

Lean Healthcare

How can I do more with less?

Why this is important

Healthcare is an ever-changing sector; there are new work practices, new evidence-based care regimes, new services, new technologies and always new demands.

Recently the target driven performance of the NHS has been off-set by the need to find financial balance, optimise staffing and understand how reconfigurations of Strategic Health Authorities, Primary Care Trusts and Commissioning will have their affect on demand; although a truism appears to be that demand for services rarely goes down.

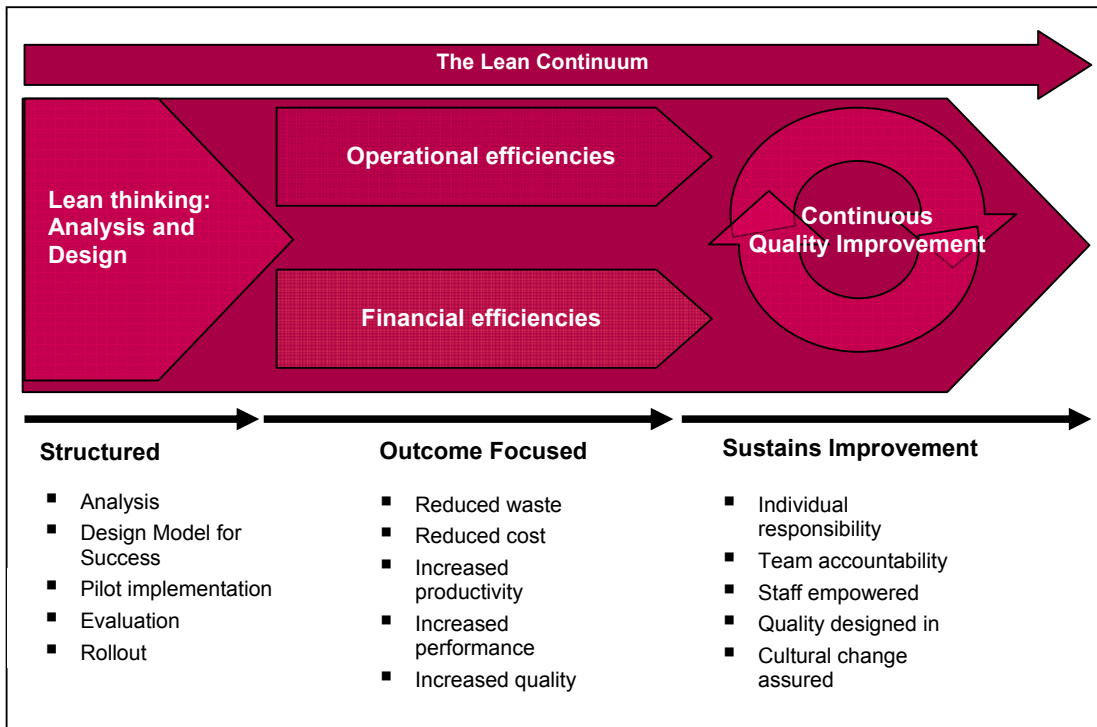
Alongside these concerns Trusts have been working hard to raise quality. However, as many managers have indicated in their responses to the Healthcare Commissions Annual Health Check, attaining The Standards for Better Health is proving more challenging than may at first have been considered.

Model for success

WCI draws on cross-industry best practice from industries such as Life Sciences and Aerospace & Defence to deliver these solutions to healthcare organisations. Our success is demonstrated by combining 20 years experience of defining value streams within complex industries, with an 18 year history of working with NHS partners

Within healthcare success is achieved through organising and providing care in a **Lean** way; that is removing unnecessary steps in your processes and so improving effectiveness and efficiency.

The following illustrates WCI's structured approach to implementing **Lean** thinking



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Lean is a mind-set. Yes, the principles come from industry but they can and do apply to healthcare. The mind-set is straight-forward. When looking at what you're doing can you:

- Clearly identify who benefits from your processes; who is the customer?
- Define the process and all its steps?
- Point to the person that manages the process and makes sure it is always effective and efficient?
- Demonstrate that each step in the process adds value to the customer?
- Show that the process delivers when the customer demands?

The answer to these questions is often unclear or uncertain. The good news is that **Lean** can answer the questions and add to the benefits delivered by your organisation.

Proof of Solution

Recently WCI undertook work for a major healthcare client and identified over £1m of potential savings to be made from eliminating wasteful activity whilst improving healthcare outcomes and patient safety. That is £1m that can be reinvested in enhancing or developing new services. Two success examples follow:

The situation: The need for an improved process for managing the care of terminally ill patients consisted of 24 steps simply to pass messages to the palliative care nurses.

The solution: WCI's process redesign has reduced the 24 to 6 steps, making the message passing both smoother and faster.

The situation: Reconciling and paying sessional workers took too long. The process rested on confirming who worked what shift, in what location and then transcribing duty hours to the payroll system (that process alone meant sifting through over 600 sheets of paper, and involved 14,400 keystrokes). All this took one person 5 days a month to complete.

The solution: WCI's value stream takes confirmed duty information from the rota system and automatically populates the payroll application – total time to process and reconcile, 3 hours.

About WCI

WCI simplify what you do, to reduce waste and improve patient care. Our unique capability in the healthcare sector, based on an 18 year NHS track record, excellence in technology and expertise in implementing lean processes has enabled trusts and other healthcare organisations to meet government targets, streamline processes and satisfy local clinical requirements. Our clients in healthcare include NHS Direct, iSoft, and UCLH and our broader client list includes world class organisations such as Microsoft, Pfizer, Rolls Royce and Scottish Power.

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