

The Lean Paradigm

A Personal Learning Journey

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10th May 2010

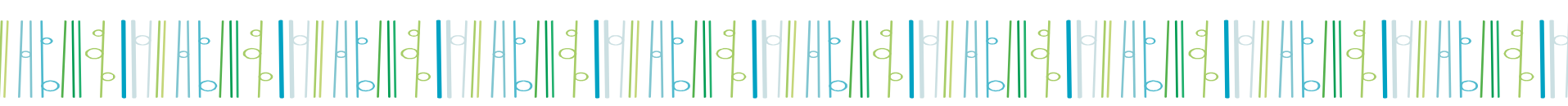
Hongkong Authority Convention 2010

Hongkong Convention & Exhibition Centre



Paradigm

Some Clarifications



Something are ...

- More common
- More important
- More impactful

Rule of
20 : 80

This is true in

- Types of patients we see
- Problems we face
- Errors made
- All things



WOW

Great Opportunity

Lesson 1. Focus

Do you know, Are you focus, Are you working, Are you monitoring the 20?



Lessons from CPIP

10 Years Experience from 1999...

Essentially its Problem Solving Plus

- System
- Root Cause
- Doing the 20 : 80
- Monitor (long enough)
- New Easier Process

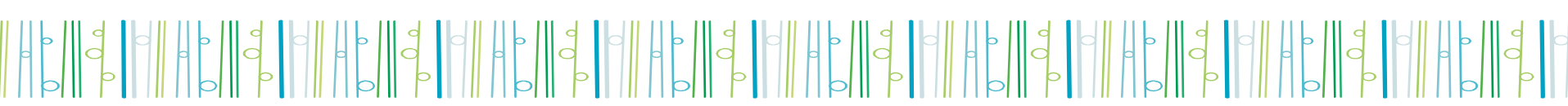


Always ask for BIG gains!

Old process, Old Results

New Better Process, Great Results

Lesson 2 : Great Expectation



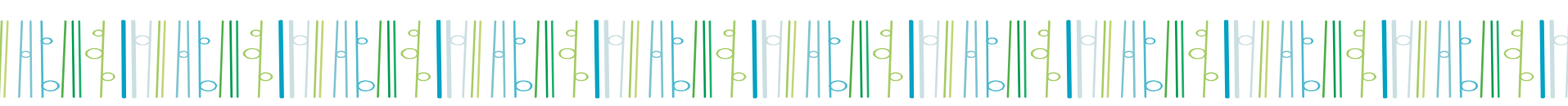


Tan Tock Seng
HOSPITAL

Easy to prove, Damn Difficult to
change habit

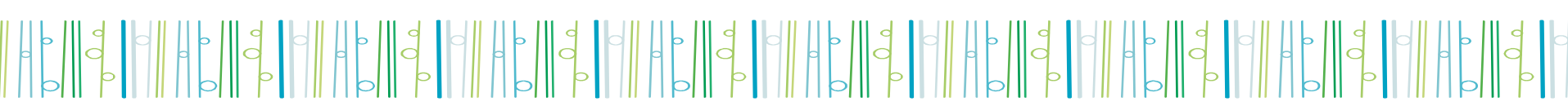
Need : To Monitor (minimum 3 months)
To Develop New Standard Work
To Remove Old Shoes

Lesson 3 : Change Behaviour



Improving one dimension of quality
leads to improvement in other areas

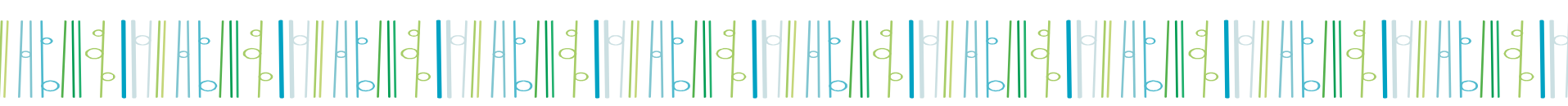
Lesson 4 : Good is Faster, Better,
Cheaper and Safer



