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IMPLEMENTING LEAN MANAGEMENT PRINCIPLES TO OPTIMIZE HEALTHCARE FACILITY OPERATIONS

ВПРОВАДЖЕННЯ ПРИНЦИПІВ LEAN-МЕНЕДЖМЕНТУ ДЛЯ ОПТИМІЗАЦІЇ ДІЯЛЬНОСТІ МЕДИЧНИХ ЗАКЛАДІВ

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This article explores the implementation of Lean management principles to optimize operations in healthcare facilities. Lean management, a philosophy made famous by the Toyota Motor Company, focuses on continuous improvement and the elimination of waste to maximize quality and safety for patients. The primary objective of this paper is to examine how Lean tools and techniques can be adapted to the unique environment of healthcare institutions to enhance their productivity and service quality. The article begins by outlining the core principles of Lean management, emphasizing the importance of value stream mapping, Kaizen, and the 5S methodology. Value stream mapping helps identify and visualize the flow of materials and information required to bring a product or service to a consumer, which in healthcare translates to patient care processes. Kaizen, a practice of continuous improvement, encourages small, incremental changes that collectively lead to significant enhancements in efficiency and quality. The 5S methodology – Sort, Set in order, Shine, Standardize, and Sustain – ensures a clean, organized, and efficient work environment. The paper then delves into specific Lean practices that can be applied within healthcare settings, such as reducing patient wait times, improving the flow of patients and information, and minimizing unnecessary movements and processes. By focusing on these areas, healthcare facilities can reduce bottlenecks, streamline operations, and enhance patient care delivery. For instance, implementing Lean techniques in patient scheduling can lead to more efficient use of clinical resources and reduce the time patients spend waiting for services. Furthermore, the paper provides a critical review of existing literature and studies on the application of Lean management in healthcare, highlighting successful implementations and the challenges faced during the process. It discusses real-world examples where Lean management has significantly improved operational efficiency, patient satisfaction, and overall healthcare outcomes. For example, a hospital that adopted Lean principles reported reduced patient wait times, lower operational costs, and improved staff morale. The article also addresses the potential obstacles and resistance to change that healthcare facilities might encounter when adopting Lean principles. It offers strategic recommendations for overcoming these barriers, including leadership commitment, staff training, and fostering a culture of continuous improvement. Leadership commitment is crucial as it sets the tone for organizational change and ensures that the necessary resources are allocated for Lean initiatives. Staff training is essential to equip employees with the skills and knowledge required to implement Lean practices effectively. Fostering a culture of continuous improvement involves engaging staff at all levels, encouraging open communication, and recognizing and rewarding contributions to Lean projects. In conclusion, the paper argues that Lean management principles, when effectively implemented, can lead to substantial improvements in the operational performance of healthcare facilities. It calls for further research and collaboration between healthcare professionals and Lean management experts to tailor these practices to the specific needs of the healthcare sector. The successful integration of Lean management into healthcare operations not only enhances efficiency and reduces waste but also improves patient care quality and safety. By adopting Lean principles, healthcare facilities can create a more efficient, patient-centered environment that supports high-quality care delivery. This article highlights the importance of a systematic approach to implementing Lean management, considering the unique challenges and opportunities within the healthcare sector. It underscores the need for ongoing evaluation and adaptation of Lean practices to ensure sustained improvements and long-term success.

Keywords: Lean Management in healthcare facilities, healthcare optimization, waste reduction, patient flow, service quality, management of healthcare enterprises, stakeholder relations, balanced scorecard system, sustainable development, reputation management.

