

Lean Healthcare

Value added. Performance. Results.

Improving healthcare network performance without adding new resources, and measuring return on investment in less than a year. The Lean Healthcare approach can make it happen.

Persistent problems

Long wait lists, hard-to-access care, overcrowded waiting rooms, staff shortages, high operating costs (inventory, etc.), low productivity, stressed-out employees, medical mistakes—not to mention the lack of human and financial resources needed to solve these problems.

If the past is any guarantee of the future, it is time to realize that traditional solutions such as adding staff or injecting new money will not help you fully tackle those challenges.

Also, Fujitsu's Lean National Practice provides an approach that goes counter to traditional methods and responds to the need for both viable solutions and results: the Lean Healthcare approach.

Lean Healthcare: a new way of seeing the solution

Fujitsu's Lean National Practice has established itself as a true pioneer in the Lean Healthcare approach in Canada, an approach arising from the application of the Toyota (Lean Management) system tailored by its Lean Six Sigma engineers and professionals especially for the healthcare sector.

This approach optimizes work processes in the healthcare sector using structured, rigorous methodologies and drawing on an objective, quantified assessment of existing processes. The approach is based on the development of pragmatic solutions by people on the ground; simple, easy to implement solutions that leverage work organization best practices. It focuses on:

- patient needs,
- wait and response times,
- care quality,
- quality of life of healthcare professionals and employees
- cost reduction.

The result? An approach that quickly creates added value for the patient by reducing or eliminating wait times and improving care quality, thus generating a positive impact on the staff workplace and job atmosphere. In concrete terms, Fujitsu's Lean Healthcare approach:

- simulates a traditional and Lean work environment in the healthcare sector to demonstrate the effectiveness of Lean;
- transfers knowledge by means of training courses;
- supports better acceptance of the change and stronger ownership of the improvements made by getting people in the sector heavily involved;
- follows a rigorous, six step approach: define, measure, analyze, innovate, implement and control (DMAIIC), backed by clear, detailed deliverables.

"So far we have managed to reduce wait times by over 50%, improve customer satisfaction by more than 95%, reduce stocks by 50%, and care for up to 40% more people. Also, the new process and collective prescriptions are motivating the medical team, and that shows in the job atmosphere. The ER process optimization project will drive changes in other sectors."

Dr. Valérie Garneau, ER Chief

Centre de santé et de services sociaux de Trois-Rivières

Conclusive results built on synergy of expertise

The Lean Healthcare approach's strength lies in the fact that it always generates compelling results, regardless of the extent of knowledge of the certified Lean Six Sigma engineers and professionals working on the environment to be optimized.

Why? Because during the development of solutions, the approach leverages synergy among the people in the healthcare sector involved in the process and the Fujitsu experts proficient in Lean concepts and tools. That is a winning combination of types of expertise that delivers maximum benefits.

Show us the process and we can optimize it

- | | |
|----------------------------|--|
| Clinical processes: | Support processes: |
| ■ ER | ■ Human resources (recruitment, orientation, payroll, staffing, replacement) |
| ■ Surgical suites | ■ Stretcher bearers |
| ■ Short and long term care | ■ Pharmacy |
| ■ Mental health services | ■ Laboratories |
| ■ Home care services | ■ Inventory management |
| ■ Respiratory therapy | ■ Food services |
| ■ Medical clinics | ■ Etc. |
| ■ Etc. | |

A methodology based on best practices

Besides providing solid grounding for process optimization projects, the Lean Healthcare approach is a powerful engine for transforming the organizational culture into a Lean culture based on continuous improvement; a culture that supports the efficient use of human, financial and material resources—continuously.

This is the same rationale for the Toyota continuous improvement culture and the founding principles of Lean, aimed ultimately at making the organization independently capable of optimizing its own its performance. And for that reason too, Fujitsu developed its two phase implementation method:

- Phase 1: Demonstrate Lean’s effectiveness in your sector
 - Production of a diagnostic analysis in a sector with strong potential (e.g. ER osurgical suite services) to identify improvement opportunities
 - Training with simulations of traditional and Lean processes so both managers and employees can assess the potential of Lean in their sector
 - Execution of a pilot optimization project using Kaizen methodology with heavy involvement of onsite staff.
- Phase 2: Coach you as you transform to a Lean culture
 - Development of a continuous improvement program for the institution
 - Training and coaching of Lean Six Sigma Green Belt or Black Belt agents
 - Project portfolio selection
 - Transfer of responsibility for continuous improvement to personnel involved in the processes (Kaizen Teian)
 - Etc.

Convincing experience in the healthcare sector

In the past few years, Fujitsu’s Lean National Practice has built a reputation by conducting about 60 projects in the healthcare sector, from sea to sea across Canada.

As a result, more than 40 healthcare institutions, including health and social service centers, university hospital centers and medical clinics, have engaged us to optimize their processes, train them in the Lean Healthcare approach or implement a Lean culture organization wide.

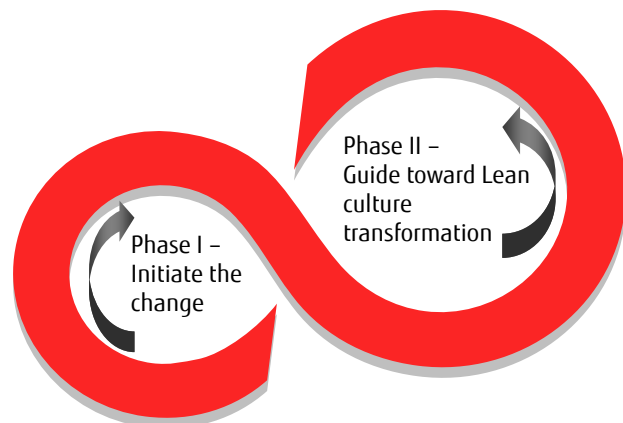
The key to our success?

- A team of clinical experts who understand the reality and issues of the healthcare sector.
- Experts proficient in process optimization tools and concepts, capable of properly guiding staff in the field as they build their solutions.
- Effective change management that is part of the Kaizen optimization methodology and encourages heavy stakeholder involvement.

Long awaited benefits

The Lean Healthcare approach, already implemented in several healthcare institutions in North America, is so effective that it delivers significant results, namely:

- 15 to 50% greater productivity,
- 20 to 75% more capacity,
- 25 to 100% shorter waiting lists,
- 25 to 80% shorter patient waiting and treatment times,
- reduced workload and employee stress,
- 10 to 30% lower operating costs,
- 5 to 25% reduction in floor space needs,
- 10 to 40% less stock,
- better teamwork and job atmosphere,
- 25 to 100% improvement of critical equipment use,
- 5 to 15% fewer medical mistakes.



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