What is lean management?

Lean focuses on

- providing value to the patient,
- improving workflow,
- standardizing tasks,
- eliminating wastes, and
- empowering the pharmacy team.

Think of processes that can be enhanced to

- improve patient care and safety,
- meet or exceed patient expectations, and
- improve patient retention and relationships.

Ideas:

_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
Lean workflow

Sort it out
- Decide what is needed and not needed.
- Establish a place for everything and put everything in its place.
- Store frequently used items ergonomically.
- Clean and keep the pharmacy organized to make waste visible.

Standardize and sustain
- Develop and follow operating procedures to improve and sustain workflow.
- Conduct an audit.

Safety
- Make safety an underlying philosophy for your pharmacy and your patients.
Standardize work
Consistent processes = consistent results

1. Check equipment
   • Ensure that equipment is in good working condition.
   • If it is broken, fix or replace it.

2. Sequence activities
   • Arrange activities, tasks, and processes in sequential order.
   • Align equipment and tools to match the order of activities.

3. Post it
   • Issue standard instructions that are precise, understandable, and measurable.

4. Monitor and measure
   • Regularly compare performance to standards and strive to maintain peak performance.

5. Adjust to improve
   • Modify or adopt additional changes or measures as necessary.

What processes does my pharmacy team want to standardize?
Eliminate wastes
Can you think of any in your pharmacy?

Overprocessing
- Documenting patient care notes manually and electronically.

Overproduction
- Filling compliance packages too far in advance.

Defects
- Drug incident or near miss.

Waiting
- Waiting for inventory to fill a balance owing prescription.

Poorly utilized staff
- Pharmacist ringing up sales at the cash register.

Transportation
- Moving the distilled water from a shelf to the dispensing counter.

Inventory
- Too much inventory due to auto-distribution.

Movement
- Fax machine is too far away from the printer, requiring extra movement.

Create SMART goals

Goals for improvement should be
- Specific,
- Measurable,
- Achievable,
- Relevant, and
- Time-based.
I can use this information in my practice to:

SMART goals:
Tips to remember

Lean management

• should not use up a lot of resources, and
• makes a big impact in a short amount of time.

• Make one lean improvement at a time using current resources.
• Involve the entire team.
• Take a walk around your pharmacy and observe your processes with “lean eyes”.
• Standardize processes.
• Eliminate wastes.
• Measure and share the results.
• Find another improvement and repeat the process.