



THE
GRADUATE
SCHOOL OF
BUSINESS
UNIVERSITY OF CAPE TOWN


Lessons from a multi-site lean healthcare experiment

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Grütter, Chipu Mupure
and Zameer Brey
with Ruzivo Chigwedere, Tony
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LeanInstitute
AFRICA

CELEBRATING INNOVATIVE
MANAGEMENT IN THE PUBLIC SECTOR
Cape Town June 2011



NDoH tender in Nov 2009

- July 2009 BPW at North West Province hospital triggers NDoH to go to tender
- Each of 18 hospitals in SA's neediest health districts targeted to host such a one week BPW



BPW locations



Purpose of tender

- Determine the suitability and effectiveness of the lean approach in addressing challenges in healthcare service delivery
- Train the management teams in each of the 18 hospitals the lean approach to improving healthcare service delivery



Process

- Pre-workshop briefing
 - Purpose
 - People .. ≤ 18 mgrs with 12 from host
 - Process
 - 3 projects to be selected/specified by host
 - Checklist of requirements (meals, flipcharts, pre-brief staff, meeting room, etc)
- Workshop of 5 days duration
- Post-workshop visit
 - Health of each project
 - Assess attitudes/needs/desires



Scheduling 18 BPWs

Event	Start	End	Note
Contract May 10	12Jul10	30Sept10	SWC
Actual	12Jul10	21Jan11	Aug10 strike

19th Workshop in February 2011 to allow each of the 18 hospitals to send one person for a second experience of the process



Team of facilitators

Facilitator	BPWs as lead	BPWs assisted	Total
Norman Faull*	7	0	7
Ruzivo Chigwedere	3	2	5
Tony Booyesen*	3	2	5
Chipo Mupure*	2	1	3
Anton Grutter*	2	1	3
Zameer Brey*	1	2	3
Rose Heathcote	1	0	1

*Participated in reflection on 26th August (after 4) & 23rd November after 'all' 18
All reported in writing during February and March 2011



Core of approach

- A3 report structure for each project
 - “Gap is problem”
 - “In the context of purpose”:
 - Go see
 - Ask lots of questions with genuine curiosity
- Work respectfully with your people in belief they can be ‘set up to succeed’

Avoided jargon or even mentioning ‘lean’



BPW schedule

Day	Activity
Monday am	Survivor game Slides
Monday pm	Intro to projects 'Go see'
Tuesday	Grasp the situation
Wednesday	Plan
Thursday	Do & Check
Friday	Report per A3 with 'follow up' (Act)



Projects by type

Project type	#
Waiting time reduction	17
Stock availability	11
Patient file availability	9
Cleanliness	4
Patient flow	3
Infection control	3
Waste segregation	3
Theatre improvement	3
Equipment repair	1
Month end data capture	1
Emergency response	1
Total	56



Project results at follow-up

Nature of result	#	%
Recommendations sustained with further improvements	15	27
Recommendations sustained with no further improvements	21	38
Recommendations implemented but not sustained	6	11
Recommendations not implemented	7	12
Unable to discern whether any meaningful activities have happened	7	12
Total	56	100



Wednesday 9th Feb 11 at 14h30

Closed pharmacy after two hours overtime at 6:30pm & asked 70 pts to return Thursday



Thursday 10th Feb 11 at 13h15



Thursday 10th Feb 11 at 15h50

"Have not worked beyond 4:15 pm since then"



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SUCCESSFULLY DEMONSTRATED
OK BUT NOT ENOUGH FOR CONFIDENCE




Points to ponder

1. Hospital selection
2. Project selection
3. Participant selection
4. Pre-/Post-workshop communications
5. Role of senior management
6. Measurement
7. A3s



Planting trees Nurturing the orchard

- Impact
- Scale
- Sustain
- Plant a tree
- Plant an orchard
- Harvest sustainably for years to come



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The 'pilot' was about planting trees (in a drought)

The trees were too far apart for an orchard to be established

The pilot did not touch on this – the long-term practices of the farmer in nurturing the trees and orchard



Overall the pilot was...

- Too ambitious for a pilot
- Too 'fair' to all provinces
- Too focused on managers
- Too geographically dispersed
- Too rushed
- Too neglected by National/Provincial
- Too focused on 'planting' rather than 'farming practices'



And yet...

- Nearly 65% of the 'trees' survived for several months
- The participating hospitals are keen to continue



● ● ● | Overall..

Much learnt and much to learn!



Thank you!