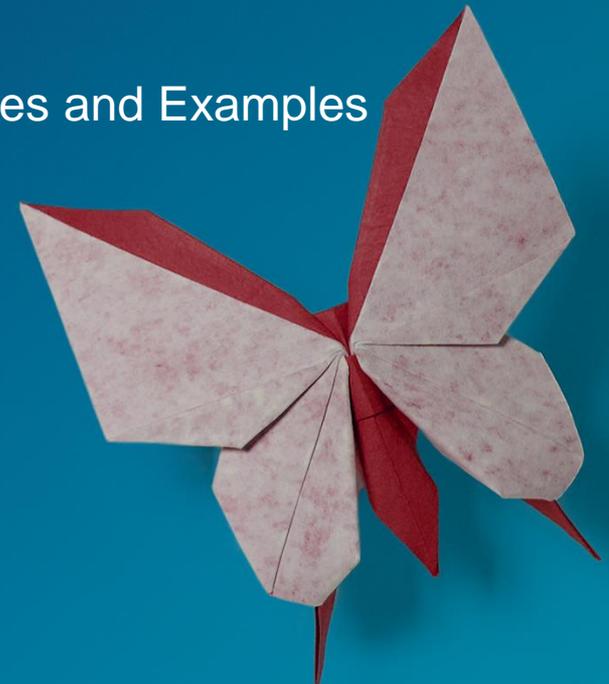


KAIZEN™ Institute

Your partner for an efficient
Health Service Management

Challenges and Examples



...challenges for health service management

... what are the challenges in hospitals?

...more service– less costs?

...utilization of medical equipment
–to much or to less?–

...what is „added vlaue“ in a hospital?

...what are the ral ressources in
the hospitals?
Is optimization possible?

8 necessary questions

...is it possible, to react of the
changing of cusomer demand?

...is it possible, to use the current
equipment and buildings more?

...are soms therapies necessary
or not necessary?

...maximum quality with minimum costs?

...challenges for health service management

...what are the key points?

...more transparency of the processes
in the hospital with the goal to optimize
the efficiency

...increasing of the efficiency of
the equipment and all recourses

**...more quality with less
costs with**

...transparency and elimination of waste in
processes and organization

...increasing of flexibility and quick reaction
of customer demands

...challenges for health service management

... this are key competences of KAIZEN

...how can we improve processes and organizations
with transparency and assesment

