

LEAN

In search of an answer to the questions :

- How to do more with less?

How with more quality ?

How to be more respectful ?

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Current state – Future state Expert

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Agenda

- LEAN : What is it ?
- LEAN : How does it work?
- LEAN : How do you get started ?

Gordel aan
of je vliegt
uit mijn auto



What is LEAN ?



History

Ford T 1910 : line production – time is money

GM 1930 : Process Approach

Toyota anno 1950 : solving logistics + activating people

LEAN the machine that changed the world 1990 - Jones & Womack

Business strategy: continuous improvement - applicable in all organizations

5 Steps

What is Value – Ban Waste – Balance – Pull – Continuous Improvement

4 Pillars

Philosophy – People – Process – Problemsolving

What's in it for you? TIME

Productivity +45%

Cost reduction -25-55%

Quality +50-90%

Area in use -35-50%

Lead time reduction -50-90%



1. Define value



Value value value

Identity

What do you invoice?

What does the customer want?

Is the patient an object?

Can our residents only be nursed and fed?

What does the Residential Care Decree tell us?

External and internal

Time for our customer

How much time does the doctor have?

How much time does a logistics worker have?

How much time does the head nurse have?

How much time do the nurses have?

How much time does the cleaning service have?

How much time does the kitchen have?

How much time do the ergo and the physiotherapist have?



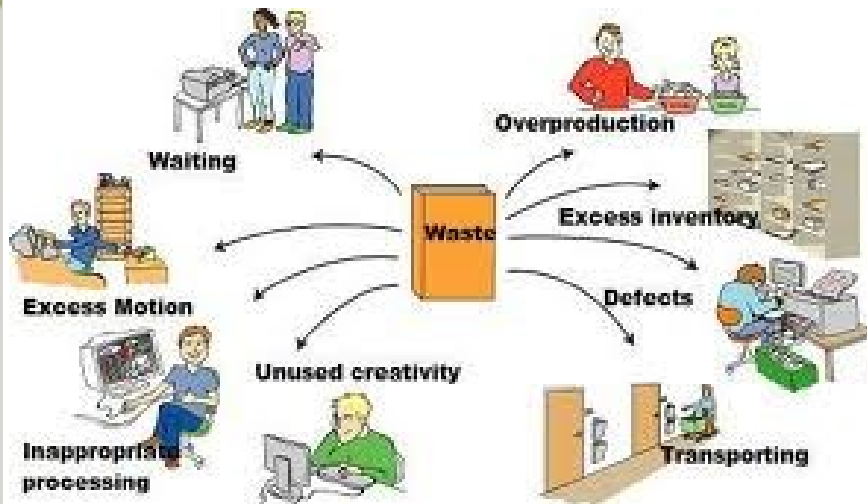
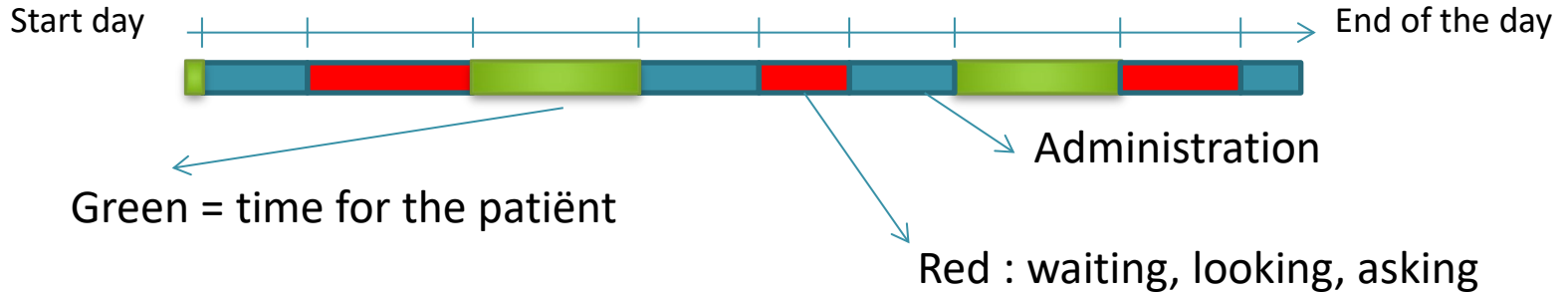
2 : Eliminate waste



