

HEALTHCARE

Lean

Reduce waste  
Boost performance  
Improve patient care  
Simplify processes  
Embrace technology

how can  
you do more  
with less?

why



**“ we combine  
Lean principles  
with detailed  
knowledge of  
the NHS to  
improve patient  
care and boost  
performance ”**

**“we combine cross-industry best practice with our 20 year NHS experience”**

**“we put the patient at the centre of our Lean healthcare solutions”**

**Why this is important**

The National Programme for IT, and its constituent elements, will drive massive change in computer systems in the NHS over the coming years. The great danger that faces our healthcare system is that the implementation of new technology in its current form will only lock in the frustrations, inefficiencies and results that we deliver today. There will be no service improvement.

Complexity abounds, as the nation’s health has evolved we have invested in the content of treatments but not the processes. The issues are clear:

- Demand and capacity are not well understood
- Core processes are lost in bureaucracy and administration
- Organisation structure is not aligned to core processes and primary flows
- Computer systems are not linked and have been built with little regard for the broader role of the users

Now is the time to get back to basics, create the processes and organisations that we need and then embrace the power

of new systems to enable and embed patient focus and new-found performance. However, resources are constrained and it will be the front-line staff that will carry the key to successful change.

**Model for success**

WCI has worked in partnership with the NHS for 20 years and we draw on cross-industry best practice from industries such as pharmaceuticals, aerospace & defence to deliver lean solutions to healthcare organisations. We apply this expertise to remove unnecessary, non-value steps and introduce technology for automation and safe handling of patient information. The results increase efficiency, reduce waste and improve patient care whilst sustaining change.

Lean healthcare principles:

1. Understand that patient care and performance are complementary needs. The simple process that drives excellence in patient care drives performance. This is the fundamental concept that will gain commitment.
2. Follow a proven solution process.
  - understand demand
  - segment demand

- simplify core processes
  - align organisation and supporting processes
  - exploit new computer systems
3. Apply an efficient change model which makes best use of the existing knowledge and insight of frontline staff, whilst minimising disruption and distraction.

**The Benefits**

The NHS and healthcare suppliers have applied Lean to good effect. By putting patients at the centre of the health value-stream and building processes, organisation structure and technology around them, demonstrably improves the patient experience whilst supporting the achievement of national targets:

- reduced waiting lists
- shorter waiting times
- lower costs
- improved service levels

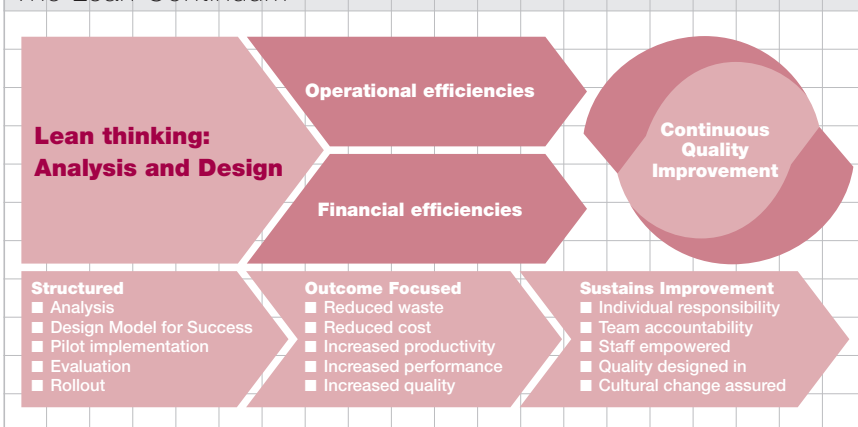
In short, it’s better healthcare by design.

**Proof of Solution**

There is increasing evidence that the same successful Lean principles applied in industry can be applied directly to the NHS. WCI has delivered solutions ranging from identifying operational cost reductions of several million pounds, to reducing a payment reconciliation process from 5 days to just 3 hours. In healthcare our Lean thinking and solutions have addressed:

- Electronic Patient Discharge Summaries
- Out of Hours service
- Business process improvement
- Healthcare service improvement strategy
- Ambulance Service care delivery strategy
- NPfIT system and process integration locally and nationally

The Lean Continuum



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