First Acid Test (End 2003)

Adverse Events Survey

Cheaper, Fairly Fast but NOT SAFE



Apply

- Focus
- System
- New Process
- Problem Solving
- Constant Attention
- Great Expectation

- Make it Personal
- Understand the price
- Create the ownership
- Do no harm



2nd Survey
2007 (3years)
36.8% Improvement

Same Expectation.
Use other Industries
as Benchmark



Healthcare is not Rocket Science

It's a lot more complicated

We can learn from others and we need
to follow the

Rules of Business



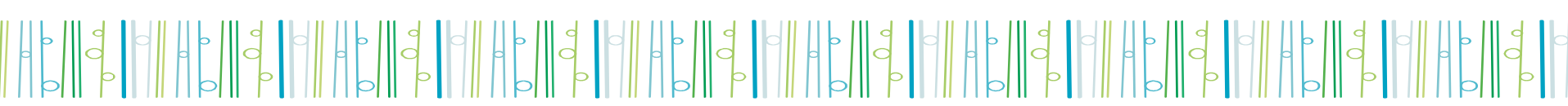
Rule of Business

- Always know what the customers wants (Now, Future and Even when the customers doesn't know)
- Be Accessible (24/7 / 365 + Urgency)
- Be Affordable (What Society is Willing to Bear)
- Have a good product (Safe and Proven)

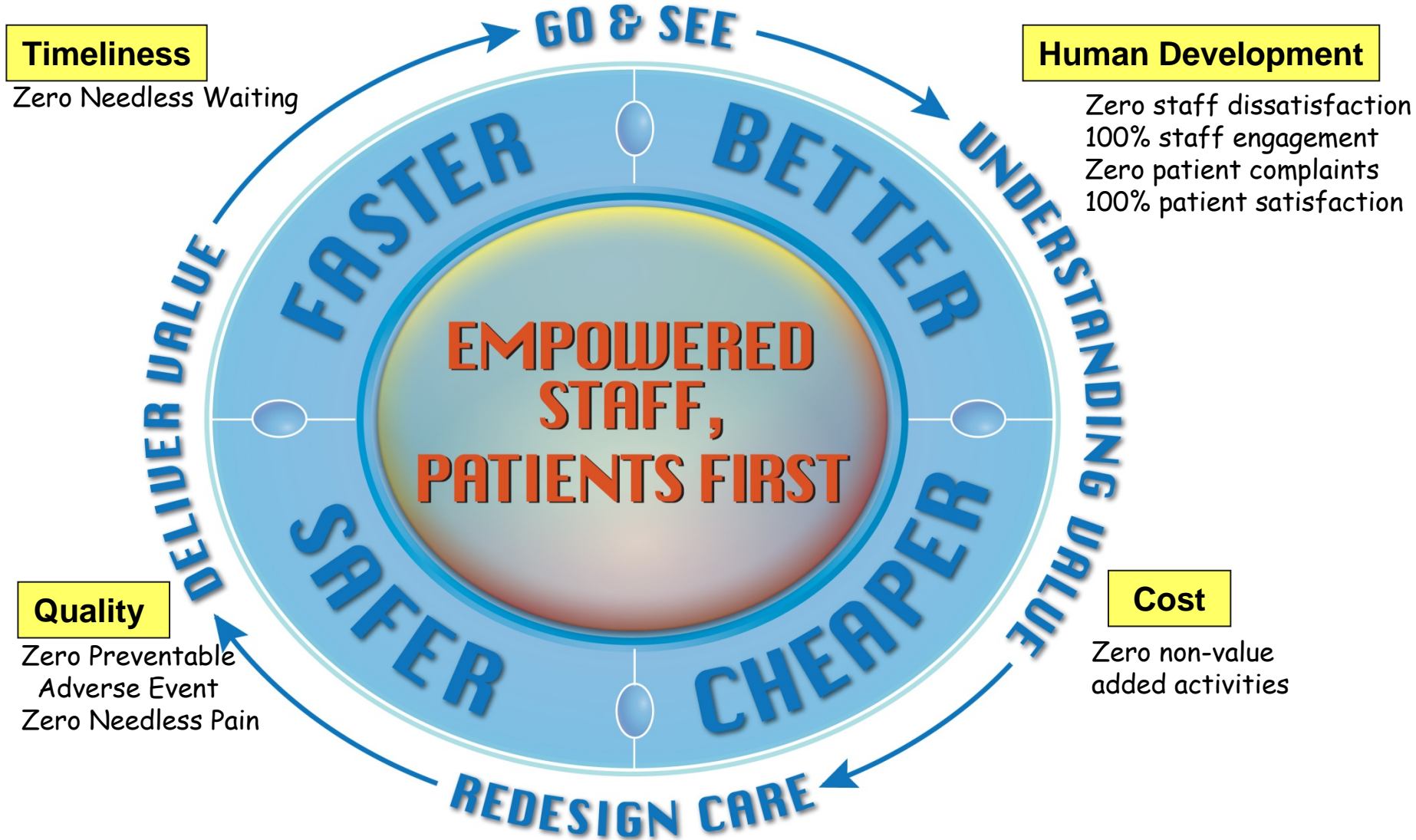
Lesson 5 : It's What Our Customers
Values

