



Collaborative Lean Improvement Program to offer a Fast Track Employment for Supporting Staff

HA Convention Speed Presentation

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Background

2015



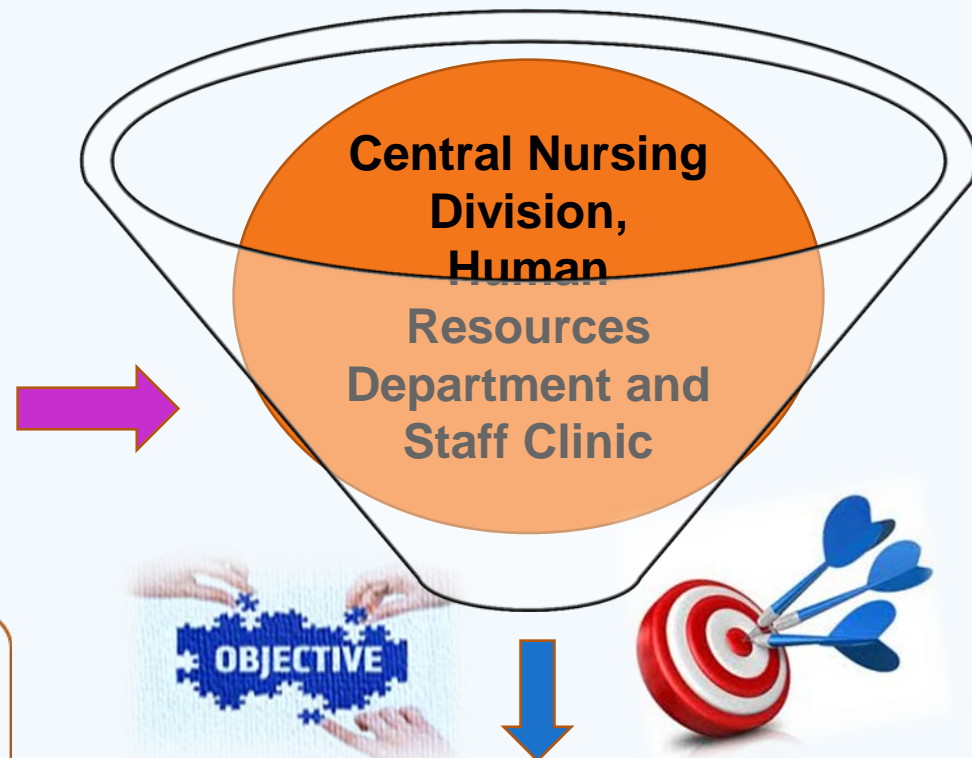
Low Patient Care Assistance IIIA (PCAIIIA) manpower



High turnover



High bed occupancy

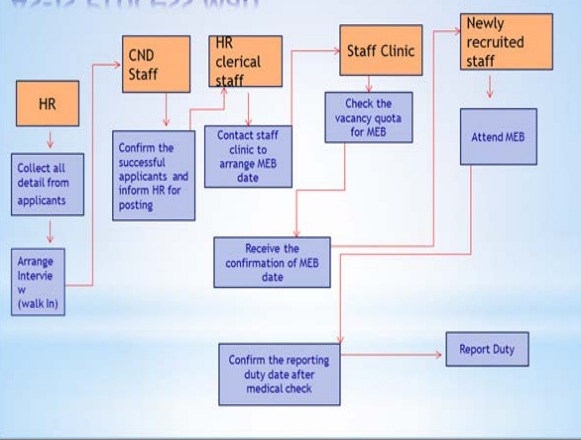


To reduce lead time from interview to duty reporting

Methodology (1)