..how we can increase the efficiency of equipment
and other ressources



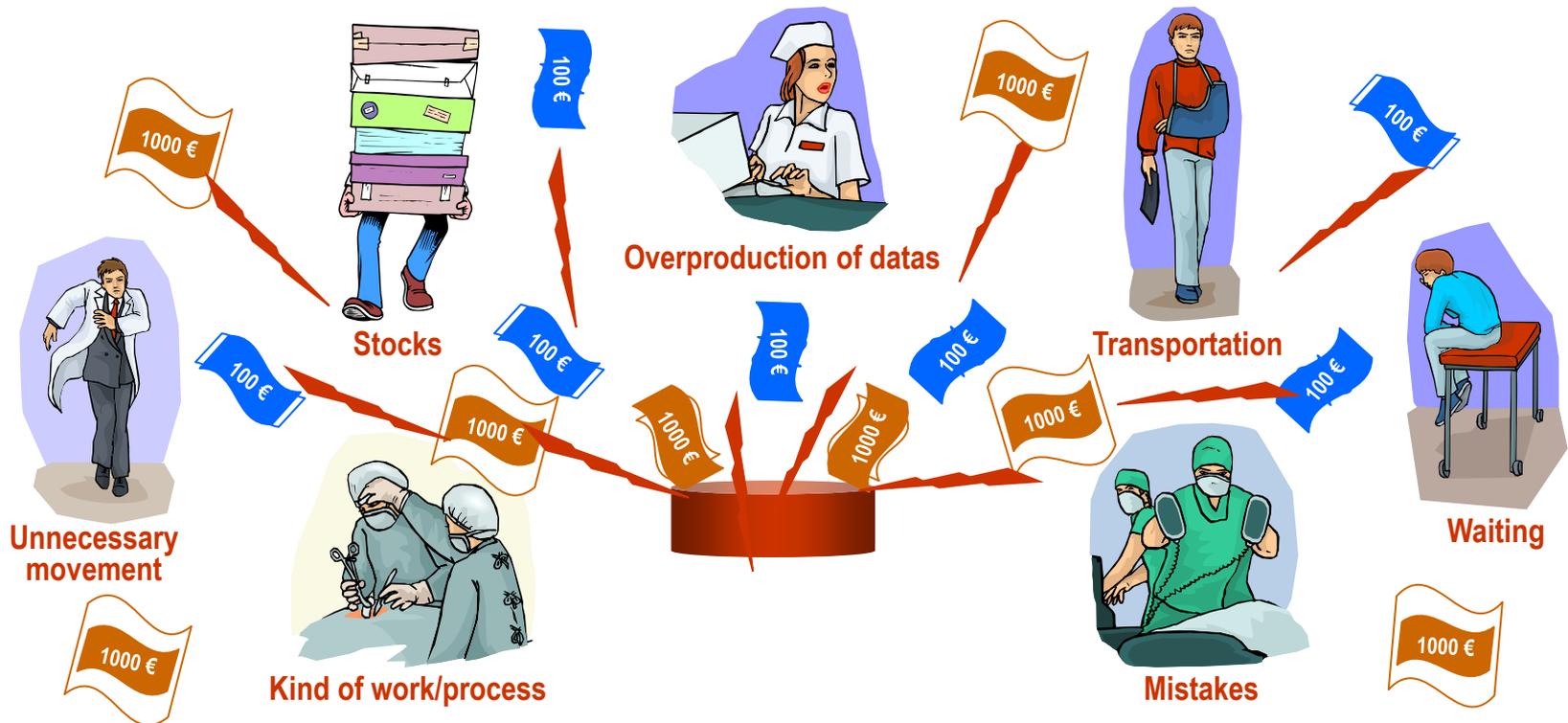
KAIZEN shows...

...how can we identifi and eliminate muda
(wate and losses) in processes and
organization

...how can we increase flexibility in case of
the changement of customer demand

The benefit...

... with KAIZEN is, that we can show, where is Your wasting money



The benefit...

... is also, that KAIZEN shows in the hospital, what disturbs clients and employees

...the way of the clients are not transparent and not clear

...to much vertical, to less horizontal structures (thinking in „sections“)

...in one hand free capacities, in the other hand stress

...bad communication between administration, care and doctors

...in case of mistakes is important to find who is guilty and not, what is the cause

