

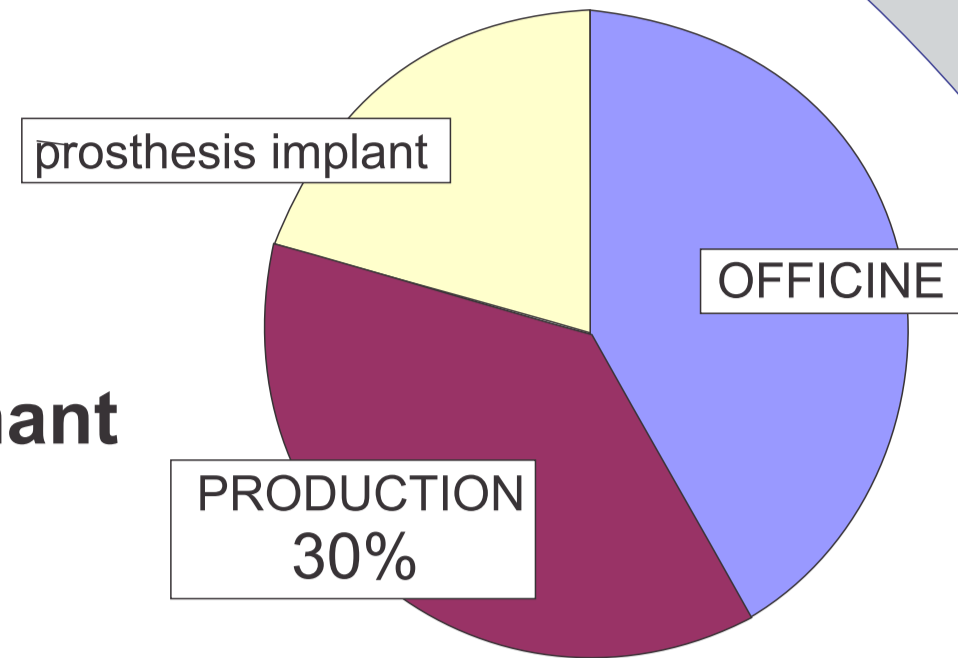
LEAN CULTURE : AN OPPORTUNITY IN THE PRODUCTION SERVICE OF A HOSPITAL PHARMACY

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Background

Distribution activities in hospital pharmacy at CHU UCL Mont-Godinne–Dinant



The constraints in a production facility of a pharmacy are manifold :

- consistant quality
- inventory management
- just in time delivery
- productivity
- teamwork



Since 2009, the executive management of CHU UCL Mont-Godinne–Dinant has chosen to implement the LEAN methodology in our establishment. Considering the multiple issues arising in our hospitals, a fundamental reorganization of our processes and changing our behavior is a matter of survival. The service accounts for about 30% of the activities of the hospital pharmacy CHU UCL Mont-Godinne–Dinant. Constraints in a production facility are many: consistent quality, inventory management, delivery in time, productivity, teamwork.

Purpose

With the LEAN tools we can obtain an optimization of resources.

