoH service delivery improvement and capability building

- Patient complaints of long waiting times
- Minister and MEC Health prioritise the issue
- Initiate improvement projects

A Preposterous Plan

A Roman Cohort: A cohort is a group of people banded together for a common cause.

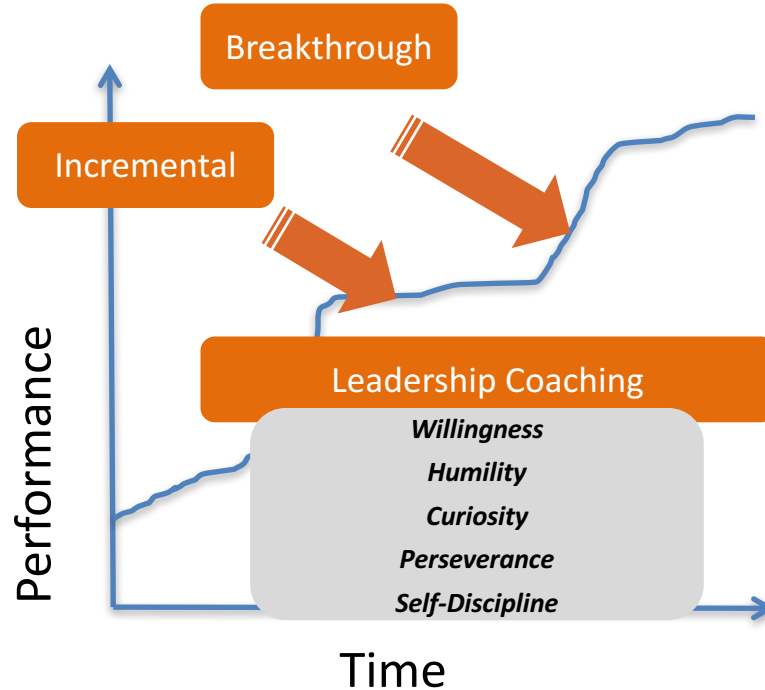


Cohort 1: Gauteng Department of Health Service Delivery Improvement Initiative
Chris Hani Baragwanath Academic, Leratong, Sebokeng and Kopanong Hospitals formed a Cohort

Mandate: Reduce patient waiting times

Triple Approach

Incremental Improvement and Kata Coaching
refers to day-to-day continuous improvement, usually triggered through a daily management system and addressed at process level

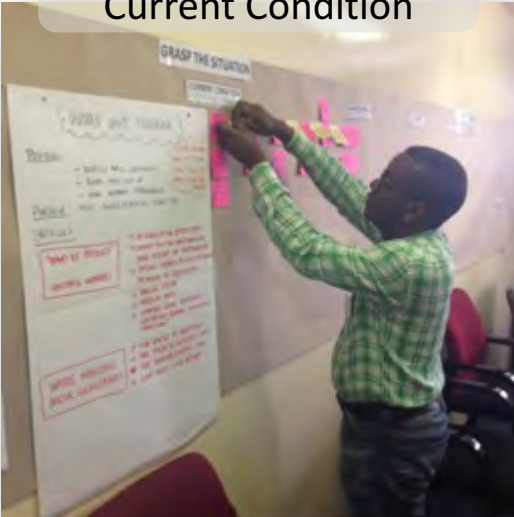


Breakthrough Improvement and A3 Thinking
refers to highly focused improvement events, usually triggered through long term tracking, and addressed at systemic or strategic level