- Walk in the park
- Leadtime



2 : Eliminate waste



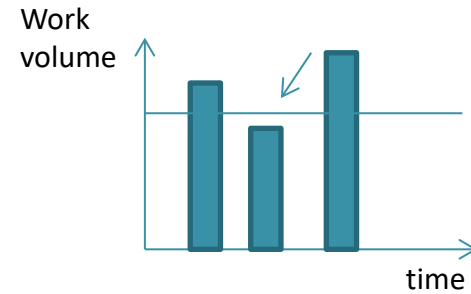
“waste” in administration

- Waiting
- Communication (too)
- Inspection, controle
- Transport
- Data input – administration
 - Double input
 - Rework
 - Searching

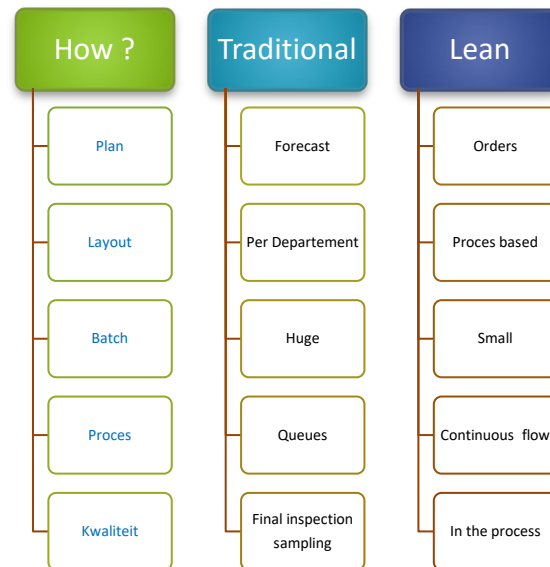


3. Balance

- **Urgent vs. Planned**
- Deployment of resources and personnel
- Distrust - trust
- Control – self-monitoring
- Communication – short – fewer walls
- To each his own way – agreements



4 : Pull



5 : Continuous improvement



- **Every day a new begin**

- There is always room for improvement
- Building on strengths
- People are still people
- Humans Spawn Technology

