

NTWC Lean Journey – One Year On

NTWC Lean Steering Committee

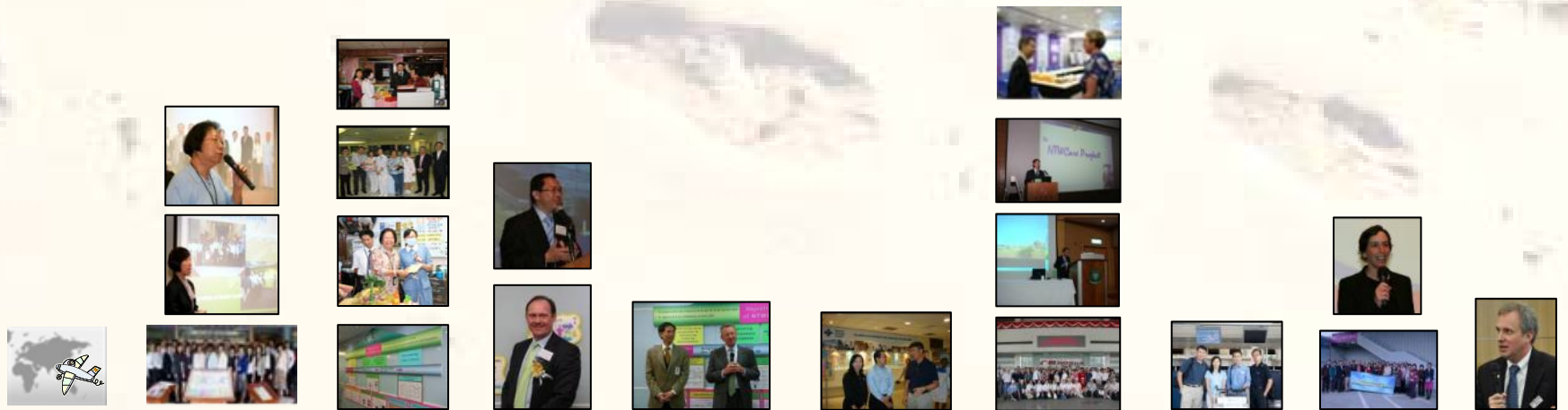


What is Lean Management?



- Customer oriented improvement program through elimination of the 7 wastes:
 1. Over or early production
 2. Waiting
 3. Transportation
 4. Inventory
 5. Motion
 6. Over-processing
 7. Defective units

Our Footsteps



Spring 08 Aug 08 Oct 08 Dec 08 Jan 09 Apr 09 May 09 Jul 09 Nov 09 Dec 09

Philosophy (1)



Philosophy (2)



The Design of the Outer Wall

Philosophy (3)



使命
Mission

We are committed to providing people-oriented healthcare services and an environment conducive to staff wellness

我們憑著群策群力的團隊精神提供「以人為本」的醫療服務

價值觀
Values

People FIRST 以人為本

*F*airness 公平公正

*I*nnovation 創優再造

*R*espect 互賴互信

*S*afety 安全穩妥

*T*eamwork 協力同心

願景
Vision

Your preferred healthcare provider

精誠服務 人人佳選

The Design of the Inner Wall

Lean Vehicle



Team Work



Celebration



People Development



Advanced Level

- 16 graduated
- 24 in training

Intermediate Level

- 300 trained

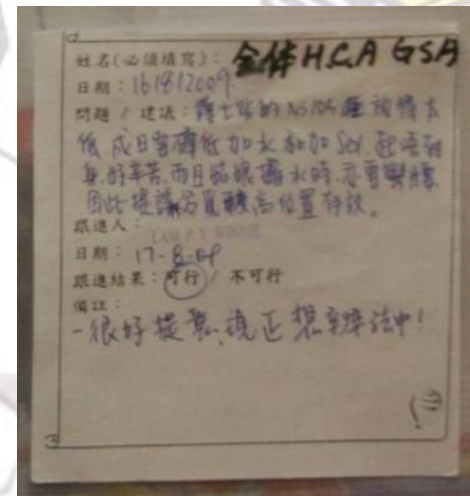
Basic Level

- 3,000 participated

Culture (1)



- NTWC Suggestion Program
 - Contributions of every employee provide long-term continuous improvement.
 - Bottom-up communication.