Materials and Methods

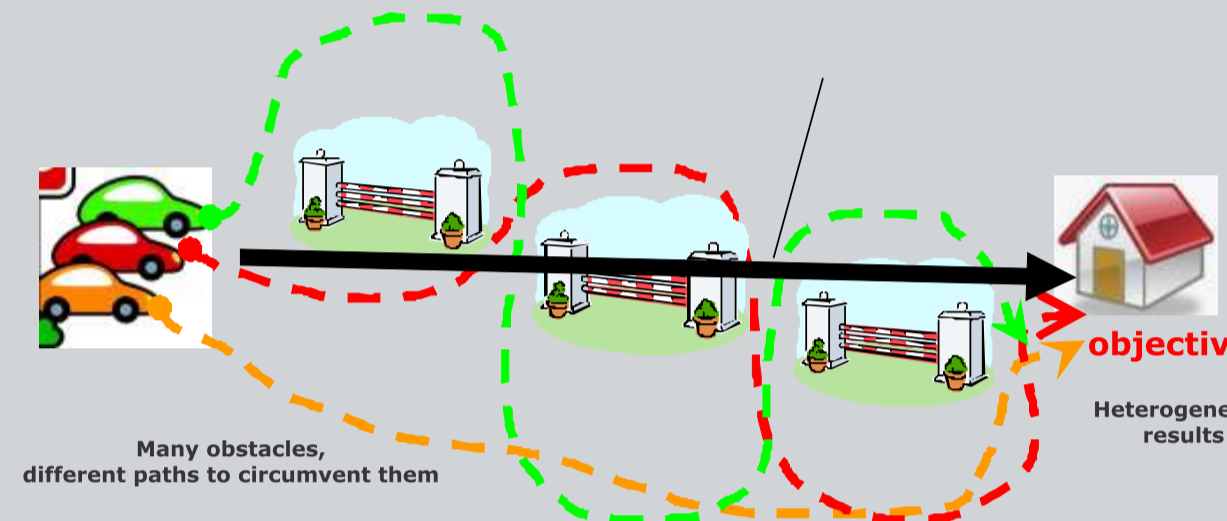
LEAN

The principles of LEAN :

LEAN = literally thin, without fat

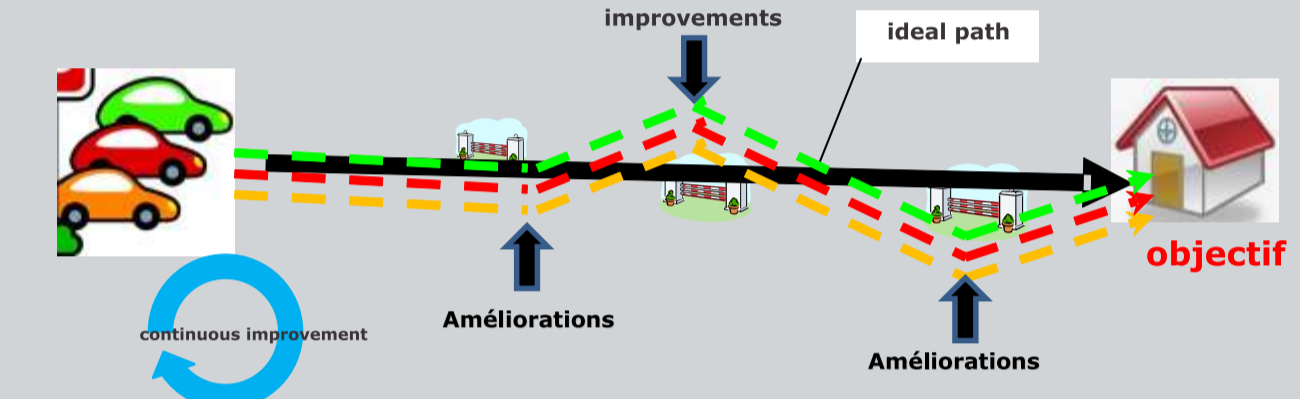
- Highlight the problems -> safety improvement
- eliminate the wastes -> free up time for a better use of resources
- Standardize processes -> continuous improvement of quality based on mutual trust and respect

Traditional way : We are doing our best to get the best possible results



The system is based solely on individual talent of stakeholders to achieve the desired results

Standardize and streamline the process
Remove unnecessary steps in the process
Use the improved process to get the desired results in due course
Standardize



The process is based on the sharing of the best individual practices, reducing non-value added activities, continuous improvements

