

*An experience on how you change health  
care to achieve your challenges.*



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# Contents

- Hospitals in Latvia
- 1. Lean – Six Sigma Management
  - Customer Segments by Priority
  - Project Example
- 2. *“Innovative”* Choices...
- 3. Quality and Safety Improvement
- An experience on how you change health care to achieve your challenges.
- Plans for development of the Healthcare System
- Special Thanks...

# Hospitals in Latvia

- Only one Children's Hospital in Latvia
- Starting to implement national DRG system
- Some clinics are organised on their own within the organization
- Low resources (professional and financial)
- Boards acknowledge the operational needs of improvement of processes in the Hospital

# 1. Lean – Six Sigma Management



# Customer's Segments by Priority

Patients (Families)

Doctors & Nurses

Medical Support

Customer Service

Others



# Project Example

## Problem

Nurses complaining about regular overtime, delays on start of surgeries, rushing perioperative procedures, etc.

## Initial State

No respect of OR planning deadline;  
Often changes in OR schedule (no separate emergency unit);  
Big variability of length of surgeries (plan vs actual) +/- 3h;  
Big variability of pre-operative operations from 0 until 2h50min (HIS allows only 15 or 30 min).

## Target State

Min. time Waste;  
Even work flow;  
Min. overtime.

## Potential Causes

Planning deadline;  
Planning quality;  
Delays on start of surgeries;  
Preoperative timing;  
HIS limitations on timing for preoperative processes.

## Causes Verification

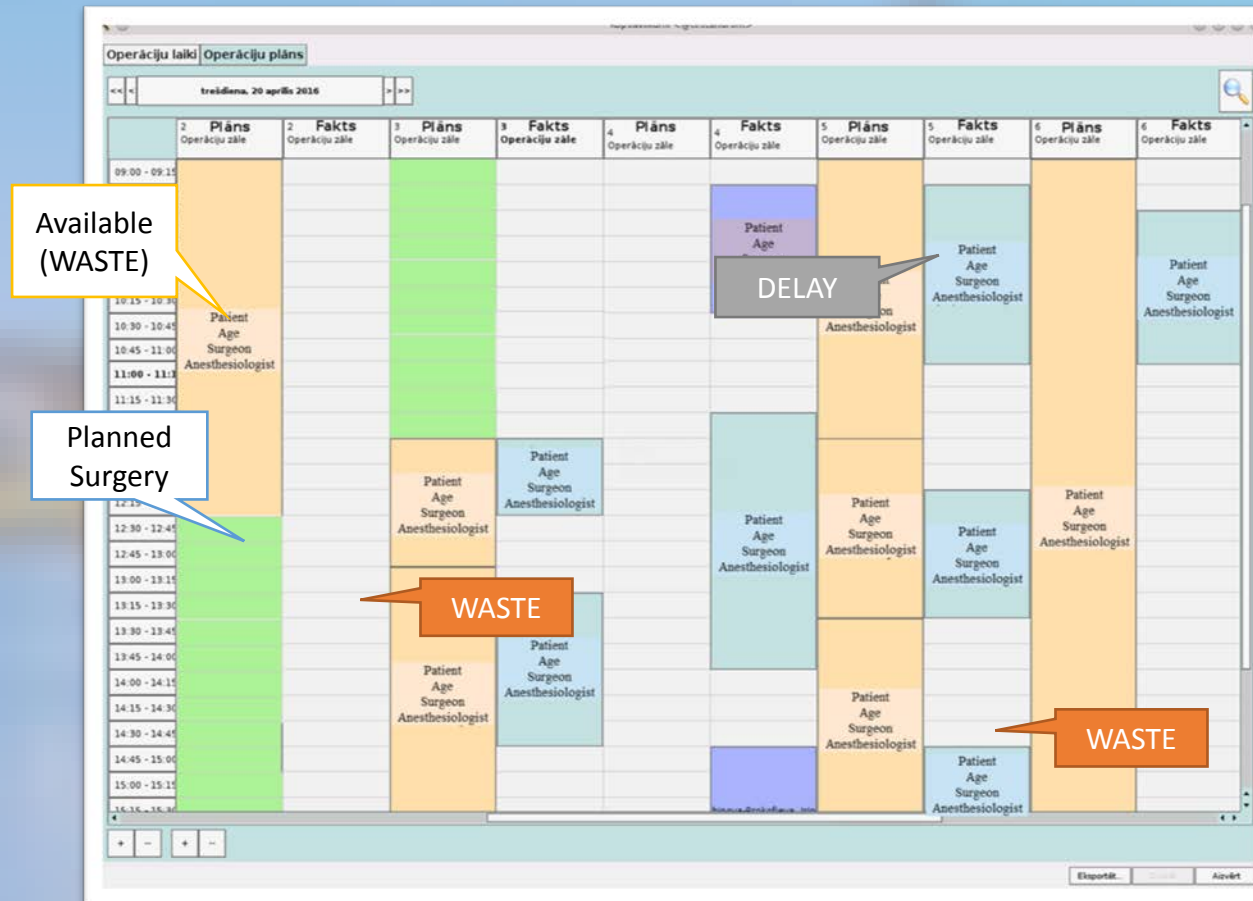
Statistical data;  
Time measures;  
Working hours.

