

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

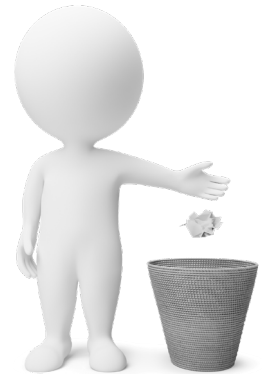
- Moving the distilled water from a shelf to the dispensing counter.

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.



Tips to remember

Lean management

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



1100 – 8215 112 St. NW
Edmonton, AB T6G 2C8

Toll free: 1-877-227-3838

Telephone: 780-990-0321

Fax: 780-990-0328

Email: acpinfo@abpharmacy.ca

Web: abpharmacy.ca