Context changes

Customers

Technology - Knowledge

Legislation

Employees



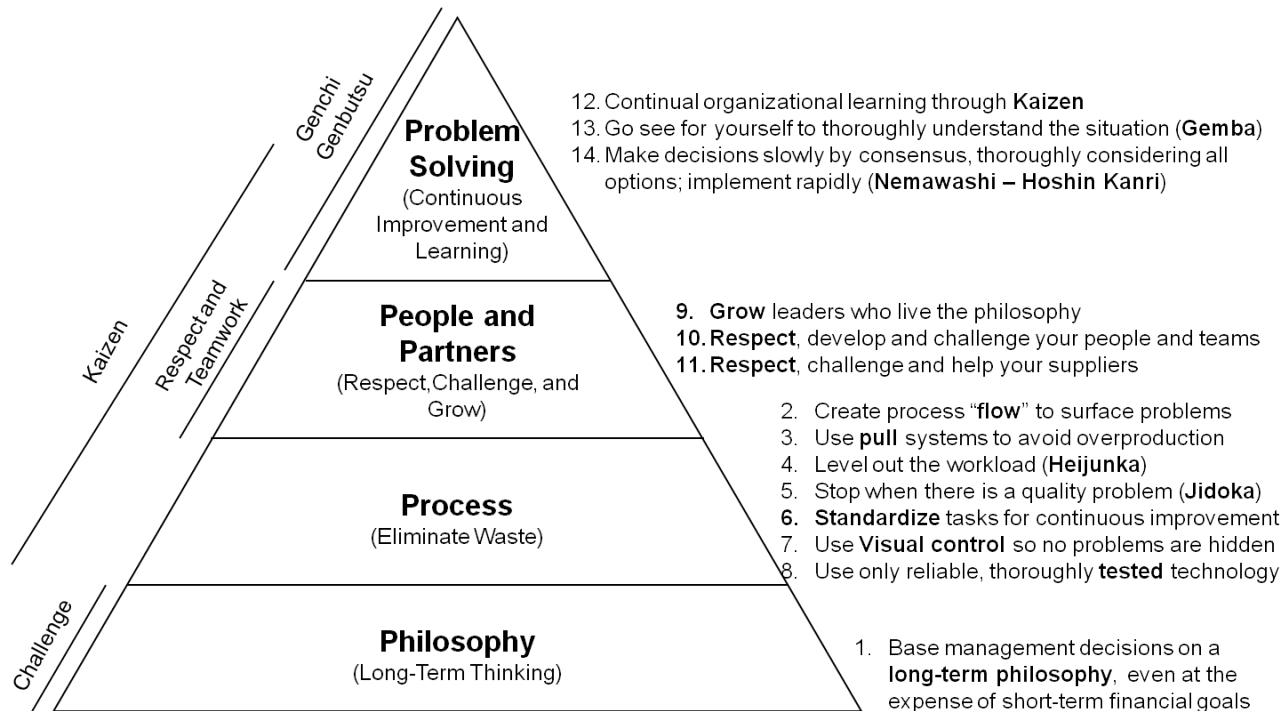
What is it? : 4 P's



Proces – People – Problem solving – Philosophy

14 Principles – 4P model

Uit 'The Toyota Way', Jeffrey Liker, Mc Graw-Hill, 2004



People



Traditional

- We believe or we divide
- Diploma
- Problems on the board's plate
- Pigeonholing
- The bookkeeper has the power
- Meetings without outcome
- Doing what is asked
- Tasks
- Do the dirty work

Lean

- Objectives
- Training – lifelong learning
- Troubleshooting
- 3-1-3 principle: flexibility – job differentiation
- Manage the VA activities and track the numbers
- Visual management
- Participation, support and steering
- Responsibility
- Respect



Problem Solving



- Perspective
 - Napkins
- Participatory
 - Menu
- Make them visible
- Underestimating logistical problems
 - 20% time is walking
 - Team: respect and 2 way communication
- Do
- Symptoon – analyse – test - borg