## Solutions

- Adjusted working hours for nurses
- Fixed planning deadline
- Fixed 1st patient for the day
- No unfounded changes to the schedule
- Standardized data input in HIS
- Clarified definition of OR timing
- Adjustable pre-operative timing in HIS
- Visual management

# Project Example

## Visual OR Management on His

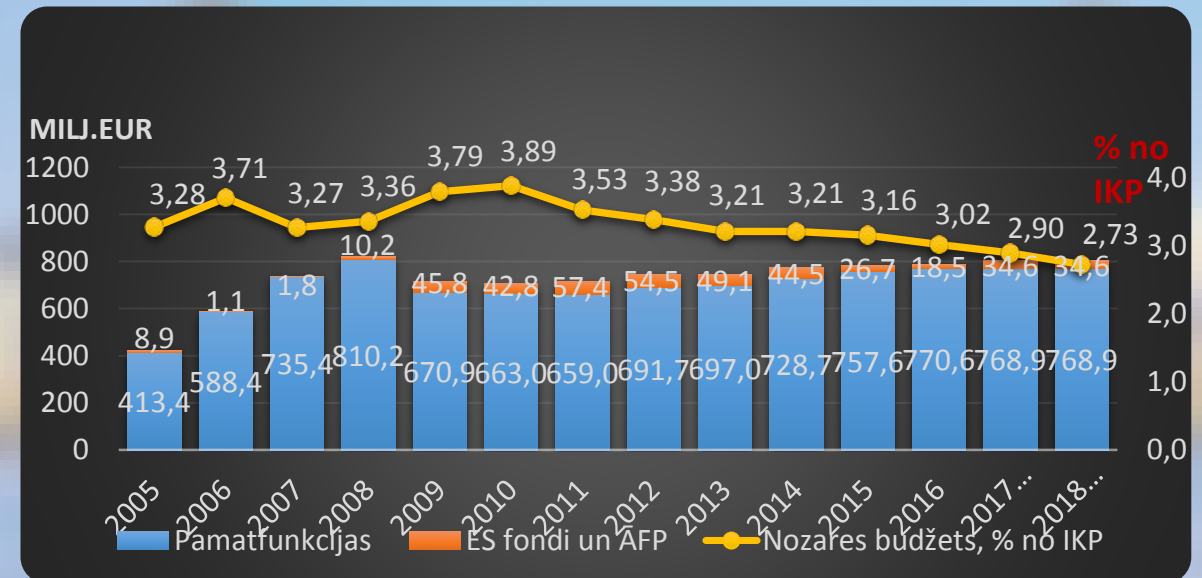


### The Target:

- Timely OR planning. Fixing 1st patient. No unfounded changes!
- Accuracy of time planning – both anesthesiologist and surgeon.
- Even workflow both by weekdays and hours within a day.
- Min. time waste before and after surgeries. Min. overtime.
- HIS ergonomics.