LEAN TOOLS

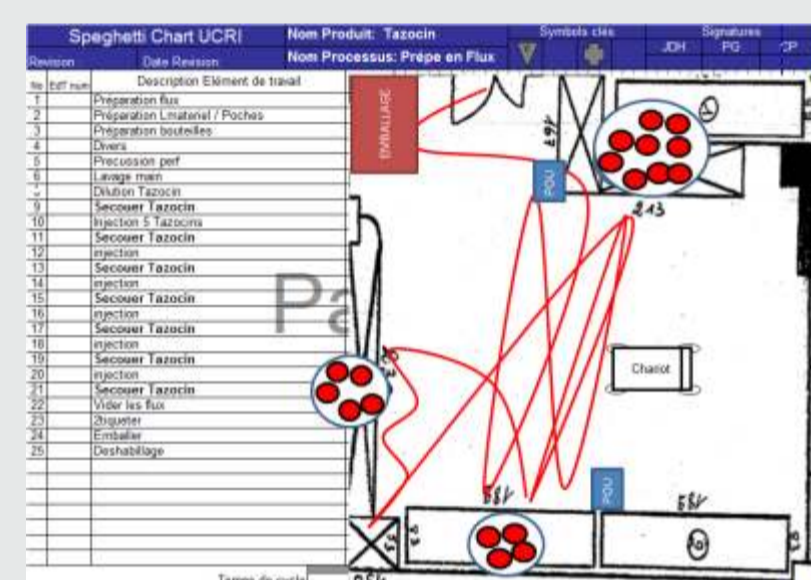
THE « 5S PHILOSOPHY »

« 5S » : workplace Organization

- 1- sorting
- 2- Straightening
- 3- Sweeping
- 4- standardizing
- 5- Sustaining

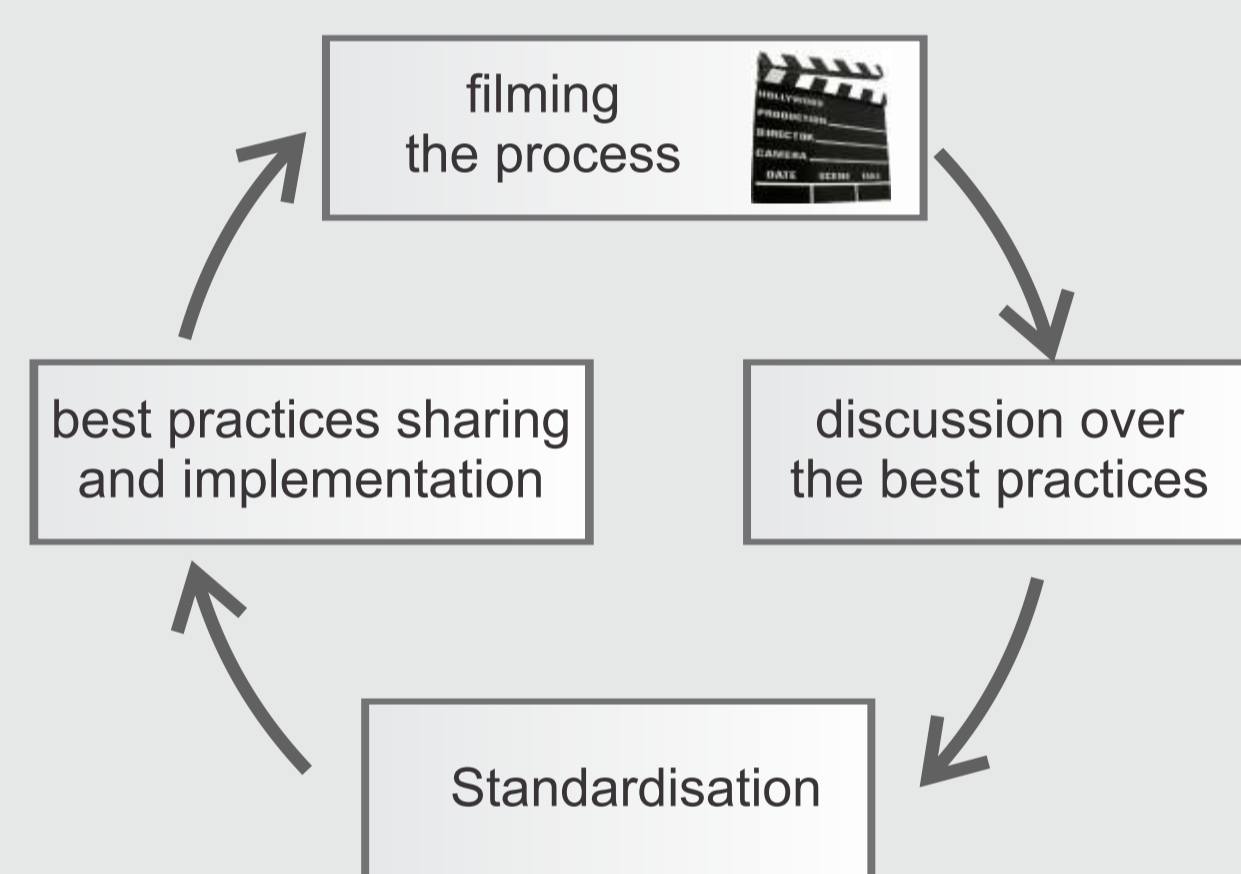
ACHIEVE HIGHER GOALS OF WORK IMPROVEMENT

