

Service Improvement

annual review 2009-2010



Pathology lean implementation – one year on

Clinicians are getting faster confirmation of diagnosis and patients are getting quicker results, following the introduction of 'lean' processes in pathology.

In September 2008 pathology completed a 14 week lean implementation. Processes and layouts were changed to improve the flow of specimens through the laboratory, and new standard ways of working were introduced to ensure consistency and reduce errors. The immediate impact of the work was significant reductions in time taken from receipt of specimens to results being available, meaning that patients are able to be treated more quickly.

Since the lean implementation the department has been able to cope with a 20% increase in workload within the same resources and has seen a reduction in staff sickness absence in the pre-analytical area from 19% to 5%. Staff are now able to complete their daily work by 5.30pm when previously they had to stay late to finish.

The pathology 'lean team' have continued to make improvements to other areas including cytology where the daily average turnaround times have been reduced by 40%.

"The whole point about this process is that it never stops. Its part of a culture, not something you just do once."

Isabelle Brooker, Pathology Reception Manager

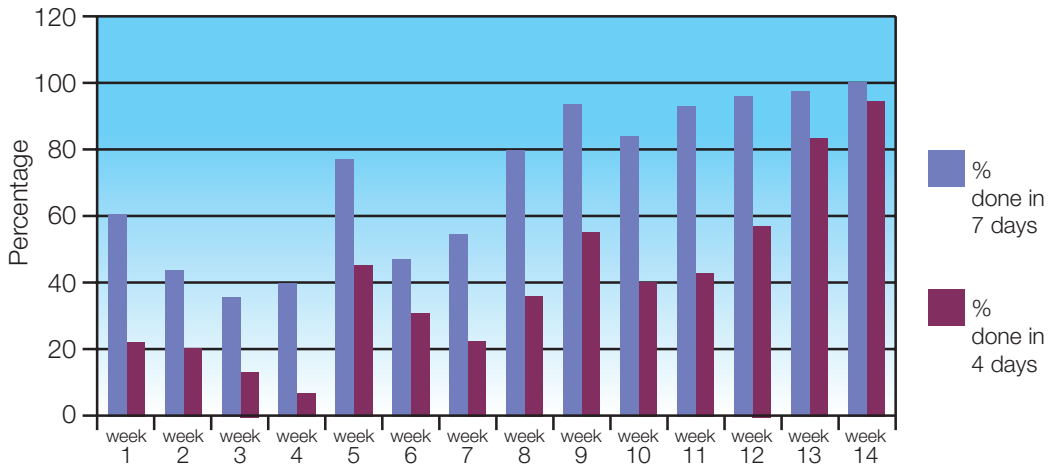
"There's been a definite change in culture. If you do things right at first it can save a lot of time later on."

Andrea O'Connell, Chief Biomedical Scientist

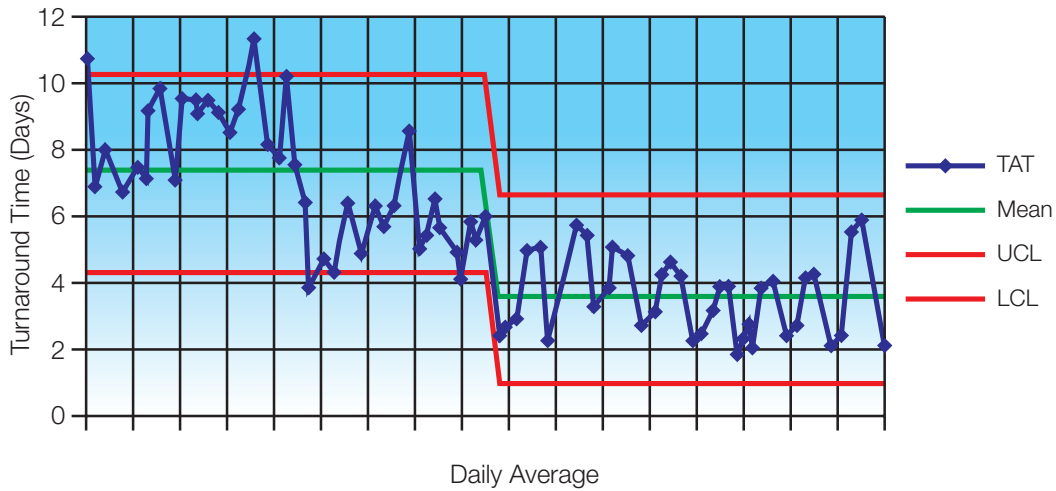


Isabelle Brooker and Andrea O'Connell

Gynae Cytology % Reported by 7 or 4 Days



Daily Average Negative Cytology Received to Reported Sept-Dec 2009



“Taking a team out to work full time alongside the Service Improvement Team for the 14 week lean implementation means we now have our own pathology ‘lean team’ who have the skills and confidence to continue to make significant improvements in the way that we organise and deliver our services.”

Peter Martin, Directorate Manager.



NGH case studies

Pathology

- Case study 1.1 Lean in the lab – Level Loading Specimen Delivery
- Case study 1.2 Lean in the lab – Kanban
- Case study 1.3 Lean in the lab – Impact of Increased Cytology Collections
- Case study 1.4 Lean in the lab – Immunology Process Change
- Case study 1.5 Lean in the lab – Long Term Impact
- Case study 1.6 Lean in the lab – Storage Cost Avoidance
- Case study 1.7 Lean in the lab – Visual Management
- Case study 1.8 Lean in the lab – Cytology Turnaround Time

Theatres

- Case study 2.1 Theatres – Inventory Management: 5S
- Case study 2.2 Theatres – Standardised Airway Trolleys & Medicine Cupboards

Wards

- Case study 3.1 Spencer Ward – Saving Sore Feet
- Case study 3.2 Allebone Ward – Improving Medicine Administration
- Case study 3.3 Hawthorn Ward – Improving Shift Handover
- Case study 3.4 Beckett Ward – Visual management
- Case study 3.5 Medical wards – Improving Medicine Administration & Supply
- Case study 3.6 Singlehurst Ward – 5S, Improving Flow & Visual Management
- Case study 3.7 Postnatal Wards – Improving the Postnatal Discharge Process
- Case study 3.8 ITU – Setting Up a Ventilator

Cancer

- Case study 4.1 Emergency Assessment Unit alert
- Case study 4.2 Gynaecology Ascities Drainage Pathway
- Case study 4.3 Oral Chemotherapy Support Service
- Case study 4.4 Physics Treatment Planning
- Case study 4.5 Cancer Services – Improving Patient Experience
- Case study 4.6 Urology Capacity and Demand

Pharmacy

- Case study 5.1 Dispensary – 'First In First Out' (FIFO)
- Case study 5.2 Dispensary – Lean Implementation
- Case study 5.3 Dispensary – 5S and Improving Layout
- Case study 5.4 Pharmacy Stores – Saving Cold Feet

Support Services

- Case study 6.1 Security Documentation & 5S
- Case study 6.2 Clinic Notes

Outpatients

- Case study 7.1 Improving the Fertility Pathway

For more information and case studies
contact the Service Improvement Team
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