We are Healthcare !

- Create the Burning Platforms.
- Create the 'System'
- MyCare Framework
- Education Program
- Supporting Structure
- Create the Expectation
- We all have 2 jobs
- Focus Top Down, Bottom Up, In Out



NHG MyCare Framework

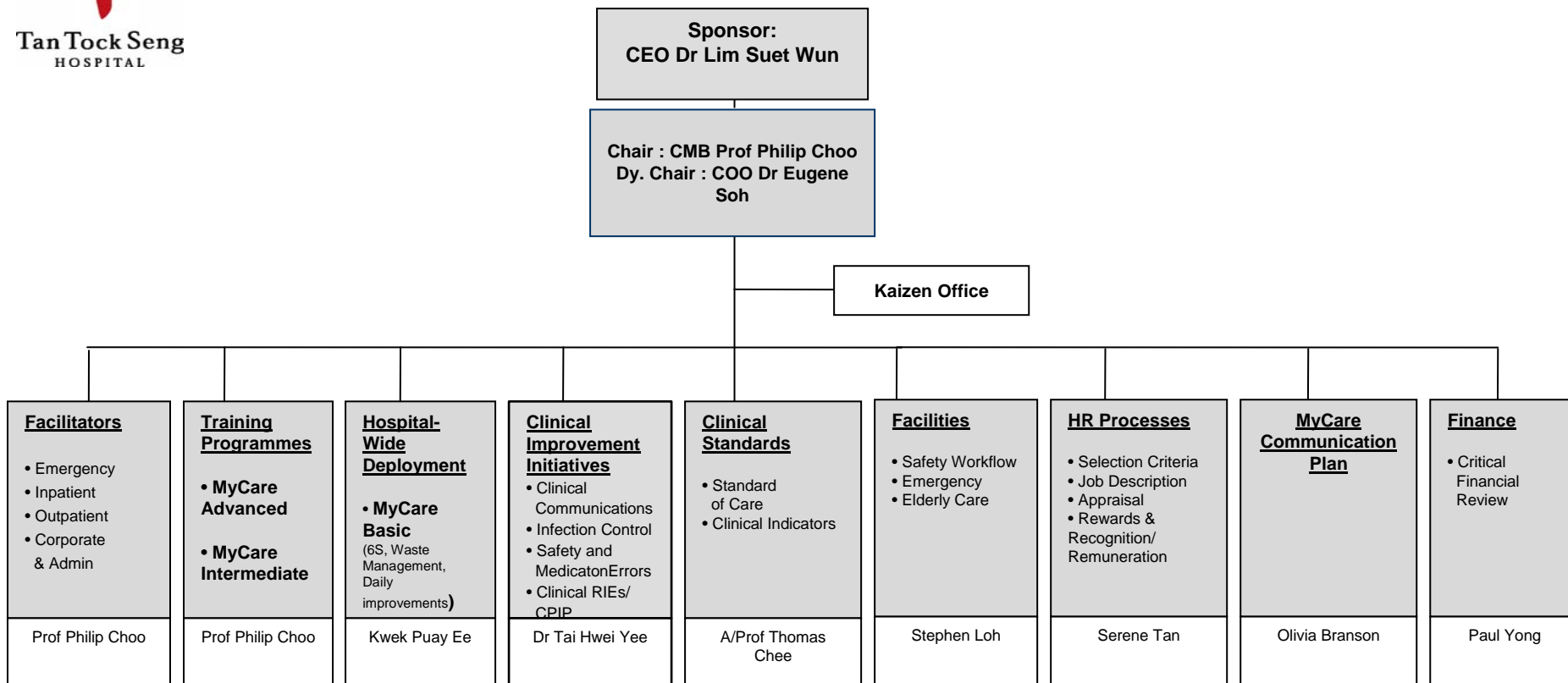


Developing Leadership in Our People

Enhancing Skills, Capabilities, Building Systems & Teams

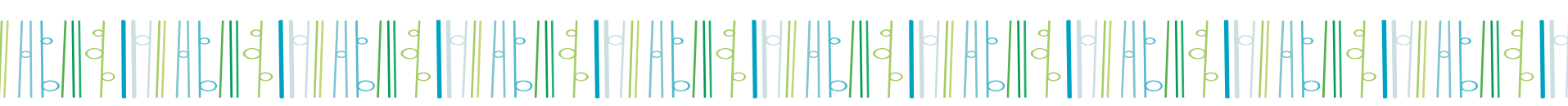
Providing Support: HR Processes, IT, Facilities

MyCare Transformation Taskforce



Quality and Continuous Improvement

- Lesson 6. It's Everyone's Job



Lessons from the last 3 years

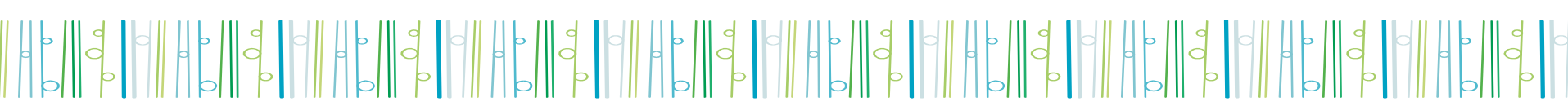
1. Distill and Simplified
2. Transfer knowledge and Observe Skill Transfer
3. Monitor, Expect Much and Maintain Attention
4. Modify, Adapt and Learn
5. Stability and Consistency VS Change
6. Ground Knows, Ground Lead, Ground Do
7. Recognition, Reward, Celebrate
8. Changing Entire Process Chain

Lesson 7. 1 to Teams

Silo to Whole Picture

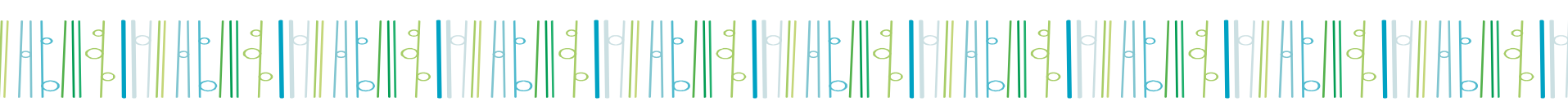


Quality is not a choice,
Quality is not an option,
Quality is not a good to have,
Quality is not good enough.



Quality is our foundation
Quality drives what we do

Lesson 8. It's the Fundamental
Principle, Skill and Method of
Work



- Lean is not Mission
- Lean is not Strategy
- Lean enable us to implement strategies and achieve Mission
- It's what we believe, it's how we work

