

is your lean
programme
delivering the
results you want?

why



**“ our model for
success can
support your
transformation
programme at
all stages of
its lifecycle ”**

“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 is this important?

Service transformation in the NHS has contributed a great deal towards the achievement of national targets, financial recovery and service improvement. Real productivity gains, however, have been more difficult to sustain, and many trusts are now turning to Lean to help them realise their strategic aims and operational objectives.

Lean is a philosophy that helps people to understand how to see and eliminate waste and maximise process flow through the organisation. Although well established in other industry and service sectors, Lean in the NHS is a relatively recent phenomenon.

Lean conferences, training courses, books and articles are on the increase; all demonstrating what Lean can achieve

as a tool for improvement in an organisation. Nevertheless, implementing Lean and putting the theory into practice can be somewhat daunting.

WCI has over 20 years’ experience in Lean, including healthcare and a wide range of service and manufacturing industries. We have developed a proven modular approach to Service Transformation adopting Lean principles, helping to deliver practical improvement solutions whatever the size and stage of a Service Transformation programme.

■ Embed strategy
 Are your strategic objectives embedded in your improvement programme?

It is often the case that strategic objectives are not embedded in an organisation’s

improvement programme. Aligning strategy will ensure:

- corporate priorities are explicit
- requirements are known by everyone
- goals are identified and timescales made explicit
- accountabilities are clearly defined

WCI can help you to align your Lean improvement programme and strategic plan and, in turn, design a practical solution. In our experience, three areas of strategic focus is both realistic and manageable, yet has a wide enough spread to deliver real impact and benefits.

■ Identify and prioritise projects
 Do you know which projects will deliver the biggest benefits?

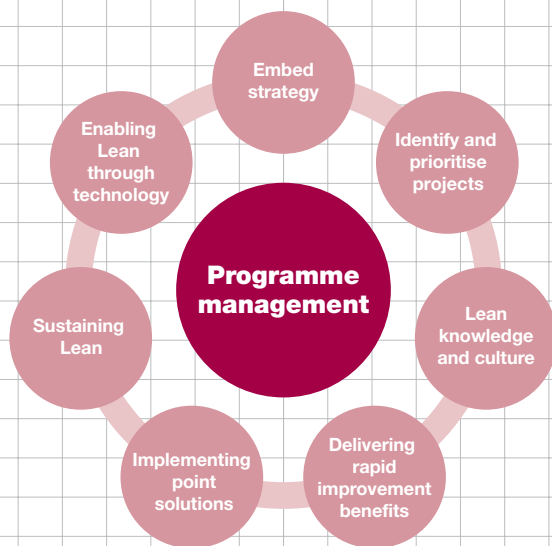
Faced with a myriad of options, it is often difficult to decide which projects will have the biggest impact in the shortest time. Having a consistent and reliable approach to identifying and prioritising projects, and assessing the benefits over time is crucial for an improvement programme to deliver results. If new to Lean, we would recommend beginning in a focused area and growing organically over time, perfecting skill sets along the way.

WCI has an established tool set and methodologies to quickly and consistently identify potential opportunities and benefits and help you to narrow down options through a systematic approach of comparing choices by selecting, weighing and applying criteria.

■ Lean knowledge and culture
 Are your staff ‘getting’ Lean?

One of the key concepts of Lean is to enable people to ‘see’ waste in a particular

Service Transformation Model



process, and then take the appropriate steps in order to eliminate it.

Our health-focused simulation event helps people to think differently about the way in which they carry out their job. This is critical to the successful implementation of Lean in an organisation, enabling people to see how their role contributes to the greater work of their department and, ultimately, how eliminating waste can benefit with real examples such as managing referrals, preventing queues in outpatients and scheduling diagnostic tests. We then build on this understanding to introduce a number of key Lean tools such as value stream mapping, establishing order through 5S and Voice of the Customer.

■ **Delivering rapid improvement benefits**
Have you had immediate benefits using Lean?

