

Lean Implimentation in Songklanagarind Hospital

Laksamee Saraban

Songklanagarind Hospital more often referred to as “Mor-or” by the local southern Thais acquired this name from the acronym of the title of the present King's father “Somdej Phra Mahitalathibet Adulyadejvikhrom Phra Boromarajachanok” The hospital is affiliated to the Faculty of Medicine at the Prince of Songkla University, Songklanagarind Hospital opened services on February, 1982 , with ability, in accordance with the government policy, to provide tertiary level health care to the people of the 14 southern provinces of Thailand. It now has 853 patient beds, 3,731 staff who workfor the Faculty of Medicine: 234 are teachers, 2,614 graduate staff and 1,117 non-graduate staff., and provide medical service to in and out patients, accident and emergency patients in various fields such as general practice, obstetrics and gynecology, surgery, internal medicine, pediatrics, orthopedic surgery, physical medicine, otolaryngology, psychiatry. Other services provide are pain clinic and acupuncture, radiology, surgery on out-patients. The hospital also has centers of excellence in heart, cancer, gastrointestinal tract and liver.

Songklanagarind Hospital is the source of learning for medical students, contracted/ resident doctors and students of other health-sciences disciplines as well as being the source of research for health-science personnel.

Songklanagarind Hospital employ the mechanism of providing medical services through the department of out-patients, in-patients, emergency patients in the form of the coordination of multi-disciplinary services which consists of medical doctors, nurses, pharmacists, dentists, and other professions. The hospital has 8 interconnected buildings to support its main mission of providing services to out-patients, in-patients, accident and emergency patients; fully equips with operation rooms, in-patient wards, centers of excellence, and diagnostic division.

Currently, Songklanagarind has established five such Centres of Excellence.

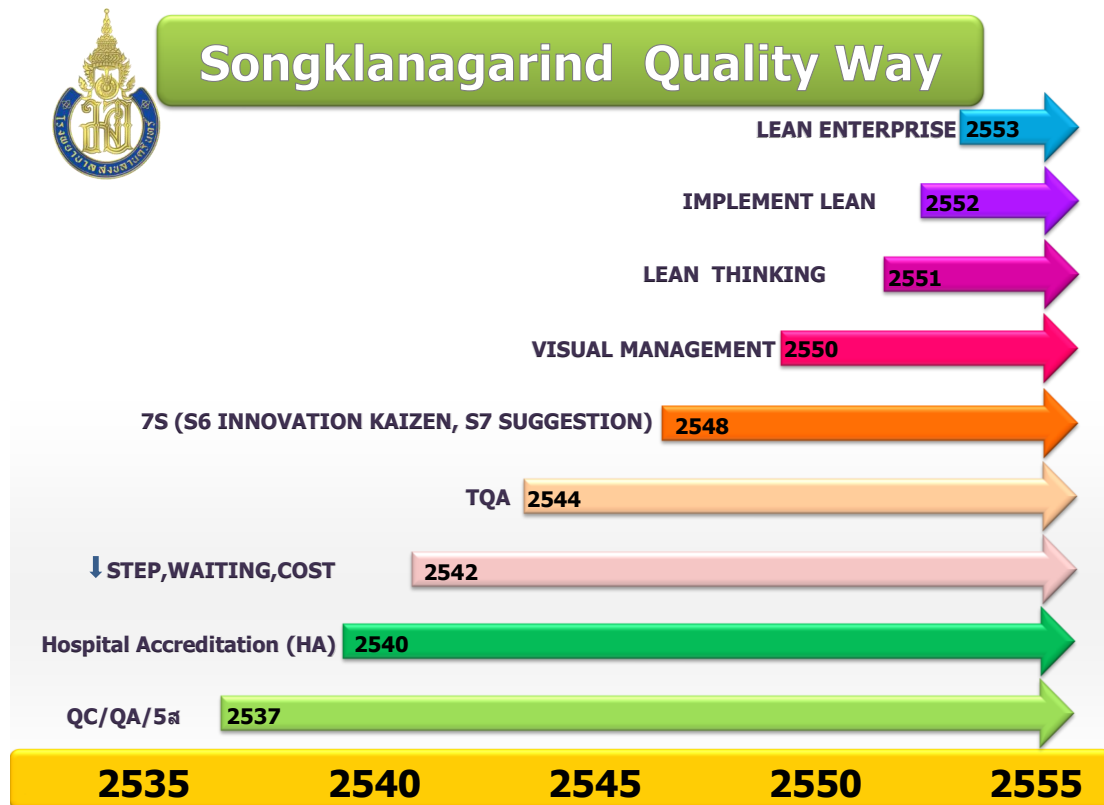
1. Cardiac Center
2. NKC Institute of Gastroenterology and Hepatology

