

59. LEAN IN LIGHT OF THE POSTMODERN CHALLENGES OF HEALTHCARE

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BACKGROUND:

Postmodernism – the time we live in – is characterised by an accelerating pace of change. Hospitals have to be quality and price leaders, but quality seems to be at risk in the light of the ever increasing cost pressure and lack of qualified human resources.

OBJECTIVES:

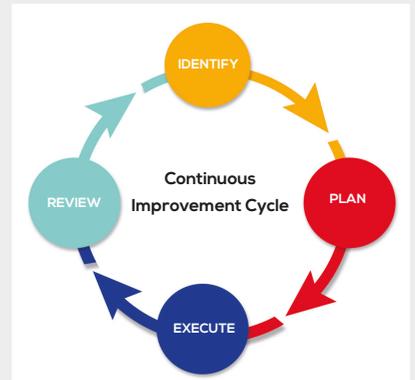
- Give an overview of the essential elements for a Lean transformation
- Highlight the significance of Leadership in a Lean management system
- Explain the key qualities of Lean Leadership

METHODS:

At Männedorf Hospital in Switzerland, we explored why a more system-orientated interpretation of Lean is seen as a logical answer to today's challenges in health care and for hospitals in particular.

There is no particular methodology – our 'grounded research' was undertaken through exchanges with those involved in many Lean-Healthcare developments in Switzerland and abroad (e.g. with the European Hospital CEO Network of Catalysis).

Our work is basically a summary of conversations, our own practical experiences, others' experiences and findings from our literature studies.



The continuous improvement cycle in Lean management.
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RESULTS:

What has been achieved or learned?

- ✓ There is no quick fix and the introduction of Lean requires much more time than anticipated
- ✓ Operational (Lean) tools and KPIs alone are not enough to ensure the sustainable success of Lean initiatives
- ✓ Lean starts with an awareness of the need for a different approach to managing hospitals. Managers and CEOs have to:
 - undergo behavioural change to facilitate continuous improvement in the work by front-line workers
 - empower the people who are in direct (and indirect) contact with patients to use Lean tools in order to achieve the best quality
 - learn how to become better coaches in order to efficiently deliver the highest quality of care at the lowest cost
- ✓ Since we've been following this strategy, all of our quality indicators have improved significantly

TAKE-AWAYS:

What works well?

- ✓ Starting by making a cultural leadership change in hospitals:
 - Doctors in leadership positions are often used to classical hierarchical structures and therefore struggle to understand the power of heterarchical (non-hierarchical) structures
 - Front-line workers need to be more empowered and supported in using Lean tools, in order to contribute more to the continuously improvement of the patient journey
- ✓ Redefining leadership qualities that catalyse empowerment of the front-line workers
- ✓ The four main competencies which we rate and seek to improve are:
 - Staff-oriented leadership (knowing yourself and your staff)
 - Coaching and developing our staff
 - Patient- (client-) orientation
 - Result orientation