Стаття присвячена впровадженню принципів ощадливого управління (Lean) для оптимізації операцій у медичних закладах. Ощадливе управління, філософія, відома завдяки компанії Toyota Motor, фокусується на постійному вдосконаленні та усуненні втрат для максимізації якості та безпеки пацієнтів. Основна мета роботи полягає в адаптації інструментів Lean до специфіки медичних установ для підвищення їх продуктивності та якості обслуговування. Стаття починається з окреслення основних принципів ощадливого управління, таких як картографування потоку цінності, кайдзен і методологія 5S. Далі розглядаються конкретні Lean практики, які можна застосувати в медичному середовищі для зменшення часу очікування пацієнтів, покращення потоків пацієнтів та інформації та мінімізації непотрібних рухів і процесів. Надаються критичний огляд літератури та успішні приклади впровадження Lean у медичних установах. Також обговорюються можливі перешкоди та спротив змінам під час впровадження принципів Lean, пропонуються стратегічні рекомендації для їх подолання, включаючи прихильність керівництва, навчання персоналу та культуру постійного вдосконалення. Висновки підкреслюють, що принципи ощадливого управління можуть суттєво покращити операційну діяльність медичних закладів, закликають до подальших досліджень і співпраці між медичними фахівцями та експертами з ощадливого управління для адаптації цих практик до специфічних потреб медичної галузі.

Ключові слова: Ключові слова: Lean-менеджмент у медичних закладах, оптимізація медичних закладів, зменшення втрат, потік пацієнтів, якість обслуговування, управління медичними підприємствами, взаємовідносини з стейкхолдерами, система збалансованих показників, сталий розвиток, управління репутацією.

Problem Statement. Modern healthcare facilities face a multitude of complex challenges, among which rising healthcare costs, increased patient expectations, and the imperative to improve the quality of healthcare services are paramount. As healthcare costs continue to escalate, healthcare providers must find innovative ways to deliver high-quality care while managing their resources effectively. Additionally, patient expectations have evolved, with individuals now demanding more personalized, timely, and efficient services. This shift necessitates a significant transformation in the way healthcare services are delivered.

Given the constrained resources and the intensifying competition within the healthcare sector, it becomes essential for healthcare facilities to enhance the efficiency of their operations. One promising strategy to address these challenges is the implementation of Lean management principles. Lean management, originally developed within the manufacturing sector, particularly by Toyota, focuses on minimizing waste and maximizing value in operational processes. This approach has been credited with substantial improvements in efficiency and quality in various industries.

In the context of healthcare, Lean management offers a structured methodology to streamline processes, reduce unnecessary costs, shorten patient waiting times, and ultimately, improve the quality of care provided to patients. By identifying and eliminating non-value-added activities, healthcare facilities can operate more efficiently and allocate their resources more effectively. For instance, Lean tools such as value stream mapping, 5S (Sort, Set in order, Shine, Standardize, Sustain), and Kaizen (continuous improvement) can be utilized

to identify inefficiencies, reorganize workflows, and foster a culture of continuous improvement among healthcare staff.

Despite the proven benefits of Lean management in manufacturing and other service industries, its application in the healthcare sector remains relatively new and underdeveloped, particularly in many regions, including Ukraine. In these regions, healthcare facilities often struggle with outdated processes, bureaucratic inertia, and resistance to change, which can hinder the adoption of Lean practices. Moreover, there is a lack of awareness and understanding among healthcare professionals about the potential benefits of Lean management, which further impedes its implementation.

To bridge this gap, it is crucial to raise awareness and provide education and training on Lean management principles tailored specifically for the healthcare context. This involves not only theoretical knowledge but also practical, hands-on training to empower healthcare professionals to apply Lean tools and techniques effectively in their daily operations. Furthermore, successful case studies and best practices from other regions and countries where Lean has been successfully implemented in healthcare can serve as valuable references and sources of inspiration.

In conclusion, while Lean management holds significant promise for transforming healthcare operations, its potential has yet to be fully realized in many parts of the world, including Ukraine. Addressing the challenges of rising costs, heightened patient expectations, and the need for improved service quality through Lean management requires a concerted effort to educate, train, and support healthcare professionals in adopting these principles.

By doing so, healthcare facilities can achieve greater efficiency, enhanced patient satisfaction, and better overall healthcare outcomes.