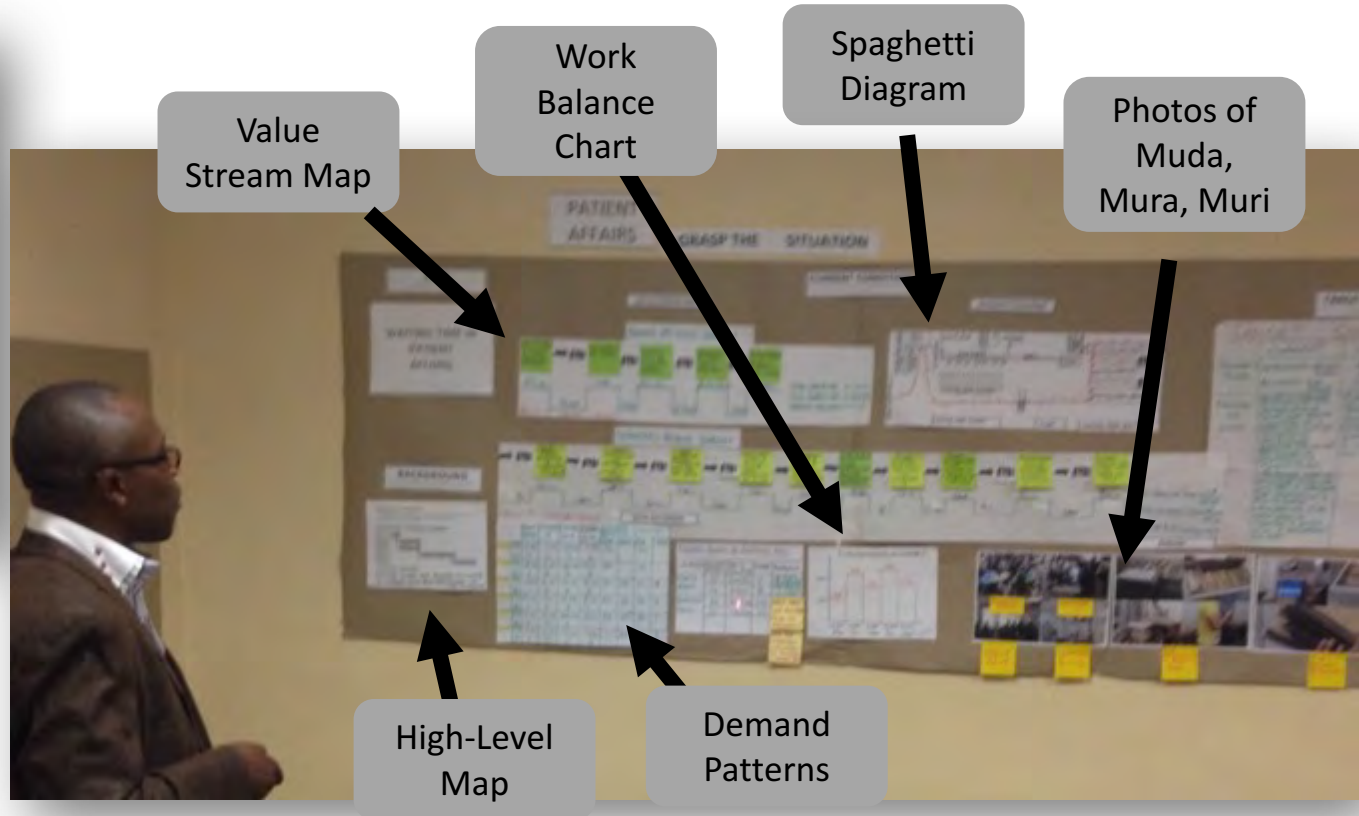
Winning Combo = breakthrough projects + daily management + leadership coaching

Triple Approach

Developing the Current Condition



Breakthrough!




Triple Approach

Incremental!

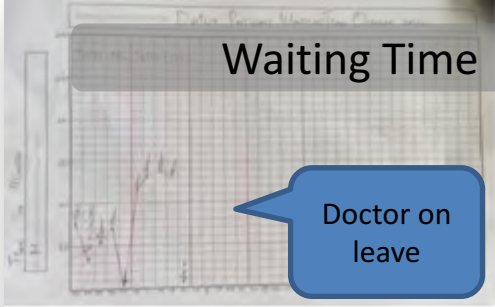
- Short Interval Control
- Structured, Daily Meetings
- Problem Solving