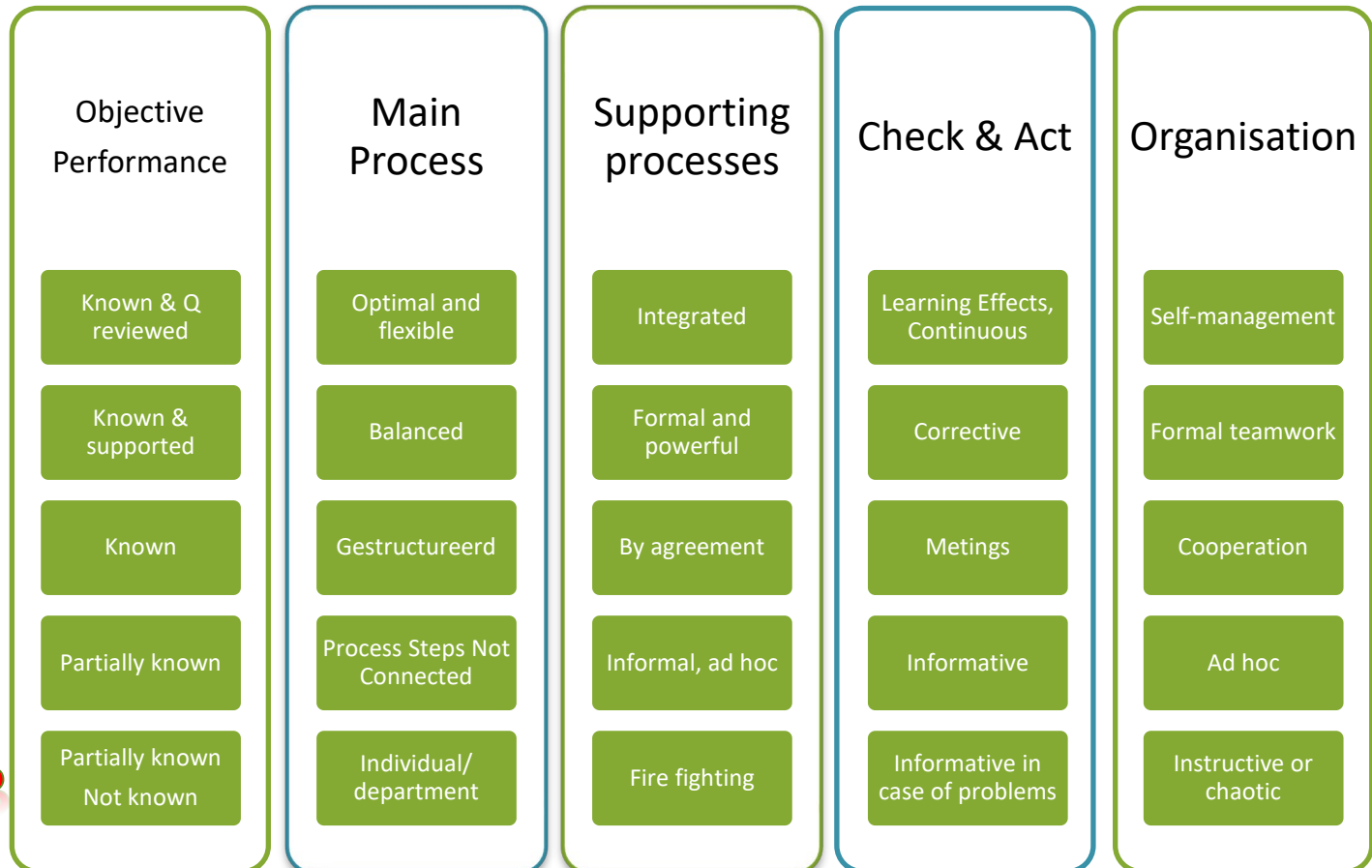
Process - Maturity



TOP

STABIEL

CHAOS



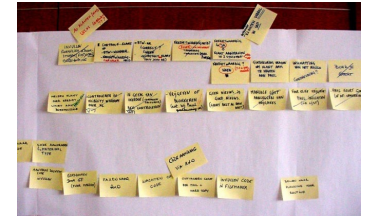
How to get started ?



1. Necessity or vision
2. Determine what is value to the customer
3. Resident – Patient – Family
4. RSZ
5. Internal customer
6. Assemble a team - engagement
7. Map out current process and activities – detail ?
8. Identify opportunities
9. Evaluate the big picture - start with a pilot
10. Communicate
11. PLAN DO CHECK ACT - REPEAT



How to get started ?



Mapping process

How ?	Advantages	Disadvantages
Interview	Advantages Fast Dial n+1	Low engagement Right man ? Devil in the details
Process map post it or metaplan	Visual Team work Consensus High Engagement	Time-consuming



How to get started ?

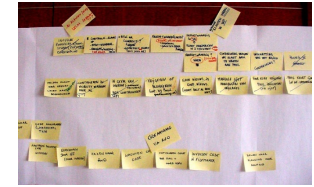


Evaluate process & choose

- Bottlenecks ? Reduction of lead time
- Enthusiasm
- Competence
- Influence of other projects
- Retirement – Transformations
- Lightening administration – more time for customer focus core tasks
- Yield
- Competition
- Complaints
- Lack of structure or standard
- Changing law& regulations
- Changing market: more flexibility



How to get started ? Phase 2



Evaluate process & choose
Develop future process

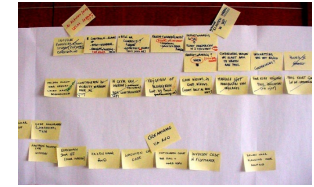
How?	Advantages	Disadvantages
White paper	Breakthrough change Customer focused	Low engagement Devil in the details
Process map post its of metaplan 5W+1H	Visual Teamwork – High Engagement	Less of a major breakthrough Personnel more central

- Choose the right tools

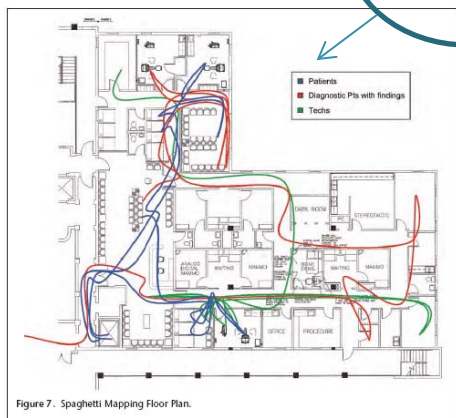
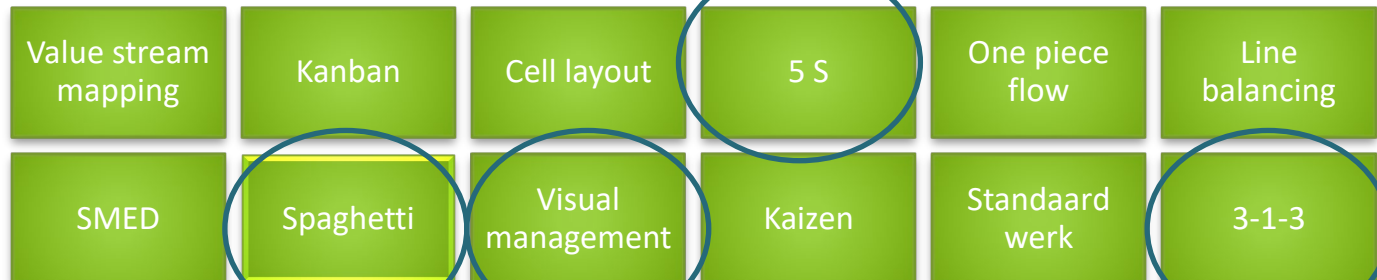
Value stream mapping	Kanban	Cell layout	5 S	One piece flow	Line balancing
SMED	Spagetti	Visual management	Kaizen	Standard work	3-1-3



