



Service Priorities and Programmes Electronic Presentations

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Waste reduction in time, space & manpower by elimination of transport trolley in CSSD

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Introduction

Healthcare is regarded as complexity of care across time and space. Continuous modifications and evaluations should be done in order to achieve the aim of cost-cutting and fully utilizing limited manpower, while improving work quality. Therefore, improvement efforts should be addressed and highly stressed on so as to improve reliability, effectiveness, as well as the working environment of existing services in CSSD.

Objectives

A lean project had been carefully designed and successfully implemented from Sep. 2015 to Jan 2016 in 3 phases. It eliminated the delays, overcrowding and wastes in terms of time, space & manpower.

Methodology

A full review had been carried out on a value stream which included all activities. Different wastes were expertly identified as non-value-added items. Transportation trolleys from each ward were grouped according to their locations among different storey and respective utilizations, resulting in 56% of trolley reduction. Sequentially, manpower could be reallocated to other value-added tasks such as work within the inspection-assembling-packaging zone, thus effectively reducing the occurrence of overtime work.

Result

Besides trolley reduction, there were 56% of round trip transportation time reduction and a total of 30% time reduction in the whole process. Maintenance costs of elevators and trolleys were satisfyingly reduced.

Conclusion

There are four crucial parties gaining benefits from the project, namely, CSSD, transportation team, ward users & ultimately, the hospital. CSSD was able to increase efficiency of work; the waiting time for transport team was shortened; ward space was effectively maximized; the maintenance cost and waiting time for elevators were

greatly reduced.

Conclusively speaking, this project adequately demonstrated the importance of collaboration with the assistance of end-users and the transport team.