



Healthcare Case Study

The issue is not the time required to provide good care.

The issue is the time patients spend waiting between each step of the patient journey, between each decision.





Increase in patient flow in outpatient care

Visible Situation

Dissatisfied patients
(waiting at every step of
the journey),

Stressed staff, constantly
compensating for delays



Flow Revealed

- **70% of the patient journey = WAITING**
- Lack of coordination between all stakeholders (paramedical, medical)
- Admission-driven flow



Initiatives

- Starting operating rooms **on time**
- **Differentiation of flows**
- **Flow pulled** from operating rooms to synchronize services
- **Empowerment** of stakeholders and accountability to **own** the improvements

Outcomes – Learnings

+20% capacity with the same resources

- “Everyone serves the flow” to improve the patient journey and working conditions
- New standard for starting operating rooms
- Strengthened mutual trust among all stakeholders - physicians - management