Triple Approach

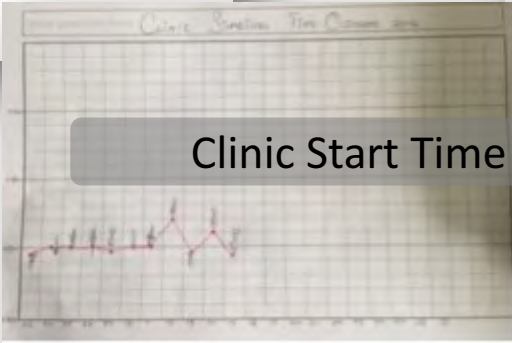


Doctor Available Capacity



Waiting Time

Doctor on leave

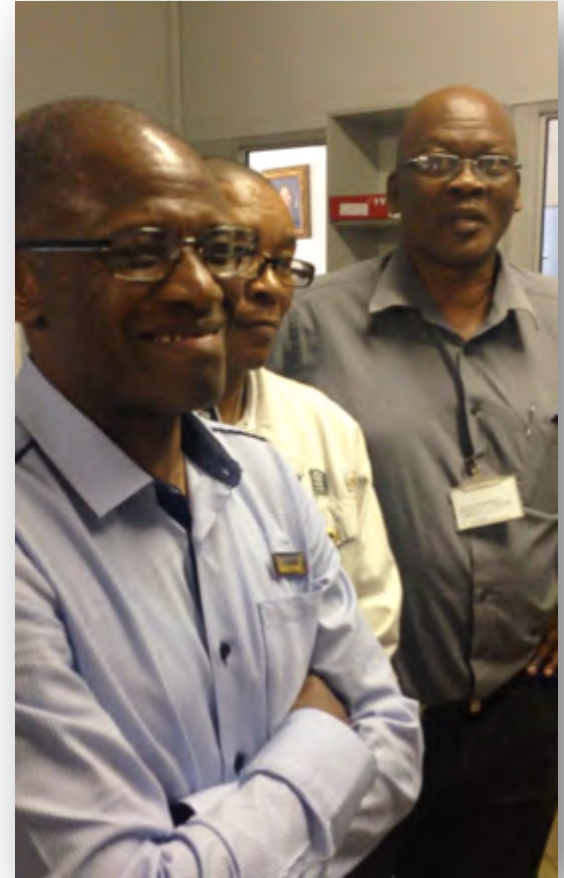


Clinic Start Time

Examples of the Daily Measures driving incremental change

Leadership Influence

- Visible, consistent support from the CEO is critical
 - CEO and Execs conduct Gemba Walks and offer support
 - CEO and Managers use A3's to articulate their problem solving through processes
 - CEO commitment is visual and regular – Managers carry this through to their teams
 - CEO enables people the time and space to make change happen



