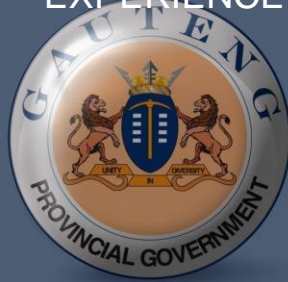


CELEBRATING INNOVATIVE MANAGEMENT IN THE PUBLIC SECTOR 2011

THE KALAFONG HOSPITAL LEAN PROJECT EXPERIENCE



PRESENTED BY DR L.M PHALATSI
CEO: KALAFONG HOSPITAL
28TH – 30TH JUNE 2011

BACKGROUND

Kalafong hospital was chosen as a pilot site for the Lean Project by the NDOH and GDOH&SD in 2010.

- It is a large regional hospital located in the west of Tshwane.
- 857 bed capacity.
- 30 wards and 10 theatres.

The initial workshop included the hospital management team. The latter workshop included project champions from various provinces.



INITIAL LEAN PROJECTS (27 Aug -01 Sept 2010)

Project description	Problem statement
Theatre Time Wastage	Cancellations and backlogs of orthopaedic operations results in wastage of theatre time.
Delays in repairs at the neonatal ward	Delays in repair of critical equipment in the Neonatal Intensive Care Unit have a negative effect on the level of care in the unit that result in increased mortality and morbidity.
Poor Infection control in the casualty area	Current cleaning procedures are contributing to infection challenges in the casualty area.



PROJECT GOALS

Project description	GOALS
Theatre Time Wastage.	Improving Theatre utilization and reducing cancellations. A reduction from 255 minutes to 173 minutes for major orthopaedic operations (e.g hip replacement).
Delays in repairs at the neonatal unit.	To ensure timeous repair of equipments used in the neonatal unit.
Poor Infection control in the casualty area.	Achieve 100% compliance with protocols for infection control in relation to cleaning of the casualty area.



PROJECT PROGRESS: THEATRE TIME USAGE

BEFORE	TARGET	CURRENT
255 MINUTES (04h15)	173 MINUTES (02H53)	249 MINUTES (04H09)



PROJECT OUTCOMES

- Insignificant gains 9 months later:
 - Lack of project leadership (no focused monitoring and evaluation of the project). External factors, e.g inefficiency of feeder departments.
 - Insufficient holistic buy-in by all stakeholders.
 - The negative impact of staff turnover and rotation.
 - Failure to advocate and sustain the methodology.



2ND WORKSHOP PROJECTS (07TH -11TH FEBRUARY 2011)

Project description	Problem statement
Improvement of waiting times at the Pharmacy unit	The waiting time at the out patient Pharmacy unit is unacceptably long.
Improving waste segregation in the emergency unit	Mixing of medical and general waste; and consequent disposal challenges.



PROJECT GOALS

Project description	GOALS
Improvement of waiting times at the Out patient Pharmacy unit.	To reduce patient waiting time at the OPD Pharmacy 349 minutes to about 134 minutes for the average load of 300 patients per day – and within two months to under 120 minutes.
Improving waste segregation in the emergency unit.	To correct waste segregation and disposal in the Emergency unit.



PROJECT PROGRESS: PROLONGED PATIENT WAITING TIME IN THE OUT PATIENT PHARMACY UNIT

BEFORE	PROGRESS AFTER WORKSHOP	TARGET	CURRENT
349 MINUTES (05H49 MIN)	134 MINUTES (02H14 MIN)	120 MINUTES (02H00)	81 MINUTES (01H21MIN)



PROJECT OUTCOMES

- Marked improvement in the waiting times (Success).
 - Total buy-in by the whole Pharmacy workforce.
 - Pharmacy manager took ownership and supervision of the project.
 - Strong advocacy and support for the change.
 - Continuous monitoring and evaluation.
- Challenges
 - Staff turnover and rotation.
 - Negative financial incentive of reduced overtime to be performed.
 - External factors (e.g lack of a co-ordinated booking system)



COMMENTS

- Recommendations and Observations
 - Lean methodology has proven to be a practical strategy for improvement of processes and operations.
 - Holistic dissemination and workshopping of various levels of management and staff on the Lean methodology.
 - Resource support for sustenance of project by the NDOH and GDOH &SD.



COMMENTS CONT....

- Need to create Lean project management teams institutionally → improved monitoring and evaluation.
- Organisational culture change, advocacy, communication, support and leadership.
- Continuous sharing of best practice results



ACKNOWLEDGEMENTS

- PROF. FAULL & UCT
- NDOH
- GDOH & SD
- LEAN TEAMS
 - KALAFONG HOSPITAL
 - NATIONAL AND PROVINCIAL CHAMPIONS
 - NDOH STAFF
- KALAFONG HOSPITAL MANAGEMENT AND STAFF

THANK YOU

