

MAKING THE VALUE FLOW: APPLICATION OF VALUE STREAM MAPPING IN A BRAZILIAN PUBLIC HEALTHCARE ORGANIZATION

Cintia PEREIRA¹, Daniela SCHNEIDER¹, Elenara MISSEL¹, Elisabeth THOMÉ¹, Flávio FOGLIATTO², Guilherme TORTORELLA³, Giuliano MARODIN², Mayara GARCIA³, Michel ANZANELLO², Rafael ESTEVES³

BACKGROUND

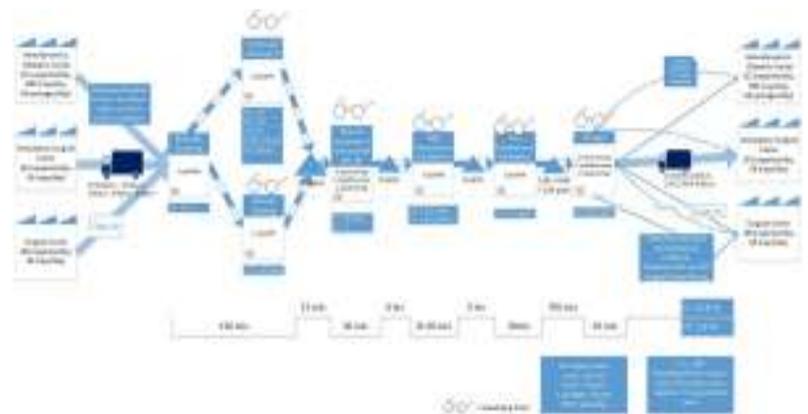
Lately, there has been a demand for public services to enhance management and be responsible for results comparable to the results of the private sector. The need for achieving better quality standards in public services has highlighted the importance of pushing forward new management mechanisms such as lean manufacturing principles and practices, with particular emphasis on healthcare within public organization's context. However, lean's applicability and utility in healthcare remain unclear. This study reports a research project that has been carried out in a department of a Brazilian public healthcare organization.

OBJECTIVES

To improve productive flow in a materials sterilization unit (SU) within a public healthcare organization through the application of value stream mapping (VSM).

PROPOSED METHOD

1. Literature review on lean healthcare
2. Selection of a healthcare organization to carry out study, targeted area and improvement team
3. Analysis of product/services offered by the organization and their production processes
4. Drawing of current state map
5. Analysis of current state map and deployment of improvement actions to attain future state
6. Drawing of future state map
7. Analysis of lessons learned and future developments



Current state map



Future state map

RESULTS

The summarized outcomes were:

- Reduction to only one scheduling point in the value stream
- Standardization of demand information flow from customers
- Implementation of a quality inspection approach
- Adoption of visual systems for material and inventory control
- Adoption of primary process indicators
- Establishment of a daily management routine
- Inventory sizing
- Capacity balancing through labor reassignment

CONCLUSIONS

This research points to two major findings. First, while VSM theory brings valuable information to managers, the most important benefit comes from actually applying the tool. Second, the adoption of traditional manufacturing production management practices (such as scheduling and production planning meetings) in a public healthcare organization may characterize an important contribution to the area.