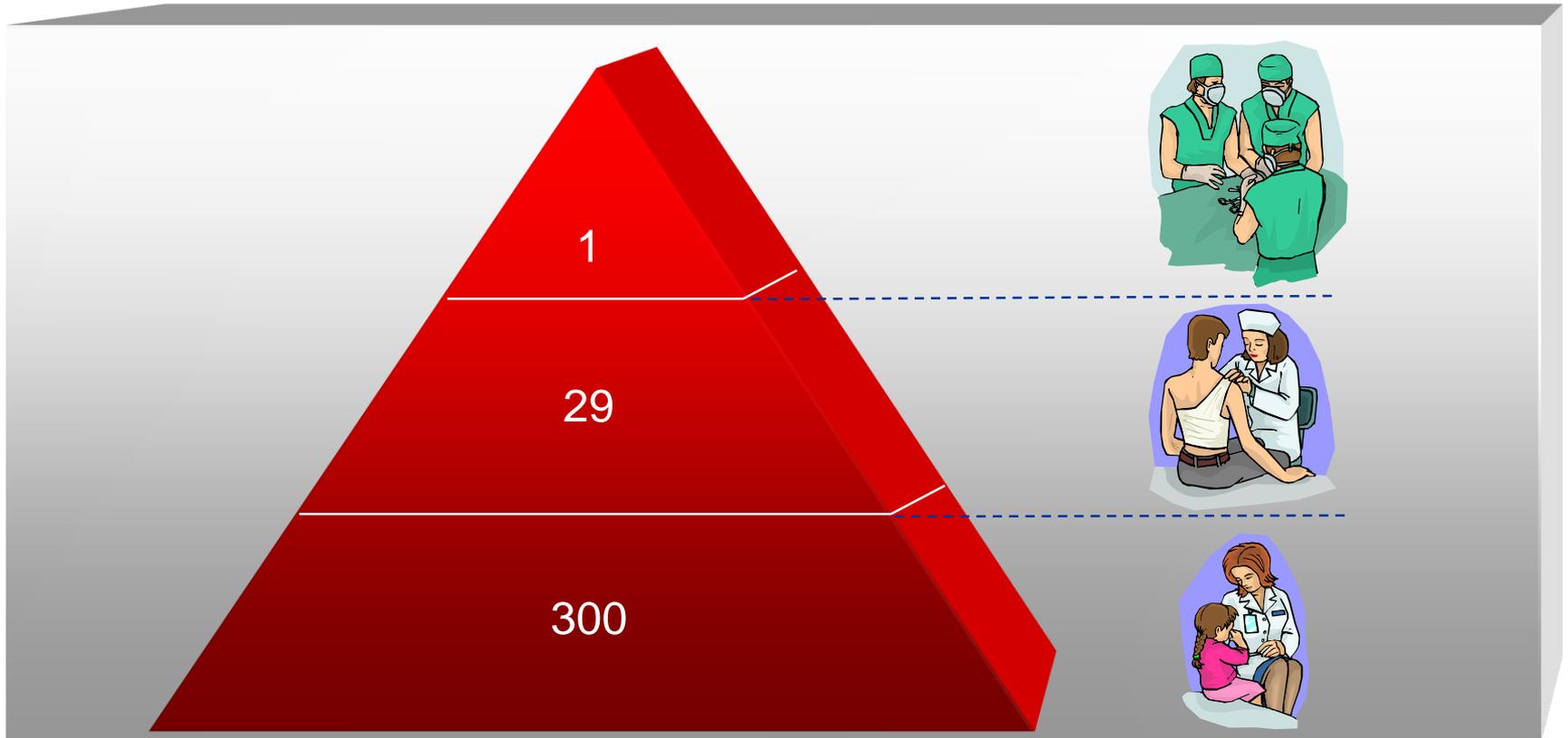
...everybody knows what is to improve, but nobody realize it (foot, procedures with medicine technics etc.)

... Labour procedures must be improve, but nobody does it! (procedure of medicaments etc.)

... high depreciation and storage charges through high stocks! (Implants etc.)

...lot of waiting time for laboratory, roentgen etc.

KAIZEN use „Heinrich’s Law“



The benefit...