SPAGHETTI DIAGRAM visualization of movements



DEPICT MATERIAL OF INFORMATION FLOW
↓
OPTIMIZING PROCESS WORKS

STANDARDIZATION OF PRACTICES consistent quality



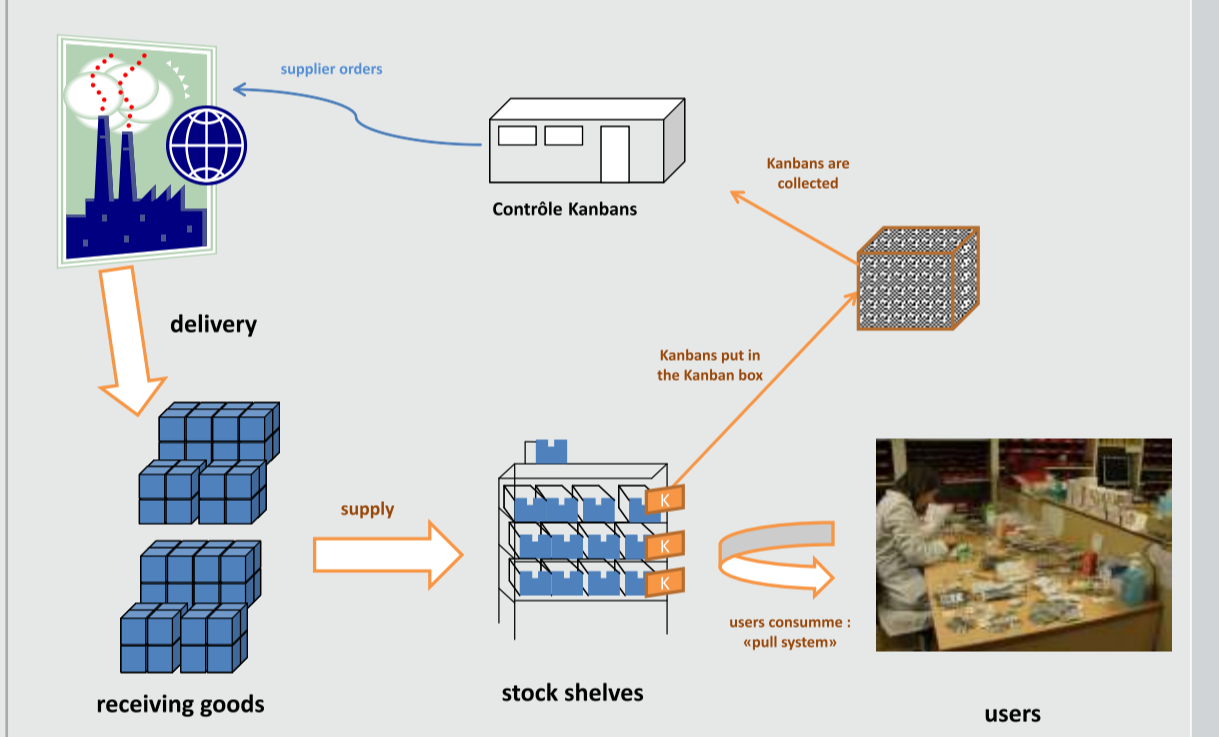