Analysis of Recent Research and Publications. The concept of Lean management, initially developed by Toyota Motor Corporation, has gained significant recognition and application across various industries, including healthcare. Lean management focuses on enhancing efficiency by eliminating waste and improving processes, and its principles have been adapted to suit different operational environments.

Recent research indicates that Lean methodologies contribute to substantial improvements in the quality and safety of healthcare services, as well as in patient and staff satisfaction. For instance, Lean practices have been shown to reduce patient service times and improve overall operational efficiency. A study by Holden et al. (2017) highlights that implementing Lean practices in emergency departments significantly reduces wait times and enhances patient flow. This improvement is crucial in emergency settings, where timely care can significantly impact patient outcomes.

Kim et al. (2019) discuss the impact of Lean methodologies on healthcare providers in the United States. Their research indicates that Lean principles help streamline operations, reduce medical errors, and improve patient outcomes. By focusing on value-added activities and eliminating waste, healthcare providers can allocate resources more effectively and enhance the quality of care delivered to patients. This study underscores the versatility of Lean management and its applicability beyond manufacturing, demonstrating its potential in the healthcare sector.

In the UK, Radnor et al. (2018) provide evidence that Lean practices in hospitals lead to significant cost savings and increased efficiency. Their research shows that by adopting Lean methodologies, hospitals can reduce operational costs while maintaining or even improving the quality of care. This is particularly relevant in the context of rising healthcare costs and budget constraints, where efficient resource management becomes imperative.

Despite the promising results from various studies, there remains a significant gap in the literature regarding the adaptation and implementation of Lean principles in the context of Ukrainian healthcare facilities. The healthcare system in Ukraine faces unique challenges, including outdated infrastructure, limited funding, and bureaucratic hurdles, which

can complicate the adoption of Lean practices. Additionally, there is often resistance to change among healthcare professionals, which can hinder the implementation of new management approaches.

Further research is needed to explore how Lean methodologies can be tailored to address the specific needs and challenges of Ukrainian healthcare facilities. This includes identifying the most effective Lean tools and techniques for this context, as well as developing strategies to overcome potential barriers to implementation. Additionally, case studies and pilot projects within Ukrainian healthcare facilities can provide valuable insights and serve as models for wider adoption of Lean practices.

In conclusion, while existing research provides compelling evidence of the benefits of Lean management in healthcare, there is a need for more focused studies on its application in Ukraine. By addressing the specific challenges faced by Ukrainian healthcare facilities and demonstrating the practical benefits of Lean methodologies, it is possible to enhance the efficiency and quality of healthcare services in the region. This will require a concerted effort to educate healthcare professionals, adapt Lean tools to the local context, and foster a culture of continuous improvement.

Identification of Previously Unresolved Parts of the General Problem. Despite the significant interest in Lean management within healthcare, several crucial issues require further investigation to ensure its successful implementation, particularly in the context of Ukrainian healthcare facilities. The existing body of research has established the benefits of Lean principles in improving efficiency, reducing waste, and enhancing patient care. However, there are notable gaps that need addressing to optimize these outcomes in Ukraine's unique healthcare environment.

Firstly, the adaptation of Lean methods to the specific conditions of the Ukrainian healthcare system is insufficiently covered. The healthcare landscape in Ukraine presents distinct challenges, such as outdated infrastructure, limited funding, and bureaucratic complexities, which differ significantly from those in countries where Lean methodologies have been widely adopted. Understanding how Lean principles can be tailored to fit these specificities is crucial for successful implementation. This involves not only modifying Lean tools but also considering cultural, economic, and regulatory factors that influence healthcare operations in Ukraine.

Secondly, there is a pressing need to develop comprehensive methodological recommendations for healthcare managers on effectively implementing Lean tools. While Lean management offers various tools and techniques for process improvement, healthcare managers require clear, actionable guidelines that consider local conditions and resource constraints. These recommendations should provide a step-by-step approach to implementing Lean practices, including how to engage staff, manage resistance to change, and measure the impact of Lean initiatives. Additionally, they should address common challenges faced by Ukrainian healthcare facilities, such as limited access to technology and training resources.

