



LEAN FOR VETS



Dr. Paolo Peppucci
paolopeppucci@gmail.com
+393471761697









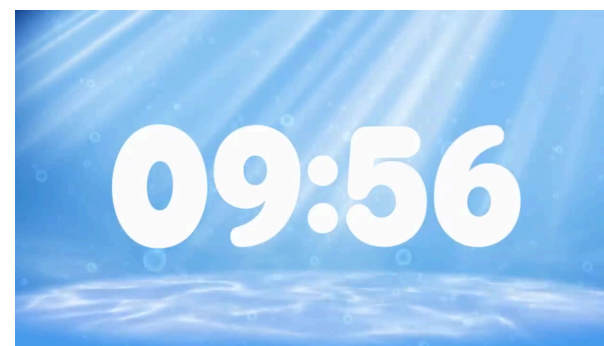








**What are your goals
for these two days?**





LEAN

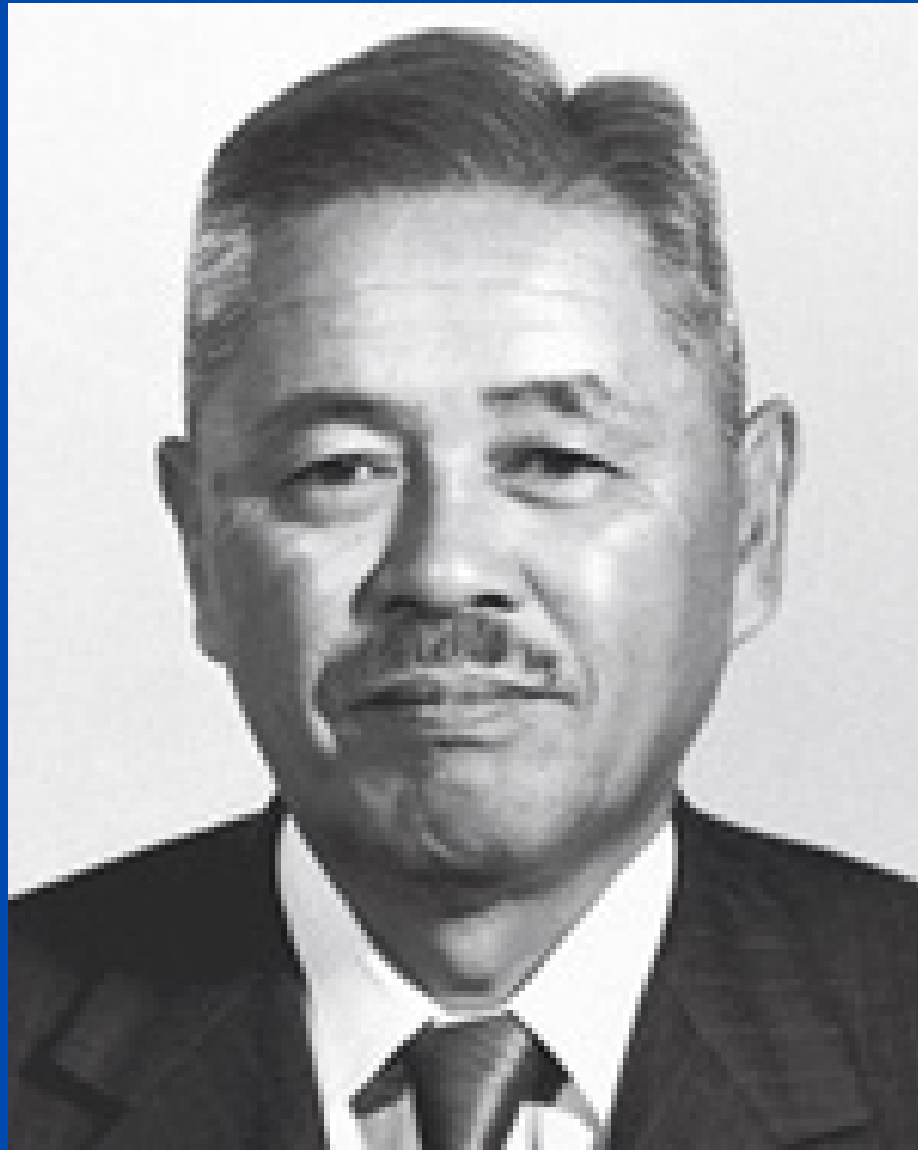
Lean Methodology

It is a systematic and structured approach to business management, designed to improve efficiency and productivity