About Client:

Client is one of the leading super specialty hospitals which is located about 290 Km from Mumbai, India on the Ahmednagar – Manmad State highway, is developed as an institute with special emphasis on services to the poor and non-affluent classes of the society.

This Super Specialty Hospital has become a major support for Medical treatment for farmers, labors and workers of the rural area. Everyday more than 1000 patients come to this hospital to be cured.
**Objectives**

- To reduce patient turnaround times
- To improve space utilization
- To improve medicines inventory management
- Productivity improvement

**Analysis**

Faber Infinite identified significant opportunities and set targets to:

- Streamline inventory management to resolve issues of excess medicine inventories and frequent stock outs
- Improve space utilization and crowd management
- Improve house-keeping and hygiene
- Reduce process throughput times and patient turnaround times
- Improve staff morale

**Approach**

**Project Initiation**

- The critical initial buy-in towards changing paradigms was built by a top management conclave to align towards transformation journey
- Training of key change agents was conducted to increase awareness about operational excellence and agree improved target levels
- On the job client team orientation was conducted to understand the hospital constraints and relevance of operational excellence tools
Project Implementation

One of the challenges was to overcome the resistance to change by the employees. The employees had strong paradigms, however when a simplified system was demonstrated to them, they realized that the system is much efficient and easy to work with.

Inventory Management:

Based on the consumption patterns, structured inventory management module coupled with Kanban practices was deployed to optimize medicine inventory levels and avoid overstocking or under-stocking.

Patient Service Improvement:

Team conducted Value Stream Mapping exercise to streamline the process, leading to

- Reduction in turnaround time
- Reduced patient waiting
- Improving response times and service

Physical Workplace Improvement:

Faber Infinite consultants helped the hospital in improving physical workplace with tools like Five S

- Improved the housekeeping by Seiso practices
- Increased use of visual signboards
- Proper labeling and arrangement of racks

To improve on the patient management, new layout was designed and implemented

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Results Delivered

40% reduction in average time spent at the OPD

20% reduction in average distance covered by the patients

Space Utilization improved by 40%

Inventory carrying cost reduced by 40%

Reduction in stock taking and search time

More sorted neat and clean store area & new layout helped in efficient crowd management

Sustenance

Implemented results shall be sustained over a period using Systematic Audit & Improvement Loop (SAIL) & Daily Work Management (DWM)