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**LEAN ON US – INDUSTRIAL EFFICIENCY IN HOSPICE CARE**Simon Kelby *Nightingale House Hospice, Wrexham, Wales*

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With a tightening economy and increasingly complex patient needs our hospice sought novel ways to increase efficiency. Turning to industry for inspiration we appointed a volunteer expert in process management to help develop and run hospice efficiency projects.

**Aims**

- ▶ Expert develops a clear methodology for hospices and leads the process
- ▶ The expert trains staff in these principles
- ▶ Improve patient safety and care
- ▶ Increase staff and volunteer satisfaction
- ▶ To be Staff led – Staff to identify problems, seek solutions, implement and take responsibility for them
- ▶ Develop processes to continuously improve.

**Methods** A volunteer industry expert in process management first developed Lean for use in hospices and then ran the Lean projects. Lean is a widely used tool in industry and the care sector but not previously used in hospices. Staff identified problems; solutions were trialled, adjusted and implemented using Lean tools. The expert ensured projects were focused, delivering a tangible benefit in reasonable time.

**Results**

- ▶ £2500 reduction in purchasing of goods
- ▶ Reduced handovers by over 5 h per week
- ▶ Increased gift aid by £10 000 per year
- ▶ Higher staff and volunteer satisfaction as fully involved.
- ▶ Reduced wasted time increasing time spent with patients.

**Conclusions** Using an industry expert allowed the development of Lean for hospices and greatly speeded the implementations of solutions, helping us see processes in a fresh light. Staff trained in Lean now use their own initiative to solve problems using Lean principles.

**Recommendations**

- ▶ Lean is successfully adaptable for hospices
- ▶ Project solutions must be management encouraged but staff led
- ▶ Use an expert to set up the process but staff must be trained to run the process long term
- ▶ Significant efficiencies can be made while improving staff enthusiasm.