through the elimination of waste, the optimization of processes and the promotion of a culture of continuous improvement, with the goal of creating more value for customers using fewer resources.

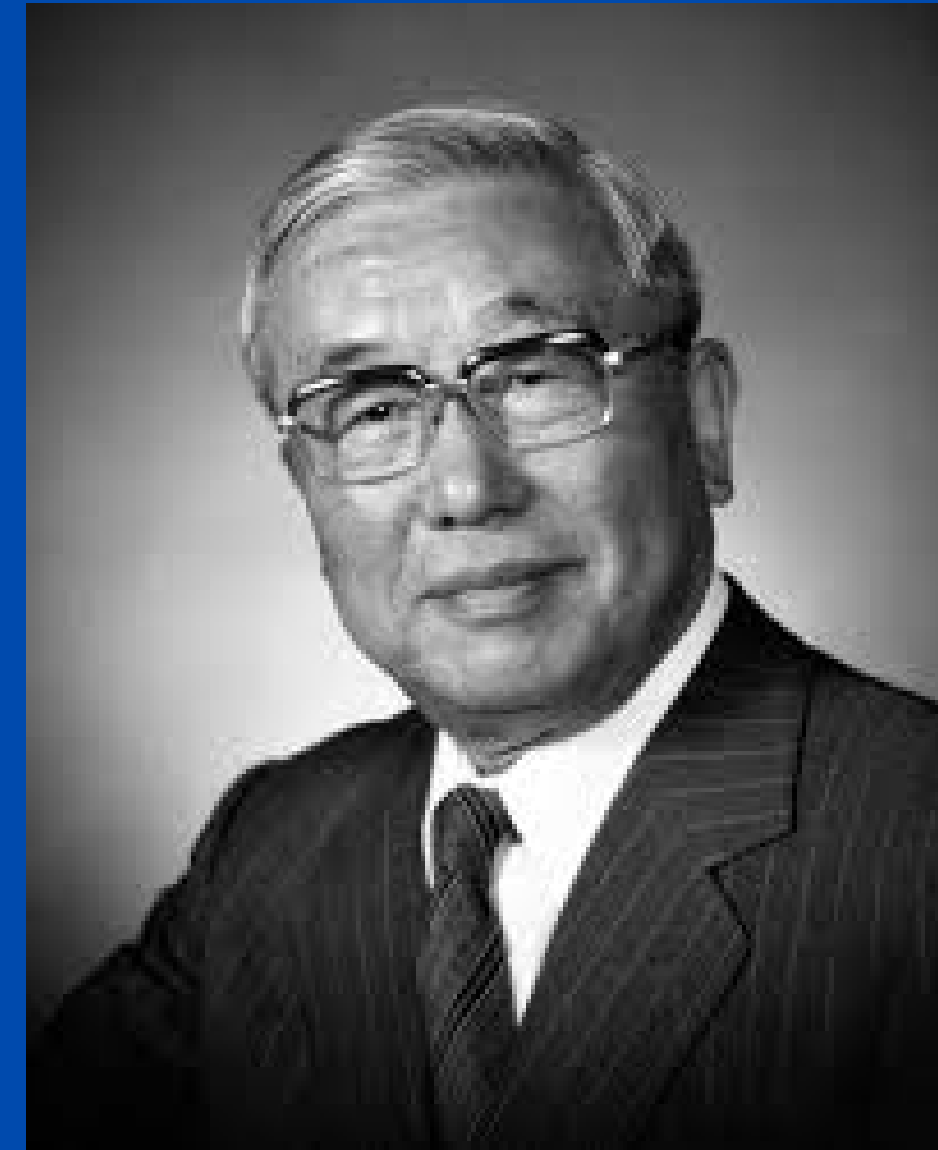


Lean manufacturing (or lean production) is a production philosophy that seeks to minimize waste until it is completely eliminated.