## 2. “Innovative” Choices...

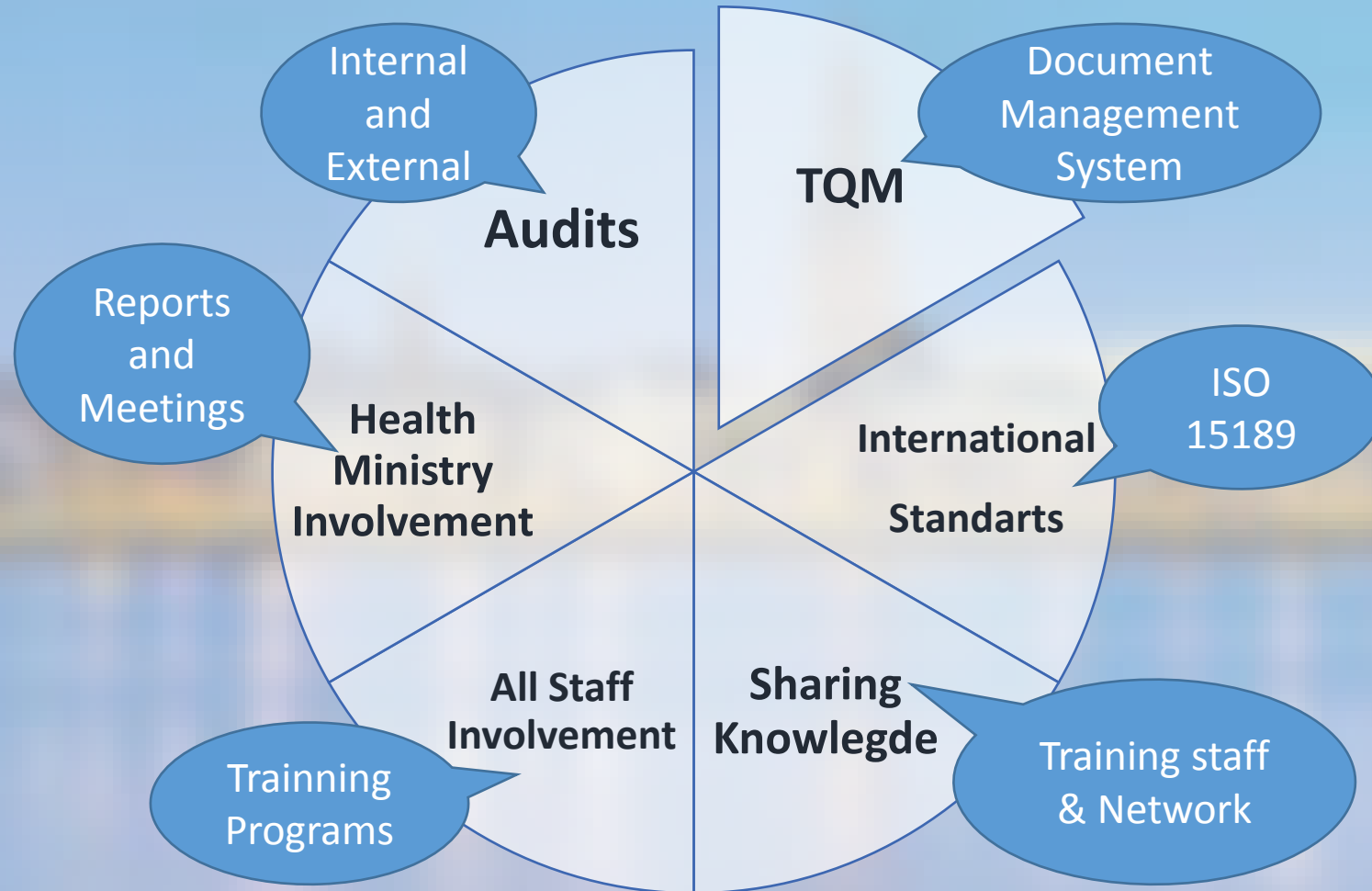
- **Health system** make lots of choices:
  - What's leading? Health care or innovations
- **Hospitals** make lots of choices:
  - What's leading? Care or management
- **Medical staff** make lots of choices:
  - What's leading? Money or tasks
- **Patients** make lots of choices:
  - What's leading? Quality or accessibility



GNP 3.16% on Health care, GNP Latvia: 26.7€ millions (2015)



# 3. Quality and Safety Improvement



# *...an experience on how you change health care to achieve your challenges.*

Successes	Challenges
Access to healthcare to all the Population	Expansion of the scope of public healthcare Improve Financial Health care
Primary and secondary care, as well as rehabilitation facilities	Decrease of waiting lists Increase resources (staff and finance)
Easy access to specialists and diagnostic in ER and private services	Reduce Patient's visits to the ER
Development of Patient Safety and Quality in Care, centered on Patients and Families	Changing ways of management by training and focus on the stated goals

# Plans for development of the Healthcare System

- Review of the health system and structure of service providers
- Audits of health services funding and expenditures
- Start of a new financing model (DRG's)
- Development of e-health information system



***Thank you for your attention!***

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**Lasma Sile**