... in the „Geomed-Klinik“ / Germany is measurable

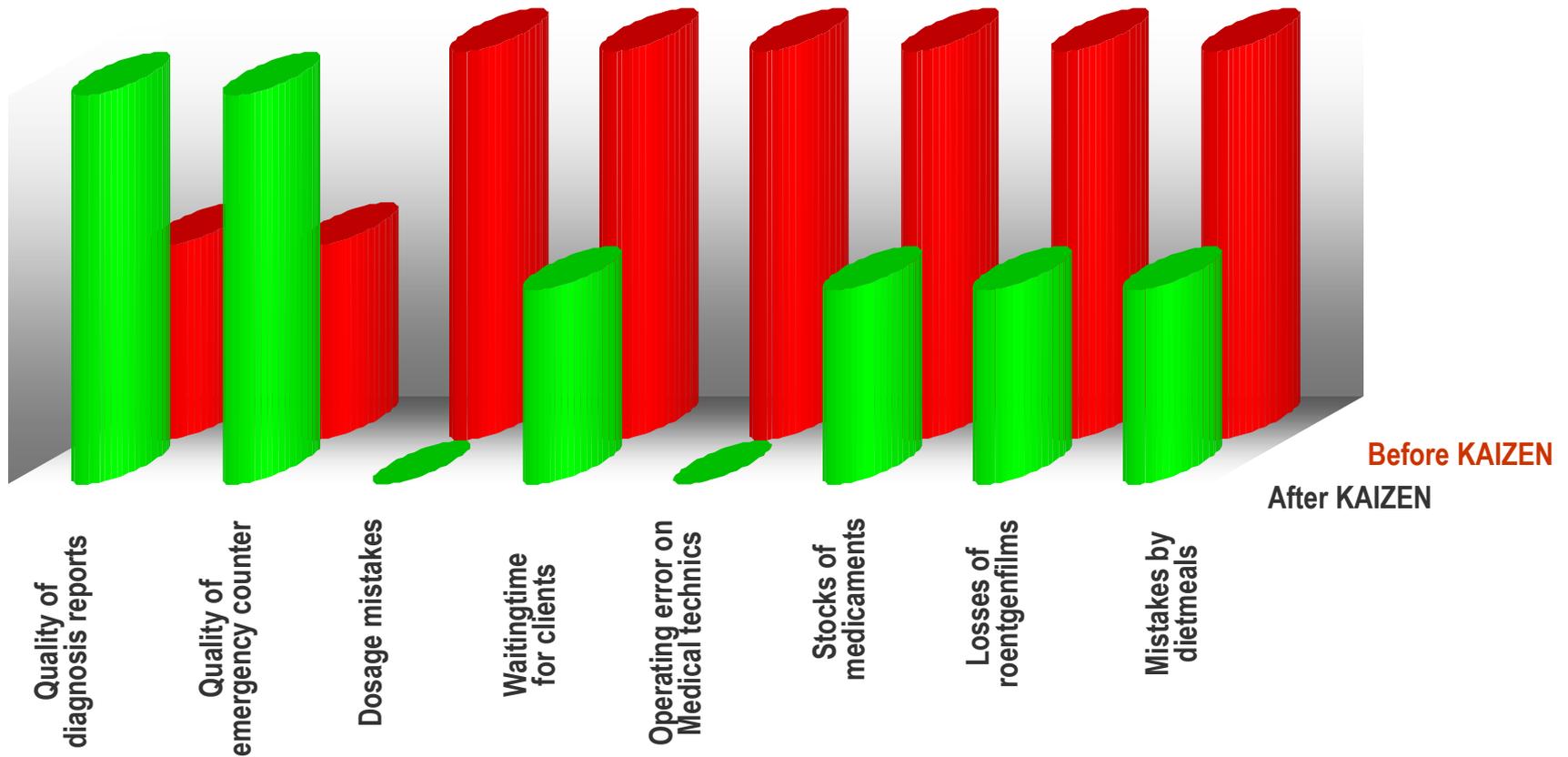


**Keypoints for critic from the clients
are long waiting times...**

...and ugly waiting areas



The benefit...
... in the „Inoue Hospital / Japan is measurable



Source: Masaaki Imai „Gemba KAIZEN“

The practice shows ...

...how was it in the „Inoue Hospital“ possible to reduce the mistakes by orders of medicaments from 1% to 0,2%?

Before

- ⇒ No prevention of accidents during the processes in the hospital
- ⇒ Searching for guilities, not for problemsolving
- ⇒ No thinking for quality
- ⇒ No QC system

After

- ⇒ Implementation and analysis of „Shock-Reports“
- ⇒ Training of employees for „Heinrich’s law“
- ⇒ Quality circles for quality, efficiency, safety and costs
- ⇒ Viewing from perspective like the client (Hemodialyse)

Source: Masaaki Imai „Gemba KAIZEN“

*The practice shows ...
...how was it possible to reduce the average time spent in an
orthopaedics / trauma surgery of a german university hospital
about 33%*

Before

- ⇒ No efficient communication and balance between orthopaedics / trauma surgery
- ⇒ 30% of the timespend was needed for waiting time for procedural imaging and diagnostic indications of other departments
- ⇒ This time was not related on needed investigations and/or examinations