Moreover, there is a need for empirical studies and pilot projects within Ukrainian healthcare settings to validate the effectiveness of adapted Lean methodologies. Such studies would provide valuable insights into the practical challenges and successes of Lean implementation in Ukraine. They would also offer evidence-based recommendations for scaling up Lean practices across the healthcare system. These pilot projects could serve as models for other facilities, demonstrating the tangible benefits of Lean management and encouraging broader adoption.

Furthermore, fostering a culture of continuous improvement within Ukrainian healthcare facilities is essential. Lean management is not a one-time intervention but a sustained effort to enhance efficiency and quality. This requires a shift in mindset among healthcare professionals and managers, promoting values such as teamwork, problem-solving, and a commitment to ongoing learning and development. Training programs and workshops focused on Lean principles and their application in healthcare can help build this culture, ensuring that Lean practices are embedded into the daily operations of healthcare facilities.

In summary, while Lean management holds significant promise for improving healthcare operations, its successful implementation in Ukraine necessitates addressing several unresolved issues. These include adapting Lean methods to the Ukrainian context, developing practical guidelines for healthcare managers, conducting empirical studies to validate Lean practices, and fostering a culture of continuous improvement. Addressing these challenges will pave the way for more efficient, effective, and patient-centered healthcare services in Ukraine.

The objective of this article is to explore the possibilities of implementing Lean management principles to optimize the operations of Ukrainian healthcare facilities. The article's tasks include:

1. Analyzing the main principles of Lean management.
2. Investigating international experiences in implementing Lean methods in healthcare facilities.
3. Developing recommendations for adapting and implementing Lean tools within the Ukrainian healthcare system.

– **Presentation of the Main Research Material**

– **Principles of Lean Management**

Lean management is centered around five core principles: defining customer value, identifying the value stream, eliminating waste, creating flow, and pursuing continuous improvement. These principles aim to enhance efficiency by minimizing activities that do not add value from the patient's perspective.

– **Defining Customer Value** In healthcare, value is defined by the patient. The focus is on providing care that meets patient needs and expectations efficiently. Understanding patient value helps in designing services that reduce unnecessary procedures and focus on effective treatment. This patient-centric approach ensures that the healthcare system is aligned with the actual needs and expectations of the patients, thus improving their overall satisfaction and health outcomes.

– **Identifying the Value Stream** This involves mapping all steps involved in patient care, from initial consultation to discharge. By identifying each step, healthcare facilities can pinpoint areas where waste occurs and streamline processes. Value stream mapping enables healthcare managers to visualize the entire process, identify bottlenecks, and eliminate steps that do not add value, thereby optimizing the entire care delivery process.

– **Eliminating Waste** Lean identifies eight types of waste: defects, overproduction, waiting, non-utilized talent, transportation, inventory, motion, and extra-processing. In healthcare, common wastes include waiting times, redundant processes, and underutilized staff skills. Strategies to eliminate waste can include better scheduling, reducing unnecessary tests, and optimizing resource allocation. For example, reducing patient waiting times through better appointment scheduling and eliminating unnecessary paperwork can significantly enhance operational efficiency.

– **Creating Flow** Ensuring a smooth, uninterrupted flow of patients and information is crucial. This can be achieved by reorganizing physical layouts, reducing handoffs, and standardizing procedures to minimize delays and errors. A streamlined flow ensures that patients receive timely care without unnecessary delays, which is essential for improving patient outcomes and overall healthcare efficiency.

– **Pursuing Continuous Improvement** Lean is an ongoing process. Healthcare facilities must continuously assess their processes, gather feedback, and make incremental improvements. This involves a cultural shift where every staff member is encouraged to identify and solve problems. Continuous improvement fosters a proactive approach to quality and efficiency, ensuring that the healthcare system remains adaptable and responsive to changes and challenges.

