



## Transform a „Traditional“ Hospital into a „True Lean“ Hospital

- Far too expensive, „no“ safety, no quality, long waiting times, no customer focus, .....
- Cost of Healthcare is unaffordable, Yearly Healthcare cost increase by 6-7 – 8-12%; some >15%
- GDP: Healthcare ~12% (2000), ~ 20% 2010
  
- Many Q-Checks (~15% Time of P.) – But still many Q-Problems
- I wake up in the middle of the night and hope that I have not harmed any patient (>50% burnout)
  
- Long waiting times, e.g. cancer (weeks/months for first treatment)
  
- ~50% Staff report that they do not want to be a patient in the hospital they work
- Nurses always run fast, work hard, need a lot of overtime, ... . But still many unsolved problems
- Missing qualification, motivation, ... What do you expect for <15\$/hr. You get what you pay !
  
- One Consultant identified ~100 Problems in 3 days, ~20% serious consequences (e.g. death)
  - ~30% happen more than once per shift
  - No (~5%) problem reporting (Boss) – No problem solving (99%) – But Workarounds (Waste)
  - >65% of problems not known by Boss – I do not need to know those problems !
  - One nurse solved problems by herself ! (no feedback, dangerous !)
  - „Some“ problems caused serious financial problems, e.g. longer stays



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Performance Assessment – Benchmark vs Client

1.	Safety:	750 – 900 %
2.	Customer Satisfaction:	~ 800 %
3.	Employee Satisfaction:	~ 900 %
4.	Quality:	~ 900 %
5.	Treatment Time:	800 – 900 %
6.	Customer Cycle Time:	> 1.000 %
7.	Customer Waiting Time:	> 1.000 %
8.	Productivity:	> 900 %
9.	Overtime:	> 900 %
10.	Profit:	-----



## Transform a „Traditional“ Hospital into a „True Lean“ Hospital Results - Overview

○ Safety:	~30 %
○ Inventory:	~35 %
○ Walking Distance:	~45 %
○ Waiting Time:	~35 %
○ Quality:	~55 %
○ Cost:	~45 %
○ Employee / Patient Satisfaction:	~60 / 80 %
○ Throughput:	~20 %
○ Overtime:	~35 %
○ Revenue:	~20 %

### **First Kaizen:**

- Done by Frontline People
- Not Experts

### **The Power of Kaizen:**

- At the beginning: ~40% refused to participate
- At the end: ALL asked for a next Kaizen
- Most "Results" were implemented nearly at the same day they were identified
- At the beginning: Nobody believed we will achieve the goals
- At the end: Everybody agreed the goals were too low
- We invited ALL „Patients / Customers“ to support us
- After 12 Months: Kaizen was a part of the daily job / Not a project

### **Focus:**

The Main Focus: **Safety 90<sup>3/6</sup>**

- Cost, Revenue, Profit was **Not** considered as a goal
- Within 1 Yr **Profit** improved by ???



## Transform a „Traditional“ Hospital into a „True Lean“ Hospital Results - Examples

### Safety:

- Central Line Infections: 43 → 9
- Falls 1-2/day → 39/116 days w/o any fall

### Waiting Time:

- Registration: up to 2 hrs → 3-5 min.
- Lab Result: up to 2 days → 1-4 hrs
- Sterilization Equipment: 2-3 days → 3-6 hrs.
- ED: 2-5 hrs. → 20-45 min.

### Cost:

- Sterilization Equipment: 8-14 \$ → 1-3 \$
- Overtime/Mo.: 176 hrs. → 34 hrs.
- LOS: 14 days → 9 days
- Logistic 270.000 \$ → 84.000 \$
- Number of variants: 12 → 3 (e.g. knee, „one/doctor“)
- Time from Check out to provide bill 21 Days → 9 Days (Working Capital)