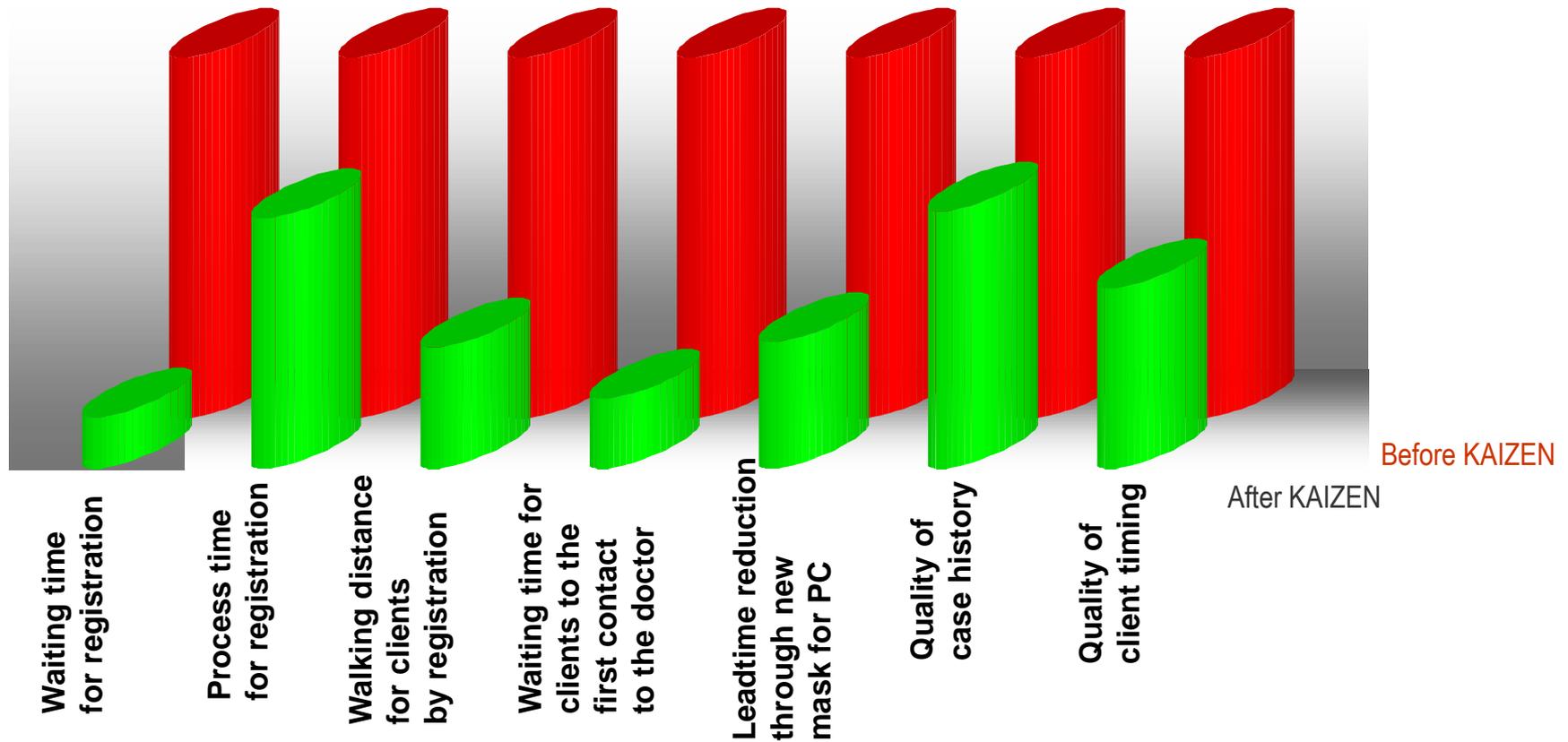
After

- ⇒ After implementation of a coordination-tool (heijunka board) central balancing of needed and additional investigation
- ⇒ Definition of valid standards of the interfaces between all involved departments and definition of a responsible person for this coordination eliminate waste, losses (e.g. unnecessary waiting times)
- ⇒ The new coordination-system guarantee the arrival of ALL needed and ordered investigation results in a defined time (spend time reduction more than 33% in 1 year)