- 3. Cancer Center
- 4. Trauma Center
- 5. Palliative Care Unit

The hospital was built with 4 main objectives in mind:

- To be used as a place for clinical practice of medical students, nursing students, and other medical personnel.
- To offer medical services on diagnosis, treatment, disease prevention to people of southern Thailand.
- To provide special diagnosis, and laboratory examination to nearby hospitals.
- To be a place for research and investigation which may lead to the solutions for certain public health problems in southern Thailand.

Challenges in Songklanagarind Hospitals and other healthcare providers are faced with growing demand, shortages of staff, and immense pressure to reduce costs while improving patient satisfaction and outcomes. Many healthcare providers have turned to the concepts of Lean thinking to facilitate in improving performance.



Ours Successful



Awards



Songklanagarind Hospital

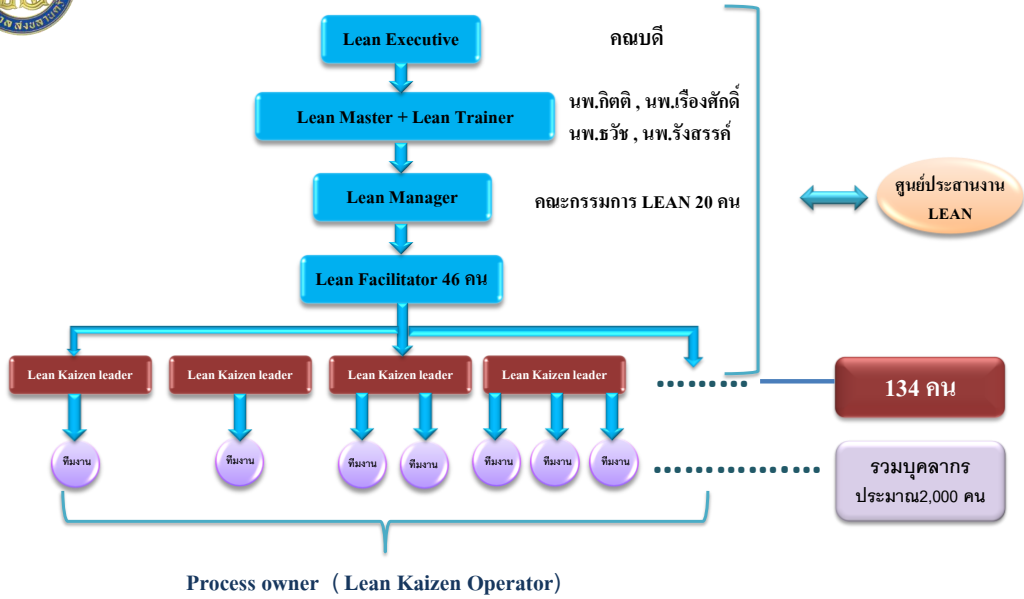
Songklanagarind Hospital Lean Clinic Model