- CONSISTENT QUALITY AND PRODUCTIVITY
- TRAINING TOOLS

VISUAL MANAGEMENT improve communication



STRUCTURED COMMUNICATION

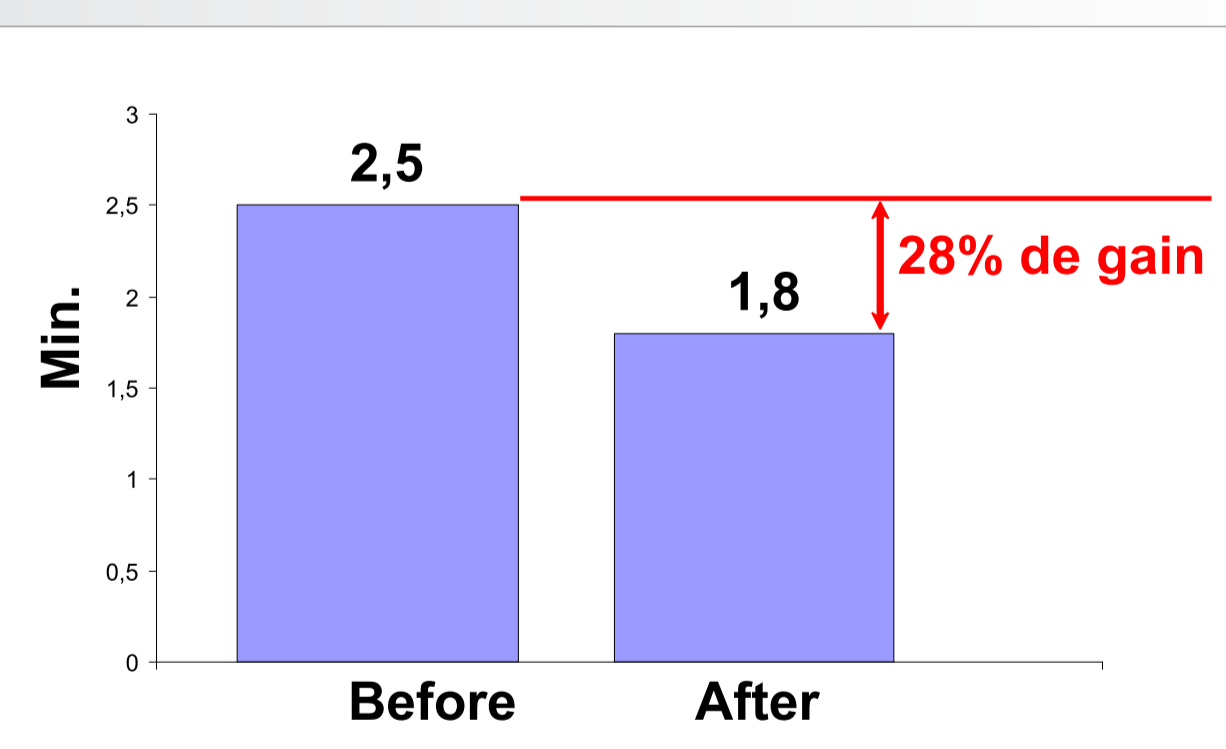
KANBAN SYSTEM A Kanban card as a signal for command