Source: Masaaki Imai „Gemba KAIZEN“

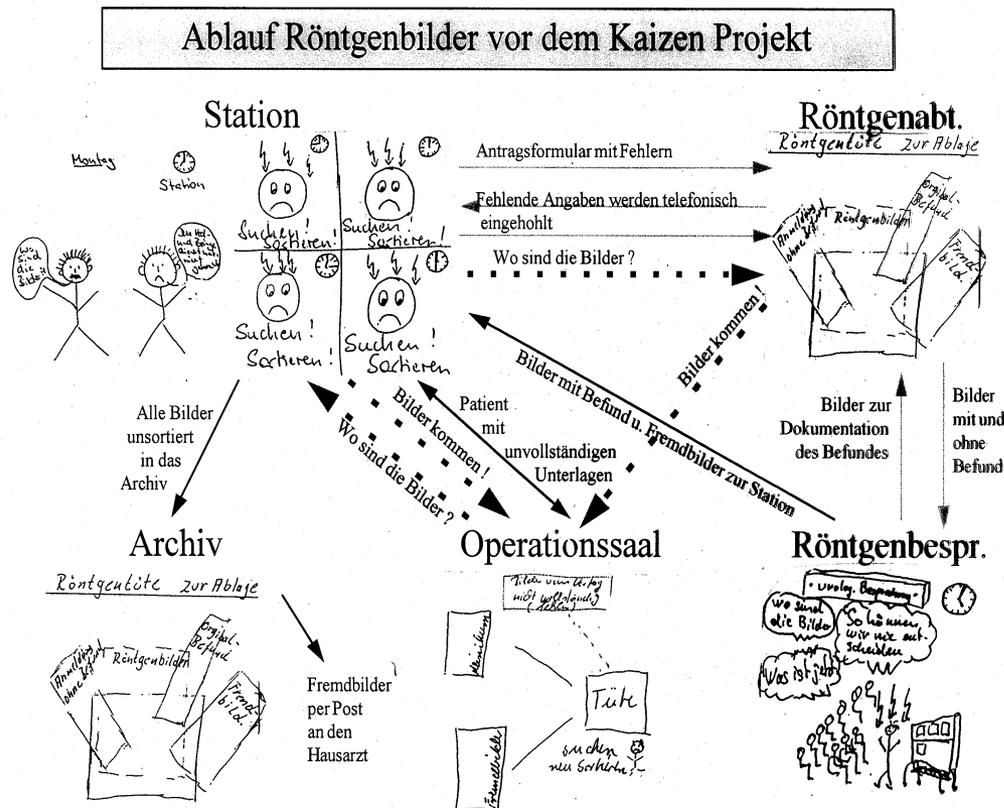
The benefit...

... in the „University Hospital Mannheim “ / Germany is measurable



The practice shows ...

... How could the availability of the radiograms in the „University Hospital Mannheim“ be improved?