Songklanagarind Hospital



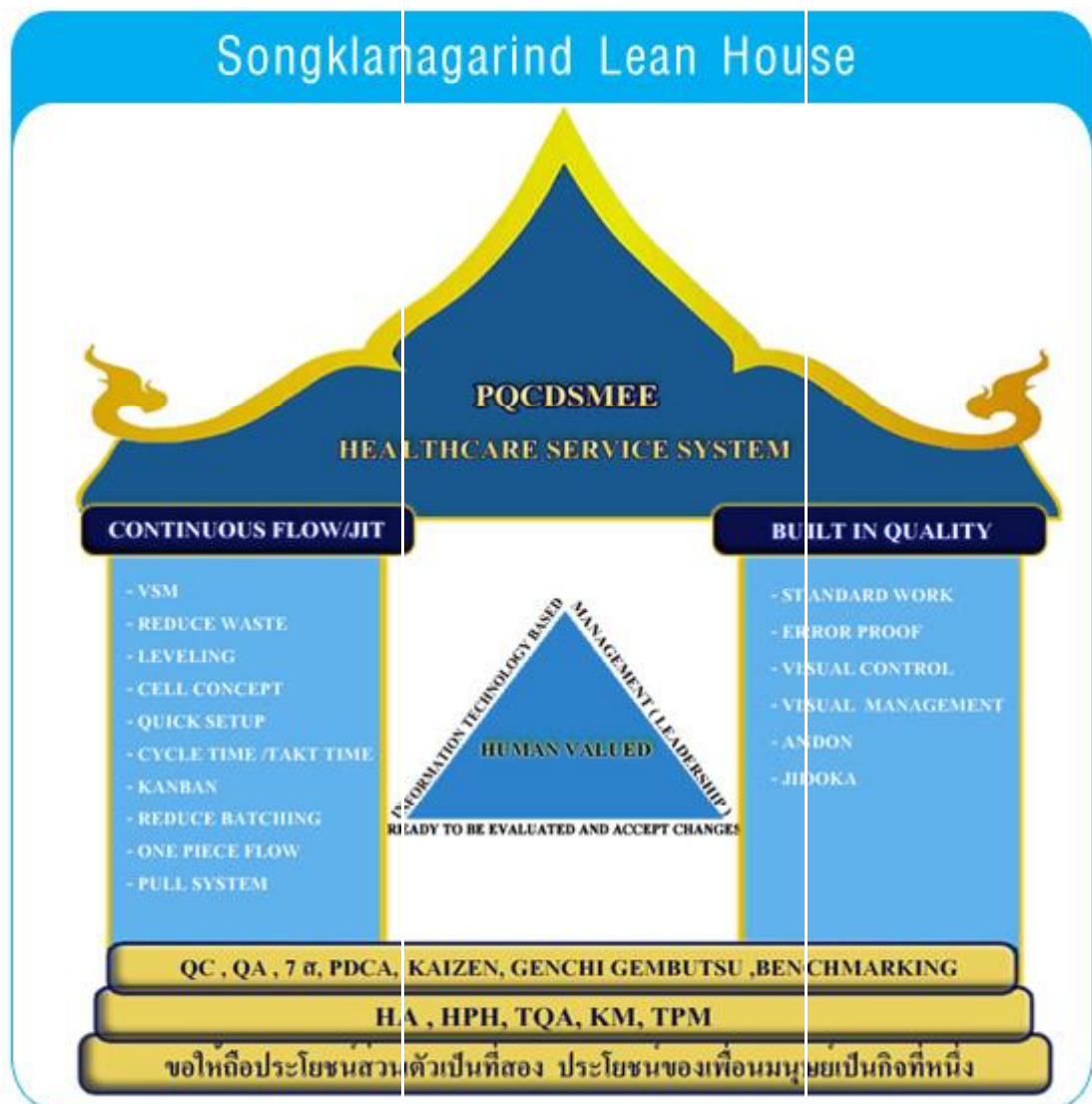
Lean Organization Council



Songklanagarind Hospital

Lean Project

	OPD System	IPD System	Clinical Supportive System	Official Supportive System	Summary
2552	42	36	40	59	177
2553	37	37	44	57	175
Total	79	73	84	116	352



Lesson Learnt

List of steps for value stream mapping:

1. Define your product (or service)
2. Identify customers and customer needs
3. Create a high-level process map (typically a SIPOC – Supplier, Inputs, Process, Outputs, Customer)
4. Create a detailed current state value stream mapping
5. Define baseline performance of the current state value stream mapping
6. Analyze the current state value stream mapping to determine opportunities to improve flow and remove non-value adding activities
7. Develop a vision of the future state process with reduced waste and improved flow, and document it in a future state value stream map
8. Create an improvement plan to move the process from the current state to the future state
9. Implement the changes and document standard work
10. Refine the changes and standard work

11. Develop process and outcome measures for future state value stream
12. Put controls in place to sustain the changes

How to

Decide – Reaching a point where the service is ready to begin improvement projects

Prepare – Exploring gaps and opportunities for improvement; chartering projects to launch improvement teams

Implement – Executing first wave projects to achieve breakthrough improvements in specific areas of performance

Expand – Continuing and execute improvement projects; exploring more advanced levels of innovation and breakthrough performance

Sustain – Maintaining and adapting standard work across the service line value streams, consistent with forward-looking strategic objectives and vision

Key Success Factors

1. Change cultural
2. The strength leader
3. Staff empowerment & Engagement
4. Information Technology

Intangible Effect

1. Staff used lean concept in mind
2. Staff are happiness and proud
3. Songklanagarind Hospital is *The Leader of Lean in Healthcare Service in Thailand*

References.

1. <http://medinfo.psu.ac.th/eng/General.php>
2. <http://www.psu.ac.th/en/node/394>

24-28Jan 2011