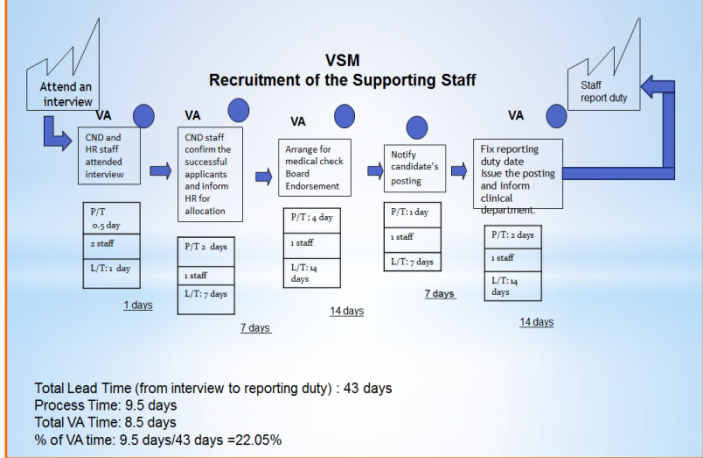
LEAN
THINKING

As-is Process Map



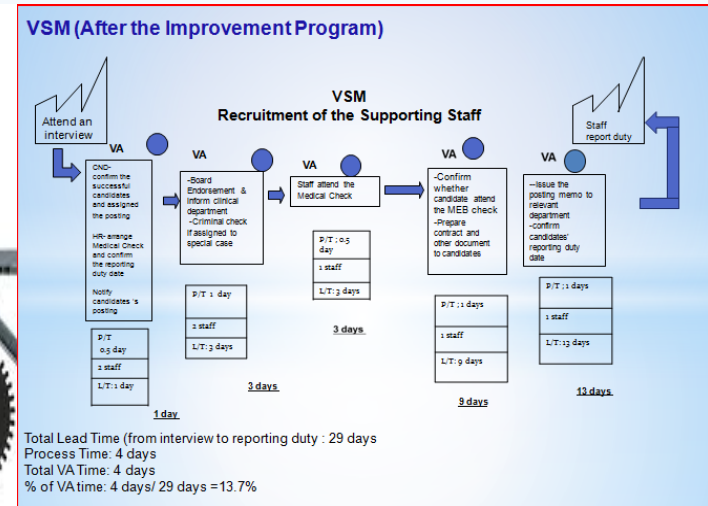
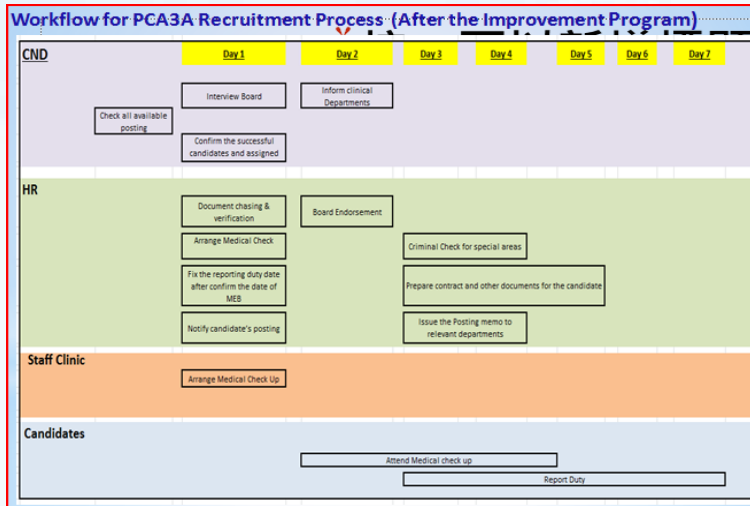
worked out
the As-is
Process
Map and
VSM to review
the workflow

VSM (Before the Improvement Program)



- Long waiting time for Medical Examination Board (MEB)
- Failure to contact applicants for arrangement of MEB and reporting duty date
- Lengthy process contributed by inadequate communication.

Methodology (2)



Reformulated the workflow

- Proactive planning of the logistic work before the interview
- Pre-arranged Medical Examination Board
- One-stop appointment (interview->Medical check->reporting duty)




Result

Earlier arrangement of the Medical Examination Board

Before the Program  24.5 days

After the program  4.5 days

Decrease lead time from interview to reporting duty

Before the Program  43 days

After the program  29 days

Decline Rate



20%
15%
10%
5%
0%

Before the
program

After the program

■ Decline Rate

17.90%

4.08%



↓ Waiting time for MEB

↓ Decline rate

↑ PCAIIIA Manpower

↑ Staff appreciation