

PROMOTING LEAN MANAGEMENT - TAKING A HOSPITAL IN SOUTHERN TAIWAN AS AN EXAMPLE

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INTRODUCTION

Facing the severe test of the financial crisis in National Health Insurance, "open-source streamlining" has become one of the most important tasks for medical institutions to break through. Improving process and quality, eliminating obstacles to allow employees to focus on care, and adding value to services are important issues. Lean Management is a set of tools and management systems. Regular "process reviews" are the key to finding activities that are valuable to customers and employees. By eliminating waste that cannot create value, we can achieve lean goals.

METHOD

The Lean journey of our hospital is made possible by the support and commitment of the senior management and the enthusiasm of the staff for improvement and their courage to face challenges, using effective Lean tools and thinking to move forward. The process of Lean implementation in our hospital is as follows: 1-Obtain the support of the top management and form a promotion and improvement team. 2-Hold workshops:(1)Experience Workshop: Using "simulation" method, learn to use the eight wastes framework and related Lean management principles, re-examine the work flow, eliminate waste and optimize the process to promote improvement.(2)A3 Scientific Problem Solving Workshop: Through practice, guide colleagues on how to define problems, explain the use of scientific problem-solving tools and data, and through the scientific steps and methods of problem-solving (clarifying problems, breaking down problems, setting goals, identifying root causes, developing and implementing countermeasures, checking results, standardization and tracking), let colleagues understand how to apply it in practical work content. 3- Expert guidance: During the implementation of the project improvement, arrange Lean experts to come to the hospital for guidance, assist the team in clarifying problems, and guide the focus of subsequent improvements. 4-Hold internal presentations and encourage external presentations within the hospital.