How to get started ? Phase 2



- Choose the right tools



Back up



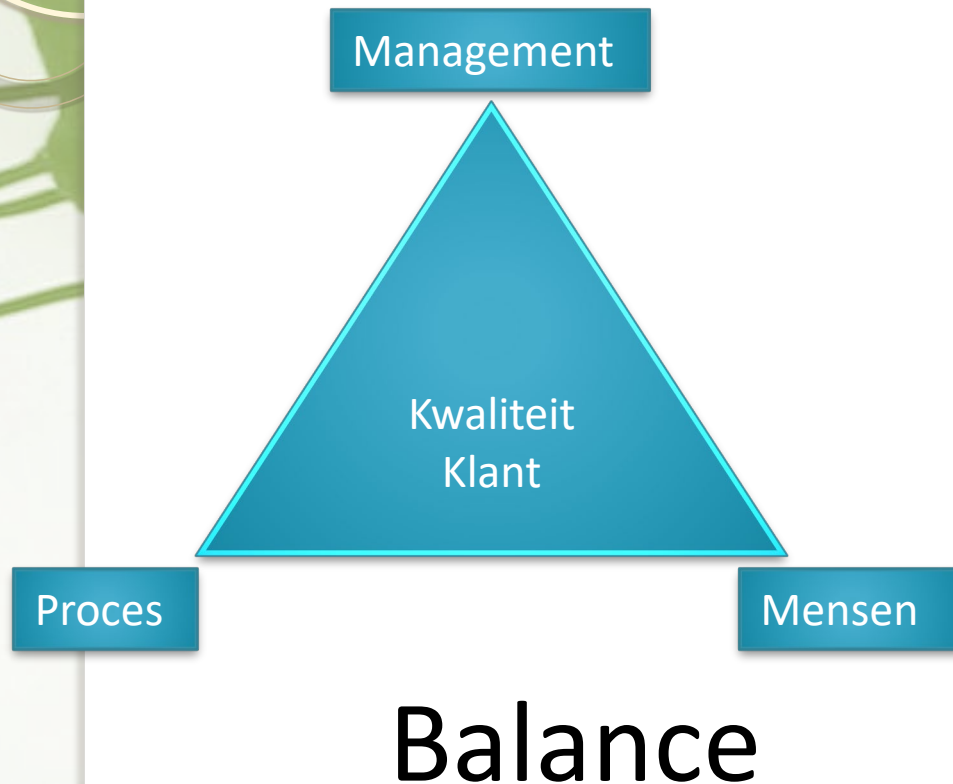
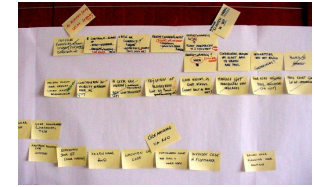
How to get started : phase 2



- Determine future performance
- Prioritise
 - Easy – Difficult
 - Cheap – Expensive
 - Self – Dependent on third parties
- Bepaal budget
- Create action plan: who, what, when and how
- Communication plan
- Do, do, do!
- Provide support $x+1 \rightarrow 30$
- Evaluate performance and engagement $x+30$, $x+60$, $x+90$, $x+240$ and make adjustments



How to get started ?



- Pitfalls
 - No time
 - Not a customer
 - No support management
 - No communication
 - No guarantee
 - No peleton
 - Sticking to 1 solution



Summary



- Improve
 - Customer
 - More time
 - Right accent
 - Coworkers
 - Respect
 - Participation
- By focusing on
 - Reduce waste
 - People
 - Processes
 - Troubleshooting



Serving customers faster –
more customer-oriented
Respect
Quality
Continuous



Do something

It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.

Charles Darwin

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