In order to quickly grow internal resource, our rapid improvement events sometimes called 'Blitz Kaizen' events, are extremely effective. 'Kaizen' is a word originating from Japan, the translation of which is 'to change' (Kai) and 'good' (Zen). Thus, the meaning of a kaizen process is 'changing for the better'. The events build on the Lean knowledge and culture and immerse approximately eight individuals in an event which directly targets a specific area in order to remove the waste from the process. The participating individuals are usually members of the senior management, people who actually work in the process area and people from unrelated work areas.

Far from sitting in a meeting room, WCI consultants will facilitate staff to go and observe the processes they wish to improve using Lean tools to help them see and analyse how things are done. Then by the

end of day five, the team will have defined and refined the process and prepared an action plan to be completed within 21 days of the event.

■ **Sustaining Lean**
Can you sustain your performance improvement programme?

Any change is hugely challenging. After the initial excitement of beginning a new project, individuals can often flag and lose enthusiasm when faced with the amount of work they need to undertake carrying on their day-to-day business. Offering support to team members, ensuring the right resources are available and being there to listen and coach is essential to keep up morale.

Our healthcare teams are very experienced in applying Lean and managing change. They have years of experience working with patient and clinical data and often have an NHS background. They understand the daily pressures of working in the NHS and the problems that may be encountered when undertaking improvements. As such, they are able to offer support at a time to suit and can be contacted by telephone, email, via the project office suite or regularly on site.

■ **Implementing point solutions**
What if the project is too complex for the improvement team to take on?

Many organisations are faced with intractable or complex problems requiring expert help that would divert resources away from the Lean Programme.

WCI uses a Rapid Assessment approach to consulting which adopts an intensive enquiry methodology to aid the understanding of complex issues in a short space of time. This approach combines data analysis with

process analysis and the presentation of observations and an action plan. This is carried out in partnership with members of the improvement team so that knowledge can be transferred.

■ **Enabling Lean through technology**
Are your information systems underpinning your Lean programme?

The underlining philosophy of Lean healthcare is to identify key organisational processes, ensure that patients flow smoothly through the system, and to remove all waste. Often as a result of implementing Lean, we find that current processes are no longer fit for purpose and need to be redesigned, and thus technology supporting the old processes may need to change alongside.

WCI is unique in combining experience working with healthcare organisations with Lean methodology and integration expertise. We have a long track record of helping health organisations integrate their IT systems to deliver better quality services to patients and improved performance management information to underpin the organisation's Lean Programme.

■ **Programme management**
Are you able to see how your programme is delivering at the click of a mouse?

Managing your improvement programme, and all projects within it, is vital for delivering results on time and within budget. However, keeping track of a multitude of projects and their impact and dependencies upon each other takes a great deal of time and resource.

WCI has deep experience with a track record of over 20 years designing programmes that ensure successful



Simplify what you do
to reduce waste and improve patient care

and sustainable outcomes against key deliverables and deadlines. Using a suite of techniques, our model for success will help you manage:

- programme governance
- visual programme metrics
- change management
- risk management
- communications
- web-based knowledge portal

Our approach will also ensure the successful completion through reliable project delivery, improved visibility of programme status, increased flexibility and effective management of resources.

The Benefits

Having WCI as your Lean partner will ensure that you have experienced consultants working within a rigorous project framework with tried and tested

Lean tools helping you throughout the project. There will be less risk, projects will be more effective, benefits will be delivered and quality of patient care will be improved.

Proof of Solution

At WCI we offer a credible solution having successfully delivered solutions such as:

- reducing length of stay in scheduled and unscheduled care settings
- improving flow through outpatients and theatres
- improving waiting times for diagnostics
- improving payment systems between Primary Care Trusts and Acute hospitals
- using technology to support process improvement
- making Out of Hours services more efficient and cost effective
- improving administrative process
- helping ambulance services to improve its care delivery strategy
- National Programme for IT system and process integration locally and nationally
- timely hospital discharge through electronic discharge summaries

Programme management model for success