Leadership Influence

- Practices what he preaches
- This is his office

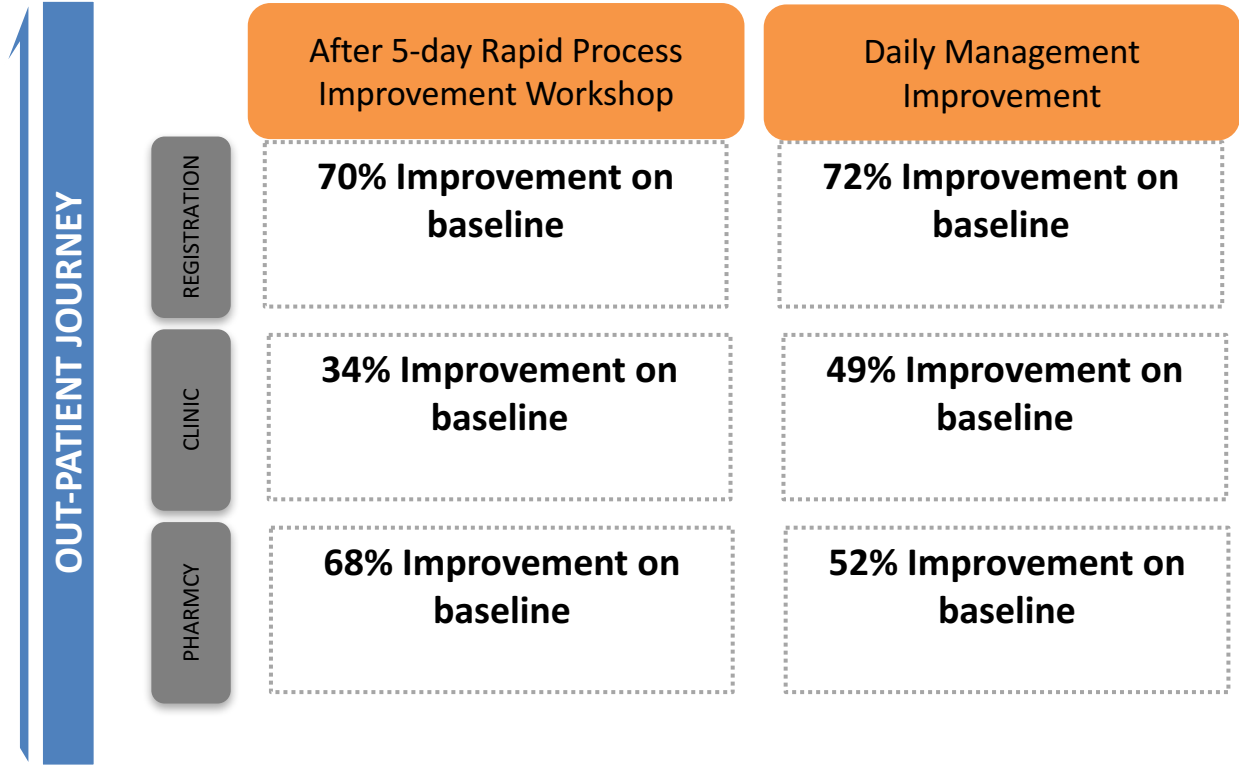


Leadership Influence

- Self-Reflection
- Self-Improvement
- Support



Possibilities and Probabilities



OUT-PATIENT JOURNEY

- Theatre
- Casualty
- X-Ray
- ...

Possibilities and Probabilities

HEALTHCARE FACILITY	MODEL AREA	% IMPROVEMENT AFTER 5-DAYS	% IMPROVEMENT AT LAST RESULT CAPTURED
Hospital 1	Registration	63%	86%
	Clinic	13%	45%
	Pharmacy	23%	32%
Hospital 2	Registration	70%	72%
	Clinic	34%	49%
	Pharmacy	68%	52%
Hospital 3	Registration	29%	21%
	Clinic	26%	22%
	Pharmacy	67%	0% (relocated)
Hospital 4	Registration	37%	73%
	Clinic	53%	-11% (less capacity)
	Pharmacy	36%	34%

Possibilities and Probabilities



Rich voices proclaimed:
*'You just call on me
brother, when you
need a hand. We all
need somebody to
lean on. I just might
have a problem that
you'll understand. We
all need somebody to
lean on.'*

Everyone gained—both
personally and
professionally.

Possibilities and Probabilities

Clients Feedback

To the nurses and doctors at Leratong Hospital's Renal Unit, thank you for saving my life. Keep up the good work.

Anonymous

Clients Feedback

I was admitted at Leratong's Ward 23 for 15 days and everybody handled me with utmost respect and was helpful in every way. Continual being the kind and professional staff that you are.

Bonell Hanning / Brugsburg West

Clients Feedback

I appreciate the service that I received from Leratong Hospital. The staff is doing good work for our community. May the Lord bless them and their families.

Timothy Dooone / Est. 12 Kgale



Patients pay us compliments

16 compliments received in MOPD

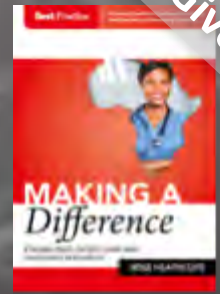
A long, straight road stretches from the foreground towards a bright sunset on the horizon. The sun is low, creating a warm, golden glow across the sky and casting long shadows. The landscape is a vast, open plain with sparse vegetation and distant hills. The road has a central white line and side lines, leading the eye directly to the horizon.

Where to next?

Lean Tipping Point

www.lean.org.za

Any Questions



Give Away!

Please join us at the **Lean Summit Africa 2018** in Cape Town to hear more