Wikipedia



Taiichi Ohno



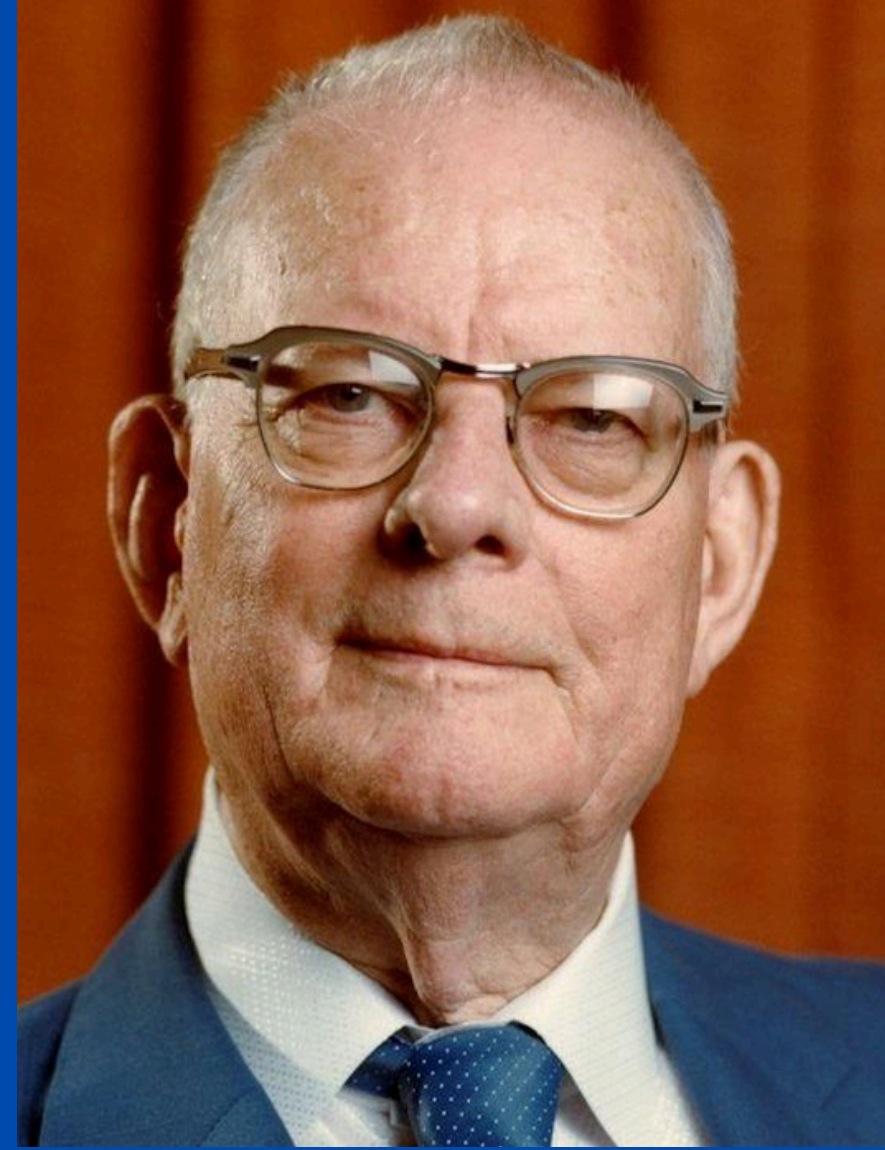
Eiji Toyoda

Toyota Production System (TPS)