Culture (2)



- Gemba Walk & News Express
 - Senior management walkround since Jul 09
 - Visited 22 clinical units
 - Recognition
 - Support and advise
 - Promulgate good practice



Culture (3)



Culture (4)



- Our Monthly Kaizen Sharing



Culture (5)



- Our Website

- Introduction of Lean to all staff
- Updates of Lean activities in NTWC
- Lean/Kaizen tools

<http://ntwc.home/lean>



The screenshot shows the NTWC Lean Office website. At the top, there is a banner with the NTWC logo and the text "Lean Office, NTWC". Below the banner, the website is organized into several sections:

- Home**: A list of navigation links including "Lean Overview", "Lean Management Training", "Strategy and Tools", "Kaizen Coordinators List", "Kaizen Sharing Forum", "Kaizen Post", "References", "Gallery / Photo Album", "Lean Glossary", "Contact Information", and "Logos and Powerpoint Templates".
- 1st Kaizen Sharing Forum 2010**: A section featuring a gold coin icon and text stating: "After a two-month break, the Kaizen Sharing Forum has returned on 25 Jan 2010! With a new format and many fresh elements in this monthly sharing event, the lean office hopes that everyone can take back some lean ideas as well as enjoy some great fun once every month!". Below this, it says: "The coming Kaizen sharing forum will be on 22 Feb 2010 (Monday). You are most welcome to join us!" and includes a small photo of two people.
- RIE on CDC delivery to POH**: A section with a photo of a group of people and text: "A group consisted of members from POH clinical units, Central Distribution Centre (CDC) and Lean Office performed a 1-day Rapid Improvement Event (RIE) on 9 November aiming to improve the workflow of the delivery of medical consumables from TIH to POH. With the open support from Dr TW Lee and invaluable advice from our advisor Ms Rafman, the team re-engineered the delivery process through vigorous discussion and hands-on activities under lean management principles. Trial run of the proposed process will start in phase starting January 2010."
- What's New**: A section with a blue header and a list of recent events:
 - [Kaizen Sharing Forum 1st Anniversary Celebration](#)
 - [NTWC Gemba Walk](#)
 - [1st Kaizen Coordinators' Gathering](#)
 - [Visits on Lean Journey, NTWC](#)
 - [Mini-Convention on Lean Celebration on 26 May 09](#)

Process Improvement (2)



Improvement	Before Kaizen	After Kaizen	% Improve
% of patient can be discharged before 13:00	19%	61%	42%

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Developing rehab/discharge plan for stroke unit patient	7 days	4 days	43%

Process Improvement (2)



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% of patient can be discharged before 13:00	19%	61%	42%
Developing rehab/discharge plan for stroke unit patient	7 days	4 days	43%
% delay transporting patient for angiogram	47%	25%	22%
% days with OT overrun	55%	36%	19%
Minutes of patient waiting at pharmacy (3 trials)	28 mins 27 mins 45 mins	23 mins 24 mins 35 mins	16%

Conclusion



- Lean healthcare is adoptable under the context of Hong Kong as demonstrated by the benefits brought by the NTWC lean journey.
- NTWC is determined to stay on this path.

Thank You

- Members of NTWC Lean Steering Committee

- Albert C Y LO Dr, NTWC CCE / TMH HCE
- T W LEE Dr, NTWC SD(C&AC) / POH HCE
- K L CHUNG Dr, NTWC SD(Q&RM) / CPH/SLH HCE
- Lilian WONG, NTWC CGM(N) / TMH GM(N) / POH GM(N)
- David MAK, NTWC CGM(HR)
- Bonnie WONG, NTWC CM(Q&RM)
- C W CHENG Dr, NTWC CC(Q&RM) / CPH Assoc Con GAP
- Henry CHEUNG, NTWC Officer(Lean Office)/EOII(Q&RM)
- Oliver CHAN, NTWC Officer(Lean Office)/EOII(Q&RM)