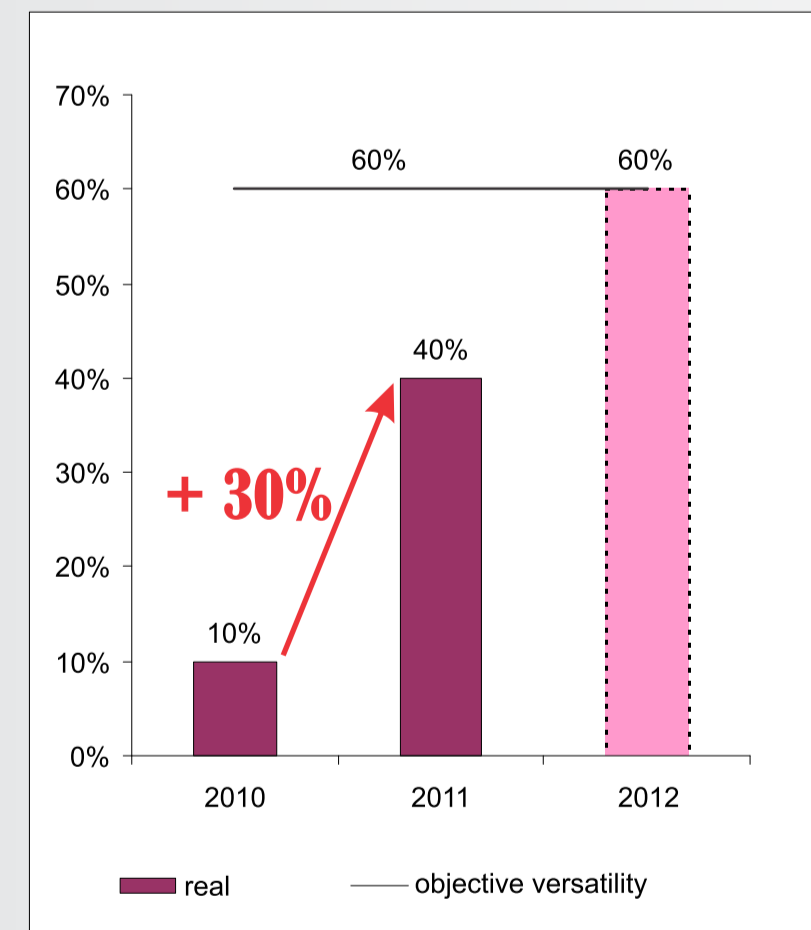
NO DAILY INVENTORY
IMPROVE INVENTORY MANAGEMENT

Results

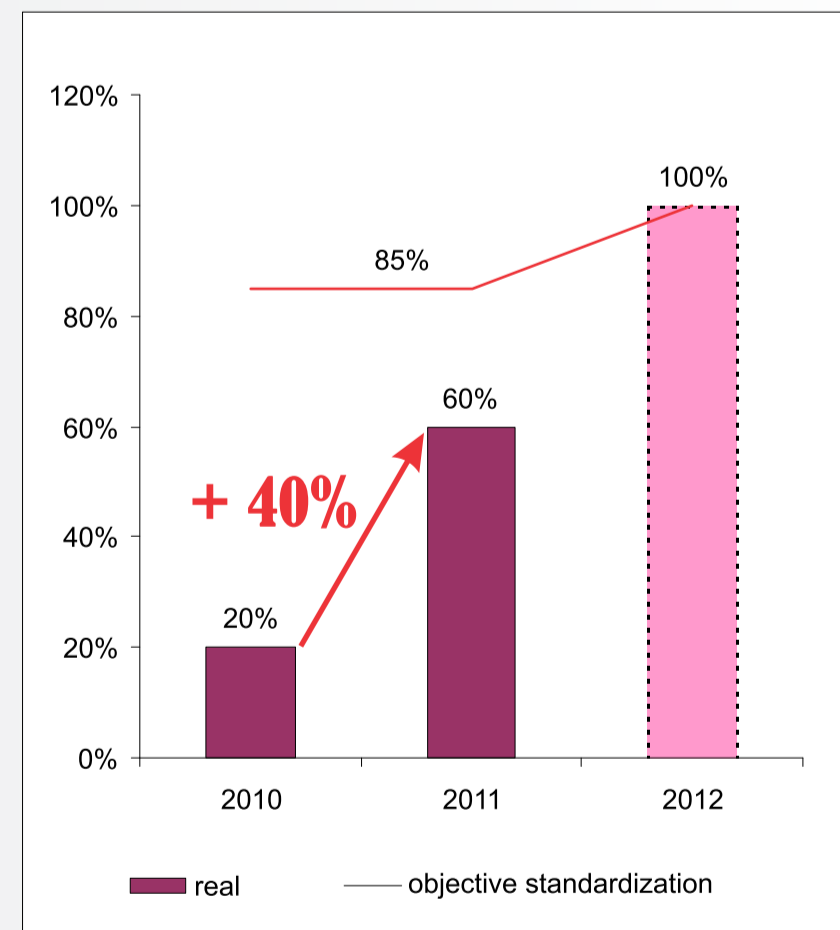
Production time of a bag of Tazocin 4 gr (min)



