

Hospital Management

„The Application of Lean Tools in Public Services: The Case of a Tertiary Personal Healthcare Facility”

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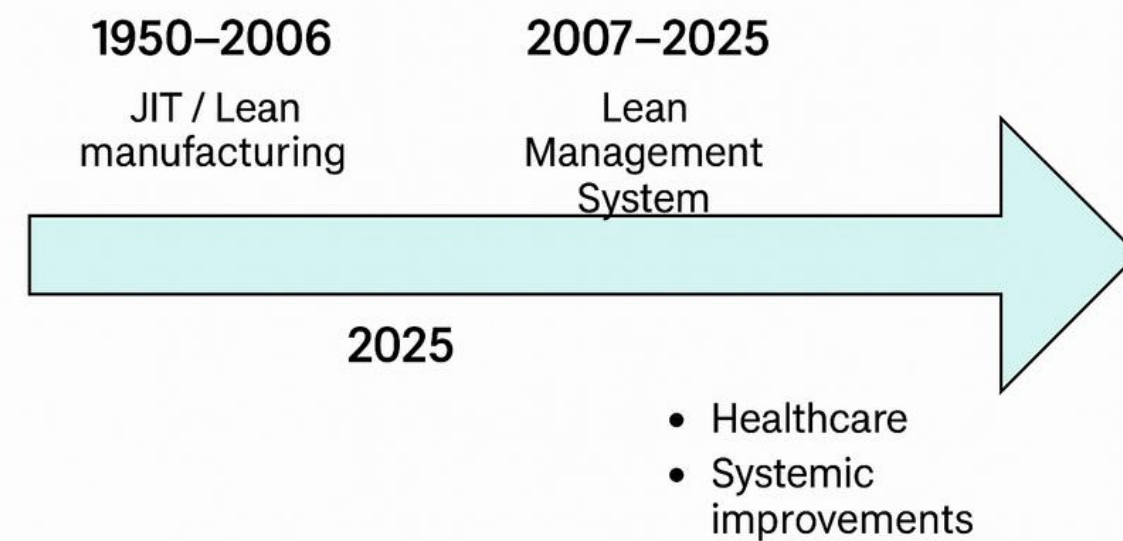




Introduction

- **Research focus:** Applying Lean methodology in healthcare;
- **Case:** Lithuanian tertiary medical institution;
- **Keywords:** *Lean tools, process efficiency, public services, healthcare management*

Lean Evolution Timeline

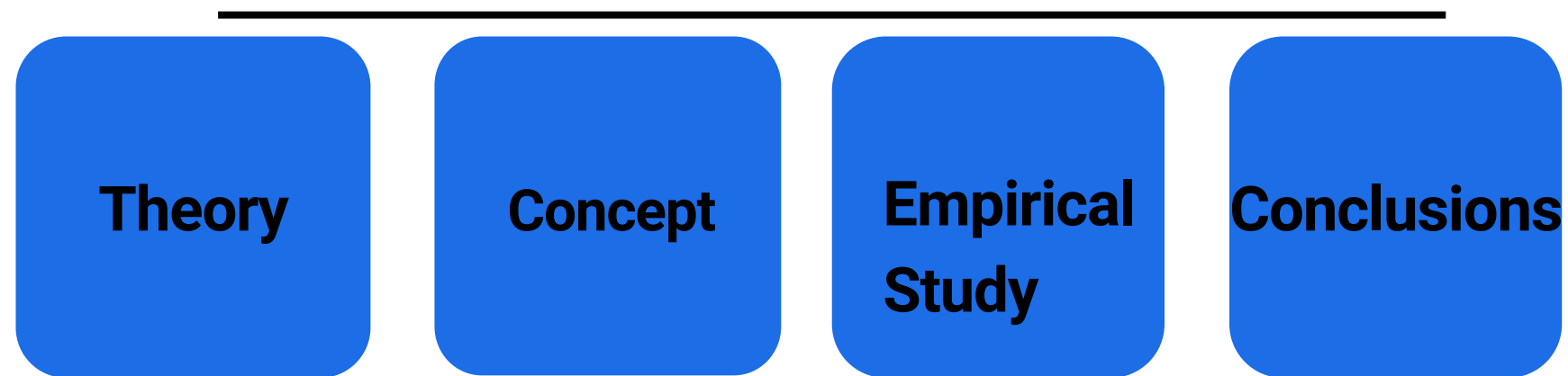


Healthcare Context and Challenges

- Healthcare is vital for national development.
- Tertiary hospitals face increasing demand.
- Key challenges: long waiting times, staff shortages, bureaucracy.
- Need for systematic process improvement.