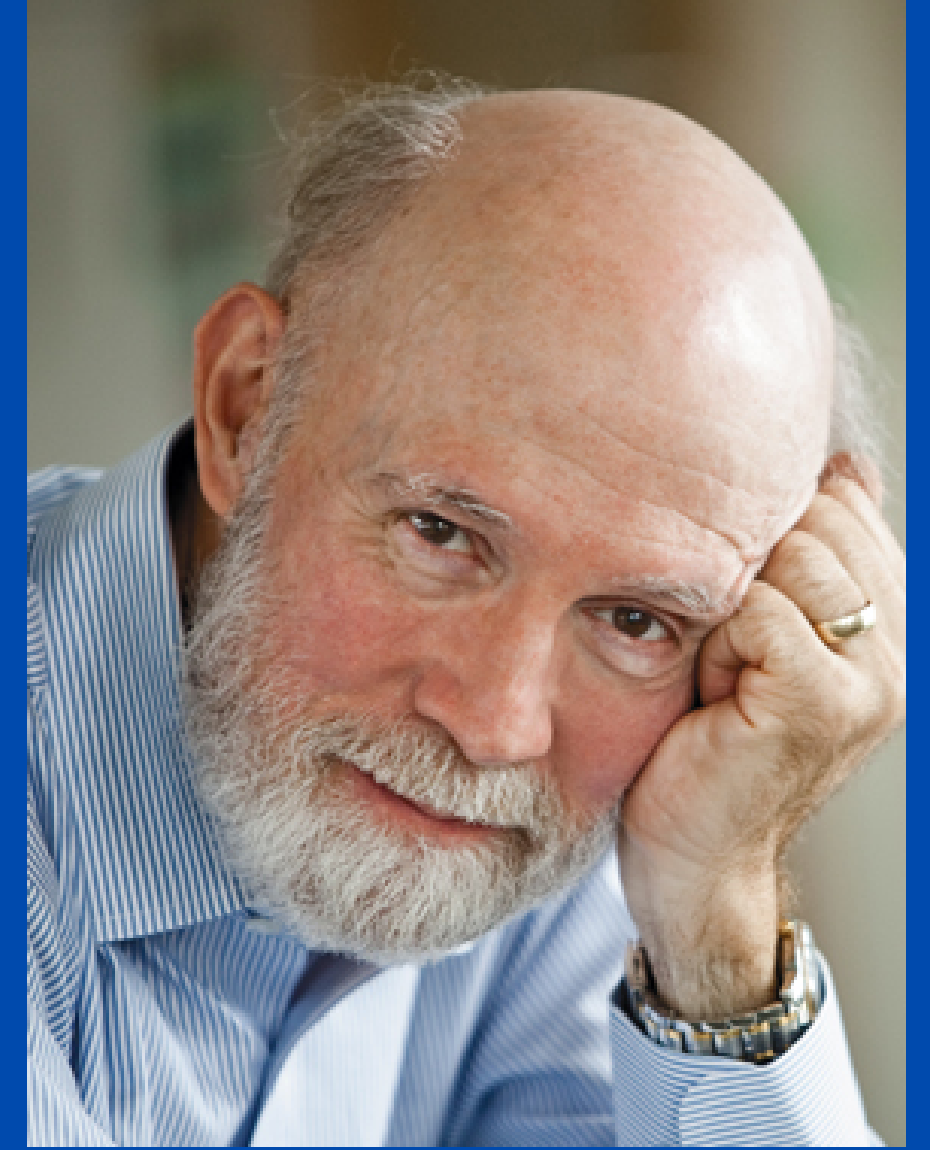




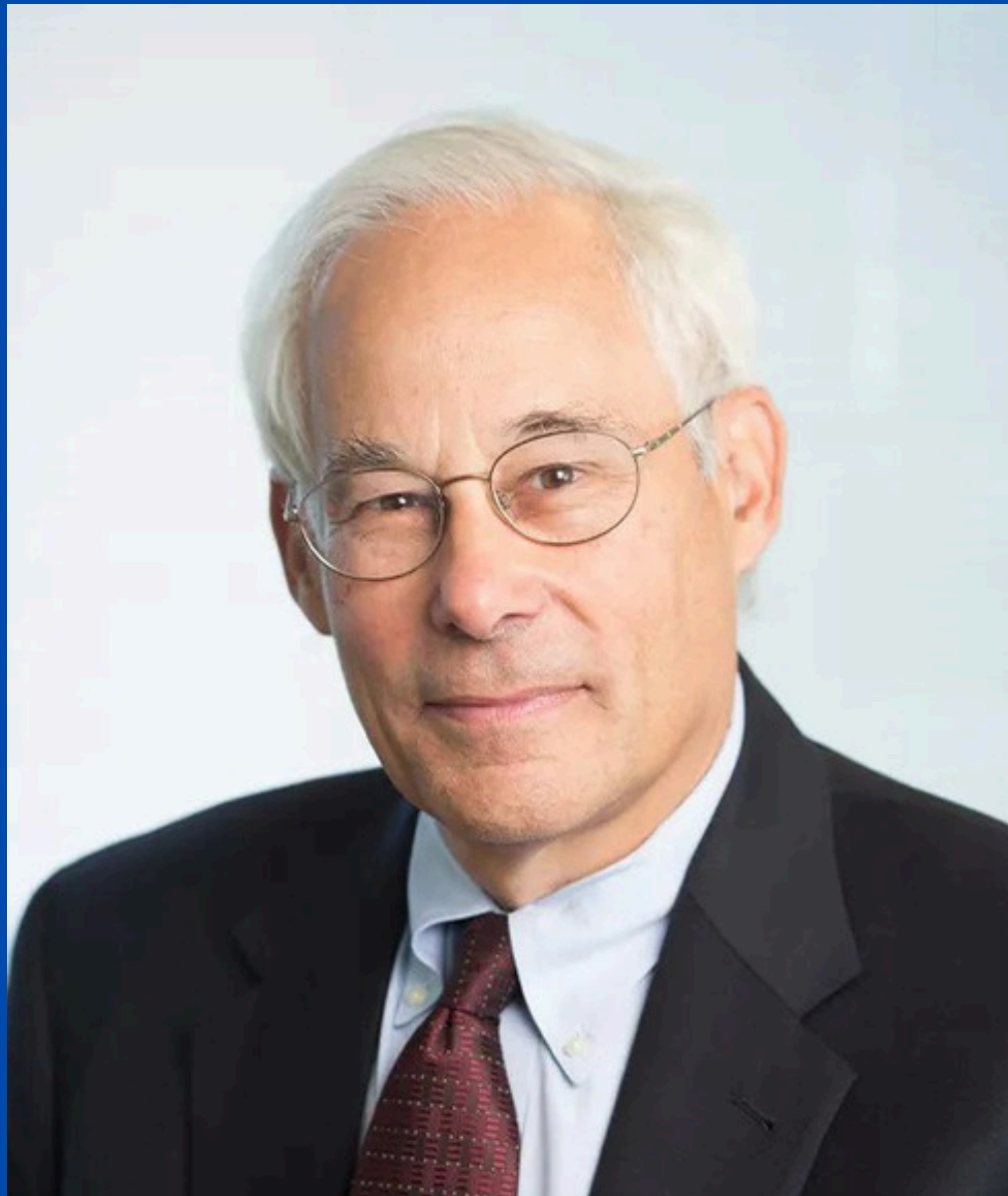
