





## Lean in Service



# Agenda

- 👁 Background
- 👁 Lean in Healthcare Service Industry
- 👁 Summary



# Background

- Background
- Service context
- Service concept
- Value demand and failure demand





## Lean in Healthcare

# Types of Waste

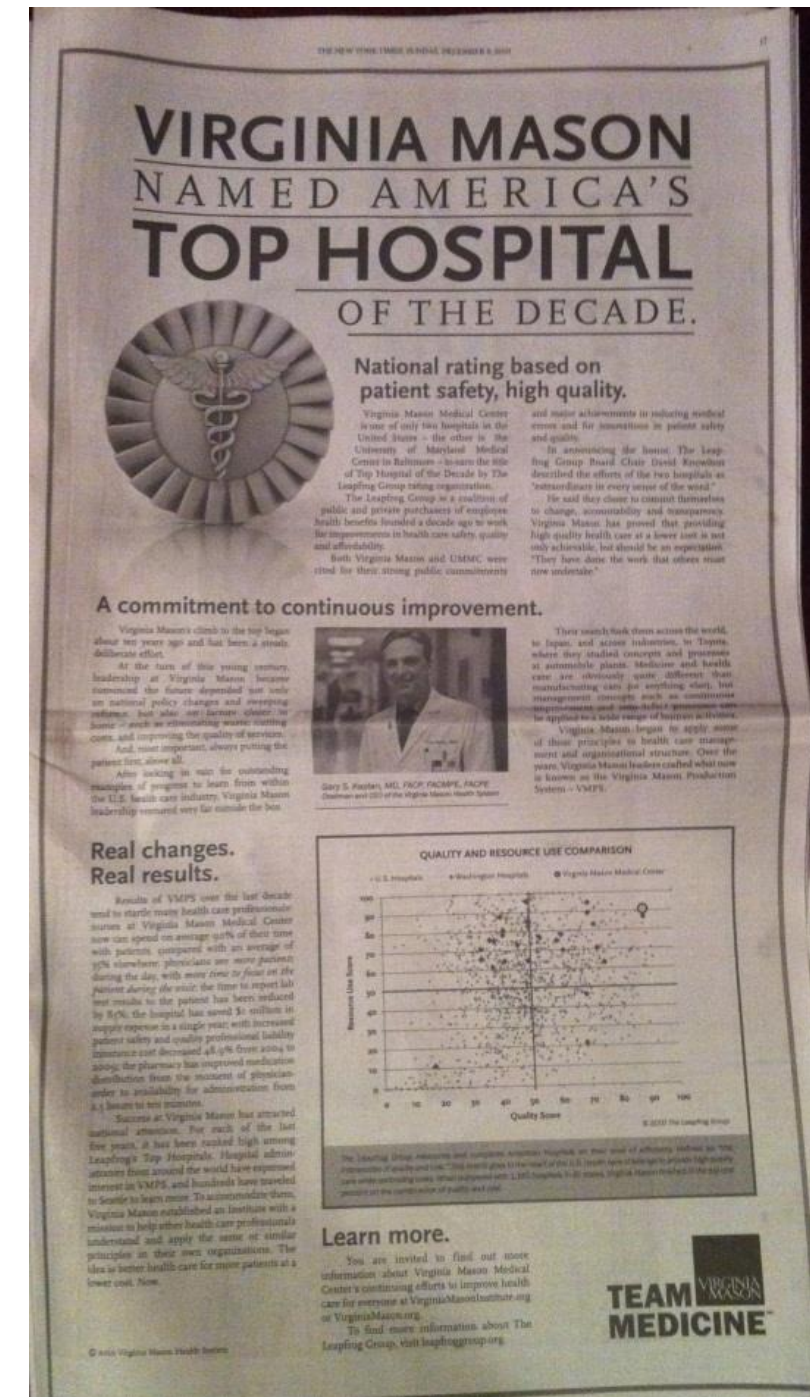
Waste Type	Examples
Defects	Re-sticks, redraws, medicine errors
Overproduction	Blood draws done early to accommodate lab schedule
Inventory	Patients waiting for bed assignments Excess inventory of supplies, bed sheets, etc. Lab samples batched
Movement	Looking for patients Missing medicines Missing charts or equipment
Excessive Processing	Multiple bed moves Retesting
Transportation	Excessive transporting patients for tests Moving medicines and supplies
Waiting	Patients waiting to be seen by the doctors Patients waiting for discharge Doctors waiting for test results
Underutilization	Nurses transporting patients to X-ray





