



Releasing Potential with Lean

Across the world, health services are increasingly using Lean Six Sigma tools and techniques to deliver improved financial and operational results, more sustainable processes, better clinical outcomes and cost reductions. This work benefits patients, staff and organisations: in the UK principally the NHS. For some hospitals and health services, Lean Six Sigma provides an underlying methodology for corporate transformation and the creation of a capacity for continuous quality improvement. In others, the major interest lies in improving efficiency and quality whilst at the same time saving cost since within healthcare, these have often presented as conflicting objectives.

When you engage HealthSystems, whether to support corporate transformation or to redesign a process, we will be focusing on helping you to deliver sustainable change. This requires us to work closely with you and engage your staff in 'learn by doing' projects, which our lean healthcare experts then support.

Our only business is healthcare. Our own 'Lean journey' grew out of our 20 year track record in delivering the benefits of

ICT enabled process automation to health organisations and delivering the associated change management. For Lean Six Sigma projects we often work in partnership with the Lean Healthcare Academy, Hitachi Consulting, and CRISSE, University of Strathclyde.

Some of our recent projects include:

National Service Reconfiguration
Process and value stream mapping for radiation oncology, across 5 major hospital sites in Ireland - Targeted result: Definition of evidence based best practice for re-design of services.

NHS Foundation Trust
Long term project to deliver major improvements across 30 operating theatres - Targeted result: 10 fold reduction in theatre cancellations and improvement in income generated per resourced theatre session.

Primary Care Trust
Definition of information requirements and processes to support production of information for world class commissioning - Targeted result: timely and relevant analytical information produced by contracted service providers to commissioners, and in support of World Class Commissioning.

Radiology service provider
Review of effectiveness of processes undertaken within a central nationwide contact centre handling bookings for MRI scans referred by NHS - Targeted result: NHS contract renewal. More cost effective patient booking process to integrate fully

with NHS client systems and to meet patient expectations.

National Programme for IT readiness
Review and mapping of existing processes used across a Strategic Health Authority geography with a view to defining required outputs from new NPfIT system -
Targeted result: Detailed mapping of processes to support transition to new ICT systems.

Our Approach

In our experience, successful Lean Six Sigma projects require not only a knowledge of Lean Six Sigma, but also in depth health expertise and tight project management. We provide all three:

- The least experienced of our consultants has a 15 year track record in the health sector.
- To date, 10 of our consultants have been trained in Lean Six Sigma
- and we use Prince 2 methodologies for running our Lean projects.

We work with NHS organisations using Lean and Six Sigma tools and techniques to deliver targets for improved waiting times, reduction in time from referral to treatment, cost savings and quality improvement. If doing all of this is a challenge, please give us the opportunity to explain how together we could achieve this!

Background and Resources

Every Consultant in the team has years of healthcare experience and several are eminent clinicians or academics. All have in depth consultancy experience, excellent communication skills and understand that a key part of their role is knowledge transfer to their clients. We are at home working with board members, clinicians, managers and technical staff and our experience helps us to bridge the communication gaps that

sometimes exist between them. Whether you need an initial IT healthcheck or the management of a major procurement, in depth healthcare informatics expertise or the loan of locum staff we are able to help.

HealthSystems has been involved with various aspects of Connecting for Health since its inception and is fully qualified to provide expert consultancy both to the NHS and to suppliers. Each member of our team, whether an employee or an associate is chosen carefully based upon their practical healthcare experience, their communication skills and their ability to transfer knowledge to clients.