Versatility of the assistants in production



Standardization of processes

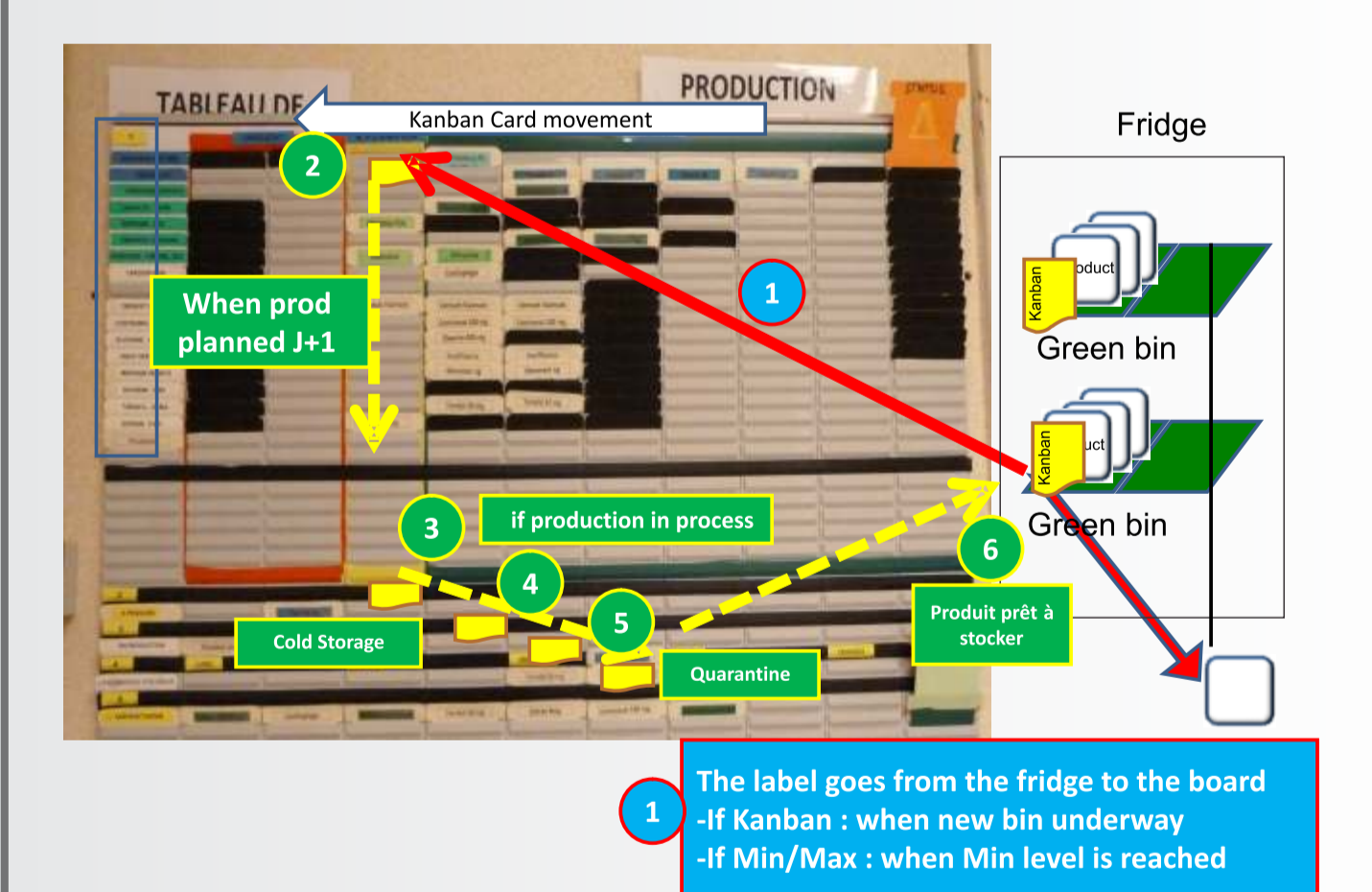


Meeting 2 x 5 minutes per day



responsiveness to problem : action to perform, responsible for it

Kanban board



Some testimonies from the team

Arnaud : « We gave up with our historic habits to adopt a more practical way of working ! »