# Case Study - Virginia Mason

- Virginia Mason's Vision
- Waste reduction
- Benefits achieved and success stories
  - Patient safety improved
  - One-stop care for patients with cancer
  - Getting back to nursing
  - Hyperbaric center increases patient capacity
  - Express treatment in the emergency department
  - Faster revenue cycle
  - Primary care achieves positive net margins

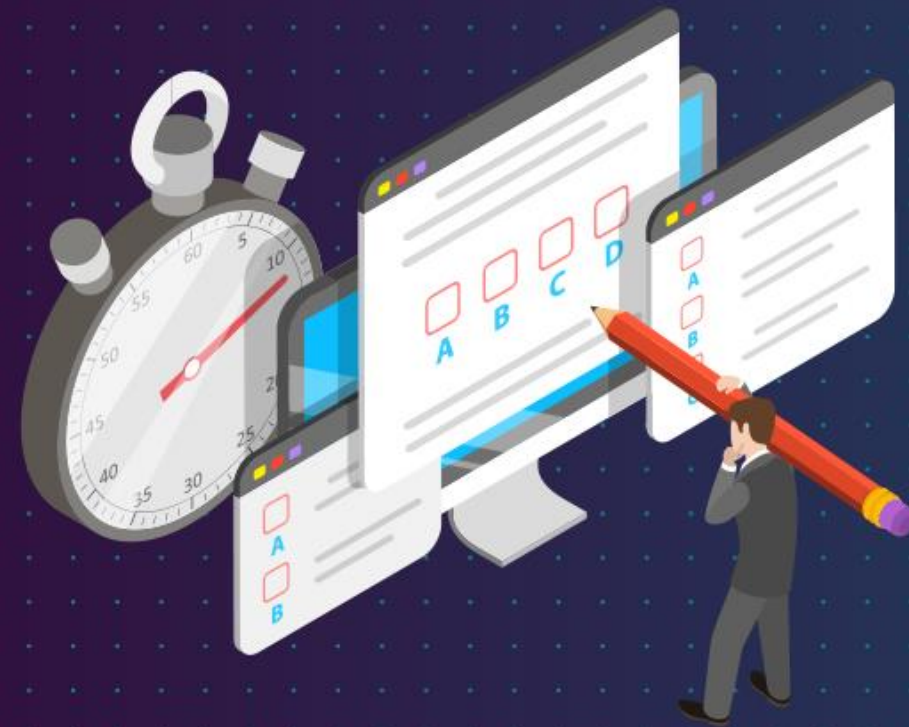


## Summary

- Lean in service
- Service context and concept
- Waste examples
- Virginia Mason's Lean implementation journey







## Knowledge Check

## Knowledge Check

1

What type of waste is “Patients waiting to be seen by the doctors”?

- A. Overproduction
- B. Waiting
- C. Inventory
- D. Underutilization



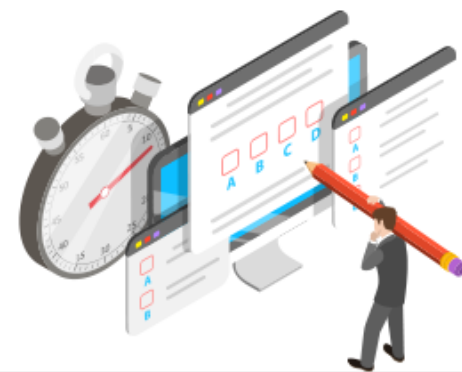


## Knowledge Check

1

What type of waste is “Patients waiting to be seen by the doctors”?

- A. Overproduction
- B. Waiting
- C. Inventory
- D. Underutilization



The correct answer is **B**

Patients waiting for doctor to be seen is waiting type of waste. If the doctor is waiting for patients then it would be underutilization.

## Knowledge Check

2

What type of waste is “nurses transporting patients to X-ray”?

- A. Overprocessing
- B. Movement
- C. Defect
- D. Underutilization



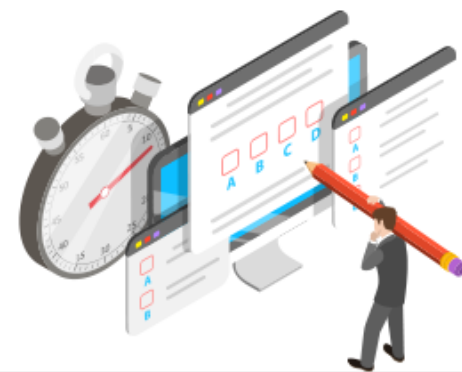


## Knowledge Check

2

What type of waste is “nurses transporting patients to X-ray”?

- A. Overprocessing
- B. Movement
- C. Defect
- D. Underutilization



The correct answer is **D**

Nurses transporting patients to X-ray department is an example of underutilization of skills. This work can be done by people with lower skills than nurses.