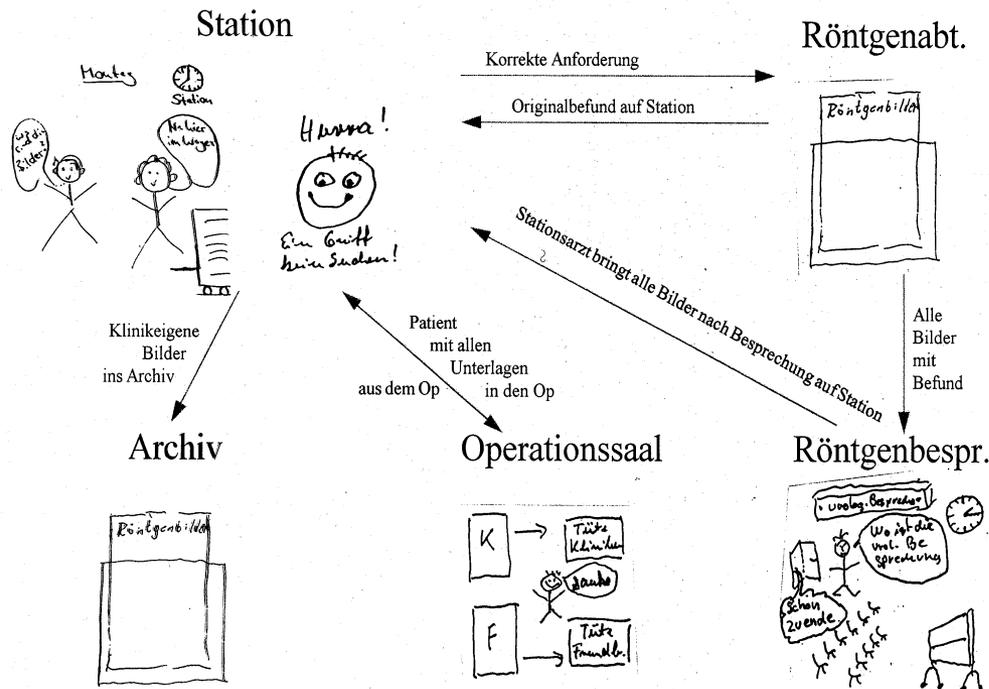


Situation before KAIZEN

The practice shows ...

... How could the availability of the radiograms in the „University Hospital Mannheim“ be improved?

Ablauf Röntgenbilder nach dem Kaizen Projekt

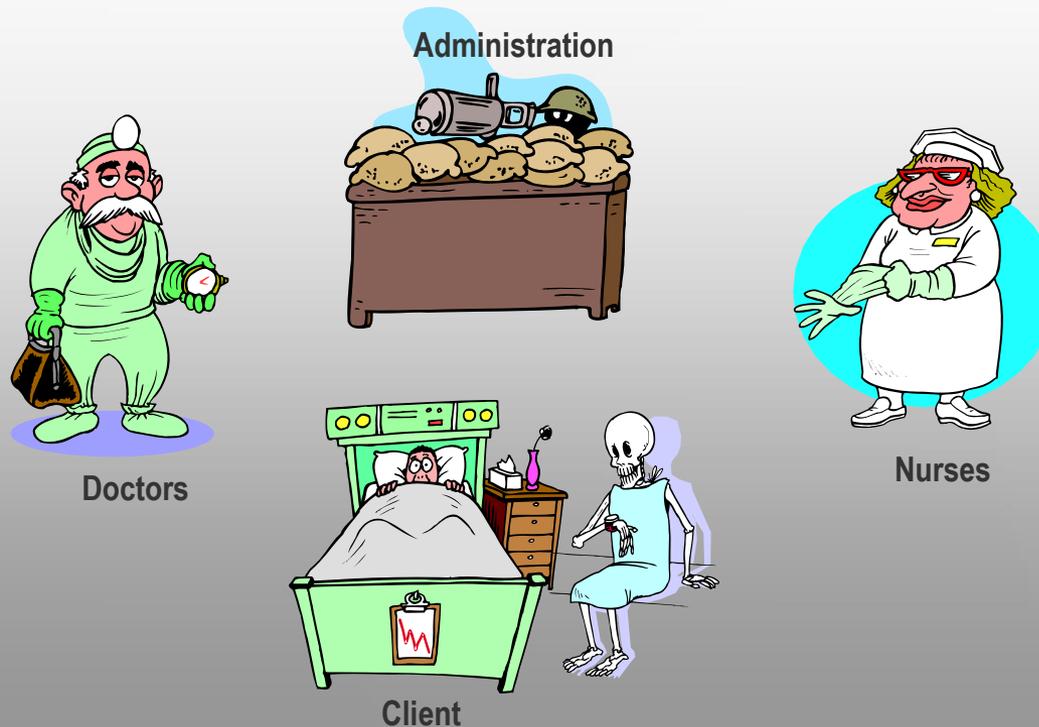


Situation after KAIZEN

The practice shows ...