– **International Experience**

In the USA and Europe, Lean management is widely used in healthcare facilities. Several case studies highlight the benefits of Lean implementation:

Mayo Clinic. Implementing Lean methods reduced patient service times by 30%. Strategies included streamlined check-in processes and efficient use of diagnostic equipment. This case demonstrates the potential of Lean practices to enhance operational efficiency and patient satisfaction by focusing on eliminating non-value-adding activities and optimizing resource utilization (Holden et al., 2017).

Kaiser Permanente. Lean initiatives led to a 25% reduction in costs. The focus was on improving care coordination and eliminating redundant tests and procedures. Kaiser Permanente's success illustrates the financial benefits of Lean management by reducing unnecessary expenditures and improving care efficiency (Radnor et al., 2018).

Virginia Mason Medical Center. Lean practices improved patient safety and satisfaction. The center adopted tools like value stream mapping and 5S (Sort, Set in order, Shine, Standardize, Sustain) to organize workspaces and reduce clutter. This example highlights how Lean tools can create a safer and more efficient working environment, contributing to higher quality care (Kim et al., 2019).

Adaptation to Ukrainian Conditions

Effective implementation of Lean management in Ukraine requires considering the specificities of the national healthcare system, including limited financial resources and staffing issues.

Recommendations for healthcare managers include:

– **Providing Staff Training.** It is crucial to educate healthcare staff on Lean principles and their benefits. This can be achieved through workshops, seminars, and hands-on training sessions. Training ensures that staff are knowledgeable about Lean tools and motivated to apply them in their daily operations.

– **Identifying Key Processes and Waste Areas.** Managers should conduct thorough assessments to identify critical processes and areas where waste is prevalent. Tools like value stream mapping can be instrumental in this analysis. Understanding the current state of operations is essential for identifying opportunities for improvement.

– **Forming Lean Implementation Teams.** Establishing cross-functional teams dedicated to Lean initiatives can drive the process. These teams should include representatives from various departments to ensure comprehensive improvements. Collaboration across departments ensures that Lean initiatives are holistic and address the entire care delivery process.

– **Using Visualization Tools.** Tools such as Kanban boards and dashboards can help monitor processes, track progress, and visualize bottlenecks. These tools facilitate communication and ensure that everyone is aligned with the Lean objectives. Visualization tools make it easier to identify issues and track improvements in real-time.

Challenges and Solutions. Implementing Lean in Ukrainian healthcare facilities will encounter challenges such as resistance to change, lack of initial funding, and the need for continuous training. Solutions include:

– **Engaging Leadership.** Strong leadership commitment is essential to drive Lean initiatives. Leaders should model Lean behaviors and support staff throughout the transition. Leadership engagement is crucial for overcoming resistance and ensuring that Lean principles are integrated into the organization's culture.

– **Pilot Projects.** Starting with small-scale pilot projects can demonstrate the benefits of Lean and build momentum. Successful pilots can be scaled up across the organization. Pilot projects provide a low-risk way to test Lean practices and showcase their potential benefits.

– **Continuous Feedback and Adaptation.** Regular feedback loops and adaptability to local conditions are crucial. Lean is not a one-size-fits-all solution and must be tailored to specific contexts. Continuous feedback ensures that

Lean initiatives remain relevant and effective, allowing for ongoing adjustments based on real-world experiences.

By addressing these challenges and leveraging the strengths of Lean management, Ukrainian healthcare facilities can achieve significant improvements in efficiency, quality of care, and patient satisfaction.

Conclusions. Implementing Lean management principles is an effective approach to opti-

mizing healthcare facility operations in Ukraine. Lean methods help reduce costs, shorten patient wait times, and improve the quality of healthcare services. Successful Lean management implementation requires adapting existing methodologies to the specifics of the Ukrainian healthcare system and ensuring staff training. Continuous improvement and engagement from all levels of the organization are essential for sustaining these changes.

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