Goal and objectives



Goal: Identify Lean tools suitable for tertiary healthcare institutions.

Objectives:

1. Analyse theoretical background of public service delivery.
2. Examine Lean philosophy and tools.
3. Conduct an empirical case study in a tertiary hospital.

Lean Conceptual Framework

- Continuous improvement philosophy.
- Focus on value creation for the patient.
- Elimination of waste in all processes.

01

Philosophy

02

Principles

03

Tools



Core Lean Tools in Healthcare

Tool	Purpose	Example in Healthcare
Process Mapping	Visualise workflow	Identify delays and waste
5S	Organise workspace	Maintain order and safety
Kaizen	Continuous improvement culture	Encourage staff-driven change



Identified Problem

Shortage of doctors and nurses.

**Excessive documentation and
bureaucracy**

Long waiting times for patients.

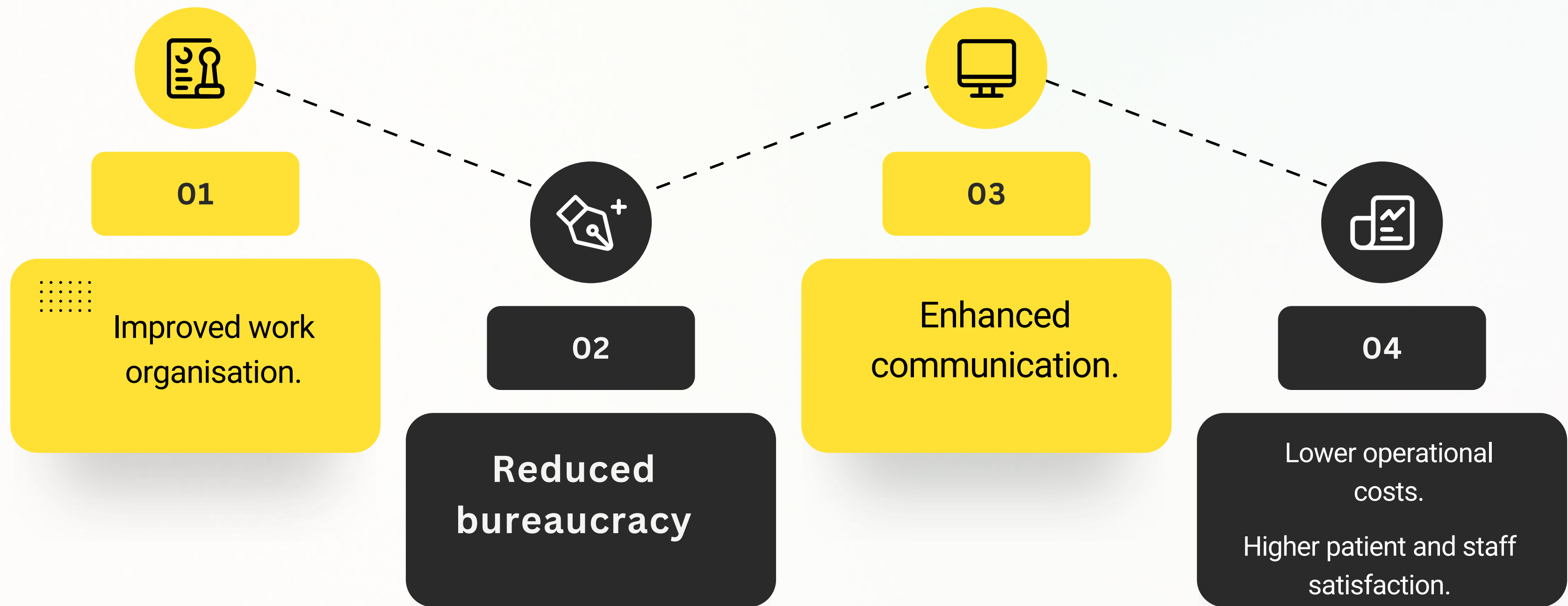
**Poor communication between
departments**



Detected Waste Categories

Type of waste	Example in Hospital Practice
Waiting	Patients waiting for test results
Overprocessing	Duplicate documentation
Defects	Errors in records
Human potencial	Staff creativity is not being utilized sufficiently

Expected Results of Lean Implementation



Recommended Lean Tools for Healthcare.....



5S

Organises and
standardises work
areas
Reduces searching and
errors



Process Mapping

Visualises the patient
journey
Identifies delays and
duplication



Kaizen

Encourages continuous
improvement
Supports small, staff-
driven changes



Supports leadership and continuous improvement culture



Lean is applicable in public healthcare institutions.



Helps to eliminate inefficiencies and waste.



Increases service quality and patient value

Conclusion