*... how could be decrease the waiting time of clients from
140 minutes to 20 minutes?*

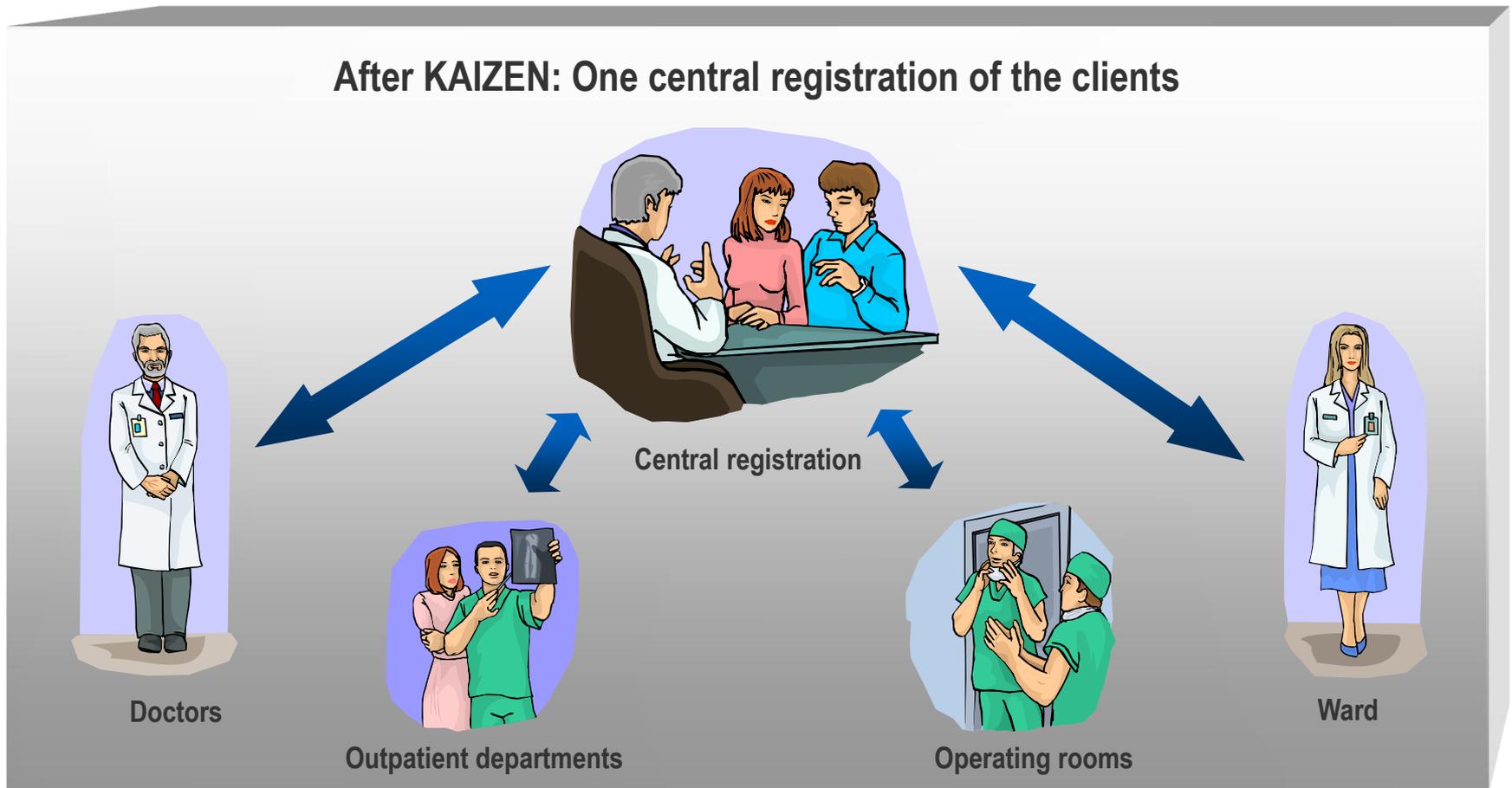
Before KAIZEN: Seperate registration of the clients



The practice shows ...

*... how could be decrease the waiting time of clients from
140 minutes to 20 minutes?*

After KAIZEN: One central registration of the clients



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