

achieving

lean and healthy transformation

Why waste the opportunity?

The Lean approach to business transformation has now been piloted, tested and proven in a wide variety of healthcare scenarios.

Atos has brought Lean benefits to care pathways in hospitals, to functional areas in Acute Trusts and Primary Care Trusts, and at the strategic level, to entire Scottish Health Boards. We believe Lean's approach to eliminating waste whilst embedding a culture of continuous improvement offers the UK health economy real opportunities to fulfil long-term goals.



When Lean attributes are put into practice the result is collective, positive and provable change that can be sustained

Introduction

Creating, developing and sustaining value, whether in the current economic climate, or more generally, is a challenge that needs exactly the appropriate and proven response that Lean has to offer.

Having moved beyond manufacturing, Lean is now well established in delivering impressive results and added value in various service sectors, including Government, Financial Services and Healthcare. No matter the environment, the principles remain the same: Lean can be the key to deep and lasting change, it offers far more than one-off improvement gains: it is not just a set of tools: and its waste elimination principles will never be unpopular. But it should not and cannot be viewed as a short-term fix.

A means to an end

Protecting income and reducing costs are obviously both a business necessity. The Lean mantra of Faster + Better + Smarter = Cheaper is well-suited to achieving both aims, but if Lean is treated purely as a tool for these aims it will be very hard to sustain beyond the short-term.

So, how should these admittedly crucial objectives be addressed in relation to the Lean approach? The most obvious way is to implement any cost reductions and reallocation of resources prior to implementing Lean processes. Another is to avoid labelling required business change simply as 'Lean'. Lean is a means to an end and not the end in itself. A third way is honesty. Being open about the objectives of a Lean programme from the start can help alleviate uncertainty and head off misconceptions concerning the methodology. These three change components are not mutually exclusive. They all work well alongside one of the three approaches our customers have employed when making their transition to Lean.

Lean healthcare

Given that Lean provides a comprehensive set of tools and brings a rigorous evidence-based approach to transformation, it is often attractive to the trained, logical and scientific minds of doctors and their clinical colleagues. It also accepts that people working in different areas of healthcare will naturally have conflicting styles of working and goals (an aspect of the honesty mentioned above) and it promotes consensual agreement as the way forward.

Tackling inflexibility, identifying unacceptable variability in service quality, removing sources of waste - when all these and other Lean attributes are put into practice the result is collective, positive and provable change that can be sustained, not least because Lean constantly considers new evidence and the latest results, promoting continuous improvement and supporting innovation.

The true benefits of Lean lie in changing an organisation's culture to ruthlessly eliminate waste, which is defined as any task or procedure that soaks up time, effort and money without creating any value for your organisation. With Lean, the name is the achievement.

Three Lean approaches

Rapid Improvement Event

To put it colloquially, the Lean approach to transformation comes in three sizes - small, medium and large. The first is a Rapid Improvement Event (also called Lean Action Weeks or Kaizen Events). An event usually focuses on a specific pain-point solution, engaging teams in the process to rapidly redesign it. The team then engages a group of stakeholders in the activity for a short period, typically one week.

Value Stream Analysis

The second approach is an eight-stage journey to process improvement for a specific product or service and typically takes place over a period of around three to six months. The aim is to ensure that the product or service delivers value to the customer and flows smoothly from the primary source supplier to the end customer. The first five stages focus on Value Stream Redesign:

1. Prepare for Value Stream Analysis (VSA)
2. Current state analysis
3. Identify constraints
4. Next future state design
5. Implementation plan

The sixth stage is all about delivering quick wins:

6. Lean Action Weeks (or the Rapid Improvement Events and Kaizen Events referred to above)

Stages seven and eight build sustainability, embed changes in an organisation's culture and make them stick:

7. Cross-cutting and enabling projects
8. Create the continuous improvement environment.

Whole System Analysis

The third and final approach to Lean is a six-phase Whole System Analysis (WSA). This is a large cross-organisation project that aims to deliver long-term operational benefits. It begins with mapping the core products and services provided by the organisation, the streams of activity that deliver them, and the linkages and inter-dependencies between those streams. Analysis is undertaken to identify the major bottlenecks in the overall system before designing a programme to tackle the prioritised constraints.

This approach seeks to ensure that all core products and services deliver value to the customer coherently, each delivery operating smoothly without negatively impacting one another. This usually requires working across multiple organisational boundaries to include all enterprises involved in delivering the product or service.