KEYWORD

LEAN 、 lean management

CONTACT INFORMATION

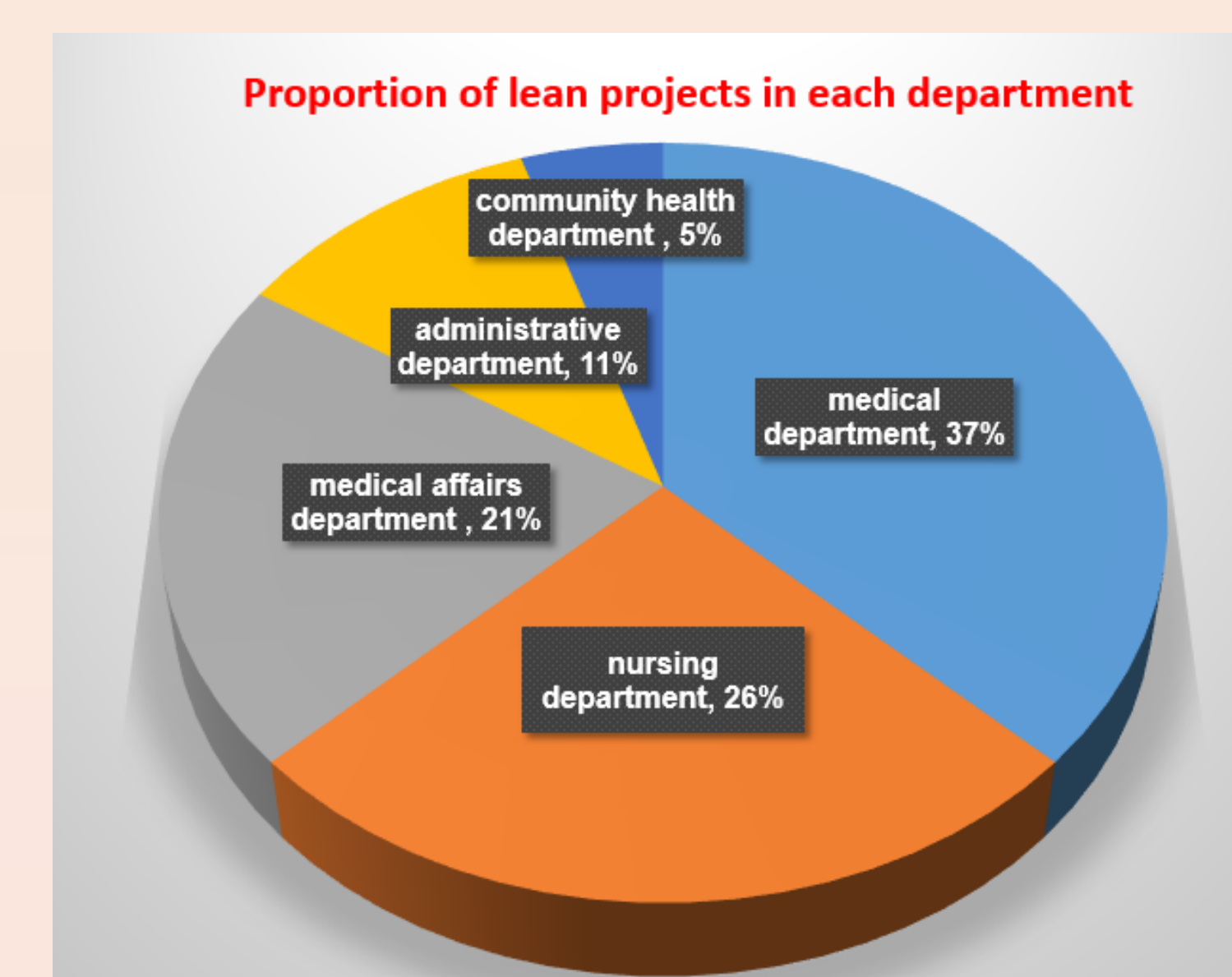
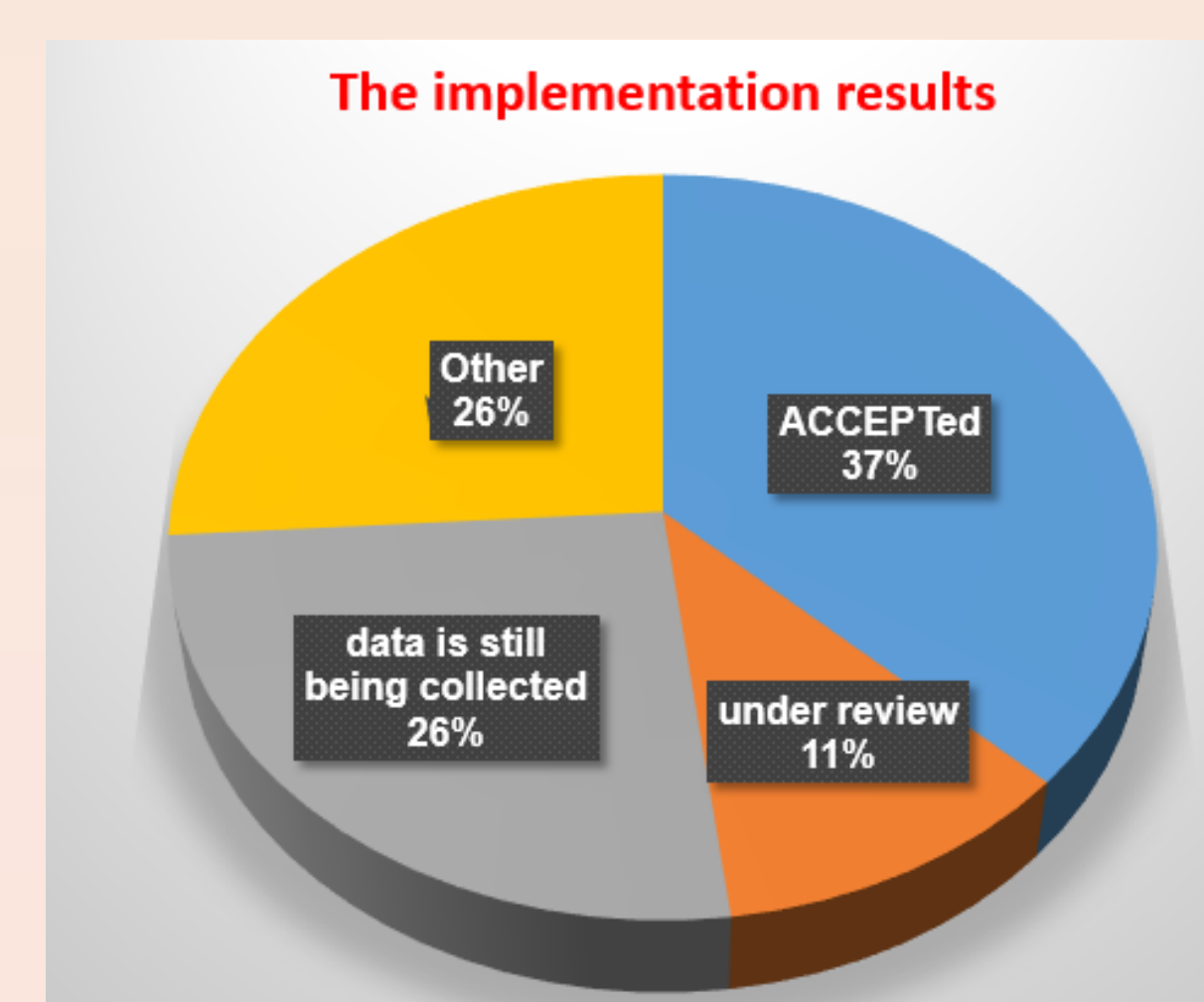
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RESULTS

The promotion of Lean management helps to break the isolated state of each department working independently, and allows the different departments of the hospital to cooperate with each other for the benefit of patients; it also helps them to learn how to observe the details of daily processes, clearly identify problem points, and quickly improve clinical issues. In the process of promoting Lean, everyone from the training workshops to daily work, continuously looking for opportunities for improvement.

Since 2018, our hospital has been promoting Lean improvement projects, of which the medical department accounts for 37%, the nursing department accounts for 26%, the medical affairs department accounts for 21%, the administrative department accounts for 11%, and the community health department accounts for 5%. The implementation results of the Lean improvement projects have been submitted and ACCEPTed 37%, under review 11%, and currently, 26% of the projects have just begun to be promoted and data is still being collected.



FINDINGS AND DISCUSSION

The goal of our hospital is to "put the patient at the center," and if daily work can also use Lean management tools and thinking to make continuous improvement every day, everyone is willing to "go the extra mile" for patients, it will become a more "loving" hospital. Through the Lean management techniques we have learned, and by consistently pursuing quality and process improvement, we will be able to observe and cooperate with each other more in the Lean journey, and in the future, we will certainly create better healthcare services.

REFERENCES

Taiwan Lean Medical Management Society
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