Laurent : « We are more united thanks to a better team spirit ! »

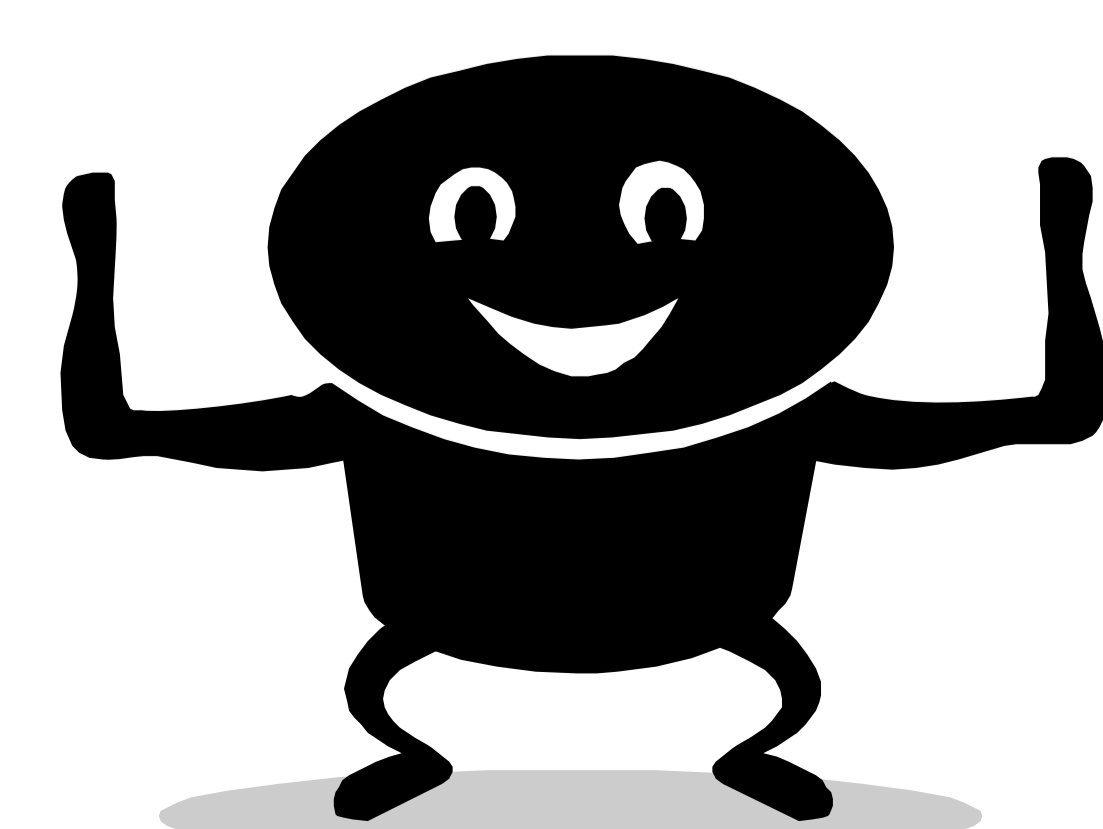
Patricia : « The team is smiling again... While laying the foundation of a quality system »

Fred : « Everything is cLEANer »

Conclusion

lower operating cost less inventory just in time delivery quality insurance

TEAMWORK



STANDARDIZATION