In our experience there are six phases to the WSA:

- Phase 1** **Mapping the whole enterprise** - understand the system, the sub-systems, performance measures and areas of stress or imbalance.
- Phase 2** **Agree the top priorities across management** - validate the map and agree the top-level improvements, outcomes and targets.
- Phase 3** **Analysing priority system areas** - identify and quantify constraints, understand impact of planned and existing initiatives, and understand key dependencies.
- Phase 4** **Facilitating the Enterprise Value Stream Analysis (EVSA) event** - engage the wider management team in validating analysis and initial scoping of improvement projects for priority areas.
- Phase 5** **Detailing improvement projects** - engage with sub-teams to identify relevant measures, targets, plans, resource needs and sponsorship.
- Phase 6** **Facilitating the Policy Deployment and Planning Event** - produce a set of strategic goals, measures and targets linked to agreed projects to take forward, each with accountabilities, delivery responsibilities, resources and a milestone plan for implementation.

Lean in action

Atos Healthcare has worked with a wide range of NHS organisations on Lean projects and programmes, small, medium and very large-scale. We have seen real gains made across a number of care pathways, including:

- ▶ Adult mental health
- ▶ Back pain and lower back pain
- ▶ Cardiology
- ▶ Chronic pain
- ▶ Ear, nose and throat
- ▶ Emergency Department
- ▶ Urology
- ▶ Lower urinary tract symptoms
- ▶ Oral surgery
- ▶ Orthopaedics
- ▶ Shoulder pain
- ▶ Strabismus.

We have also brought Lean benefits to particular functional areas for Acute Trusts and PCTs, examples of which include:

- ▶ General Practice
- ▶ Urgent and emergency care
- ▶ Admissions and discharge management
- ▶ Appointments booking
- ▶ Diagnostics
- ▶ Hospital wards
- ▶ Theatres
- ▶ Performance management
- ▶ Back-office and ancillary support functions
- ▶ Community Health Teams e.g. district nursing, podiatry and community dentistry.

More recently we have employed Lean principles at a strategic level, using our WSA methodology. This has been successfully applied to entire health systems in a number of Health Boards, including NHS Tayside, to identify and prioritise constraints on the whole system, set strategy and plan implementation.

Lean benefits

The visible results Lean delivers are rewarding and empowering for people working on Lean initiatives, helping to create a confident, forward-looking culture that actively enjoys continuous improvement. Given that it is based on common principles, it delivers results and benefits for a very wide range of challenges; from strategic business planning, through pathway redesign and improvement, to waiting list management. Some specific examples include:

- ▶ Defining a clear and consolidated view to manage and prioritise change across whole health systems
- ▶ Dramatically reducing waiting times through greater capacity and improved service utilisation
- ▶ Reducing wasted clinician time and cost
- ▶ Improving the standardisation of services, thus improving access and equity
- ▶ Streamlined, cheaper administration processes
- ▶ Reducing the rate of patients who Did Not Attend (DNA) their outpatient appointments
- ▶ Reducing delays in discharging patients from hospital
- ▶ Reducing inappropriate referrals
- ▶ Gaining stakeholder consensus across all levels
- ▶ Improving staff engagement and morale through self-empowerment to solve their own problems.

Return on investment

Over a three year period our Lean solutions have achieved an average ROI of 5:1. We understand the requirement for, and the mechanics of constructing, a year-on-year ROI forecast where budgets are coming under pressure and cost control is a primary objective.

Next steps

If you would like more information about Atos' Lean solutions and experience, please call 020 7830 4444 or visit uk.atos.net

About Atos

Atos is an international information technology services company with annual 2010 pro forma revenues of EUR 8.6 billion and 74,000 employees in 42 countries at the end of September 2011. Serving a global client base, it delivers hi-tech transactional services, consulting and technology services, systems integration and managed services. With its deep technology expertise and industry knowledge, it works with clients across the following market sectors: Manufacturing, Retail, Services; Public, Health & Transport; Financial Services; Telecoms, Media & Technology; Energy & Utilities.

Atos is focused on business technology that powers progress and helps organizations to create their firm of the future. It is the Worldwide Information Technology Partner for the Olympic Games and is quoted on the Paris Eurolist Market. Atos operates under the brands Atos, Atos Consulting and Technology Services, Atos Worldline and Atos Worldgrid. For more information, visit: atos.net