**Taiichi
Ohno**



**W. Edwards
Deming**



**James P.
Womack**



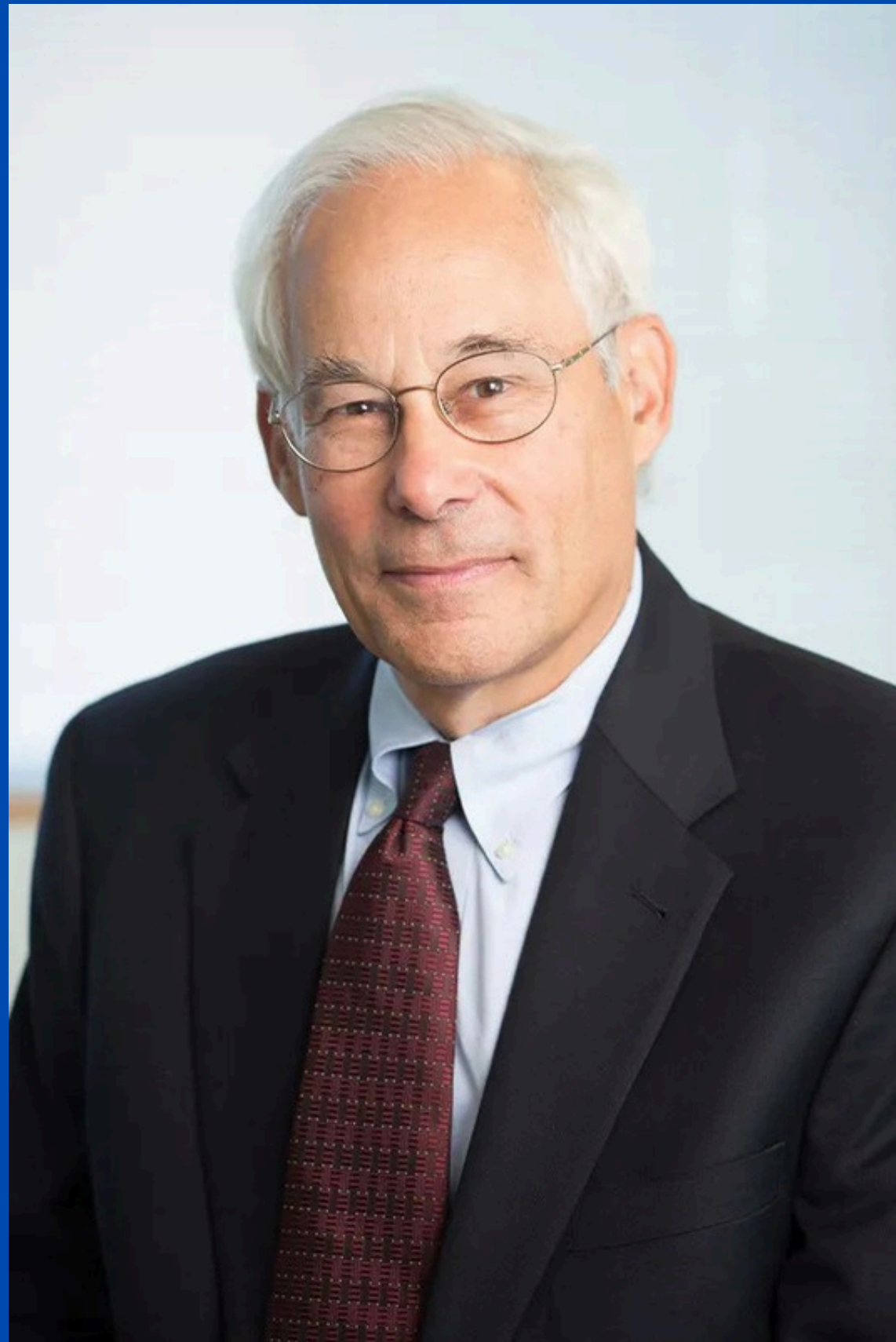
**Donald
Berwick**



**Juan
Toussaint**



**Mark
Graban**

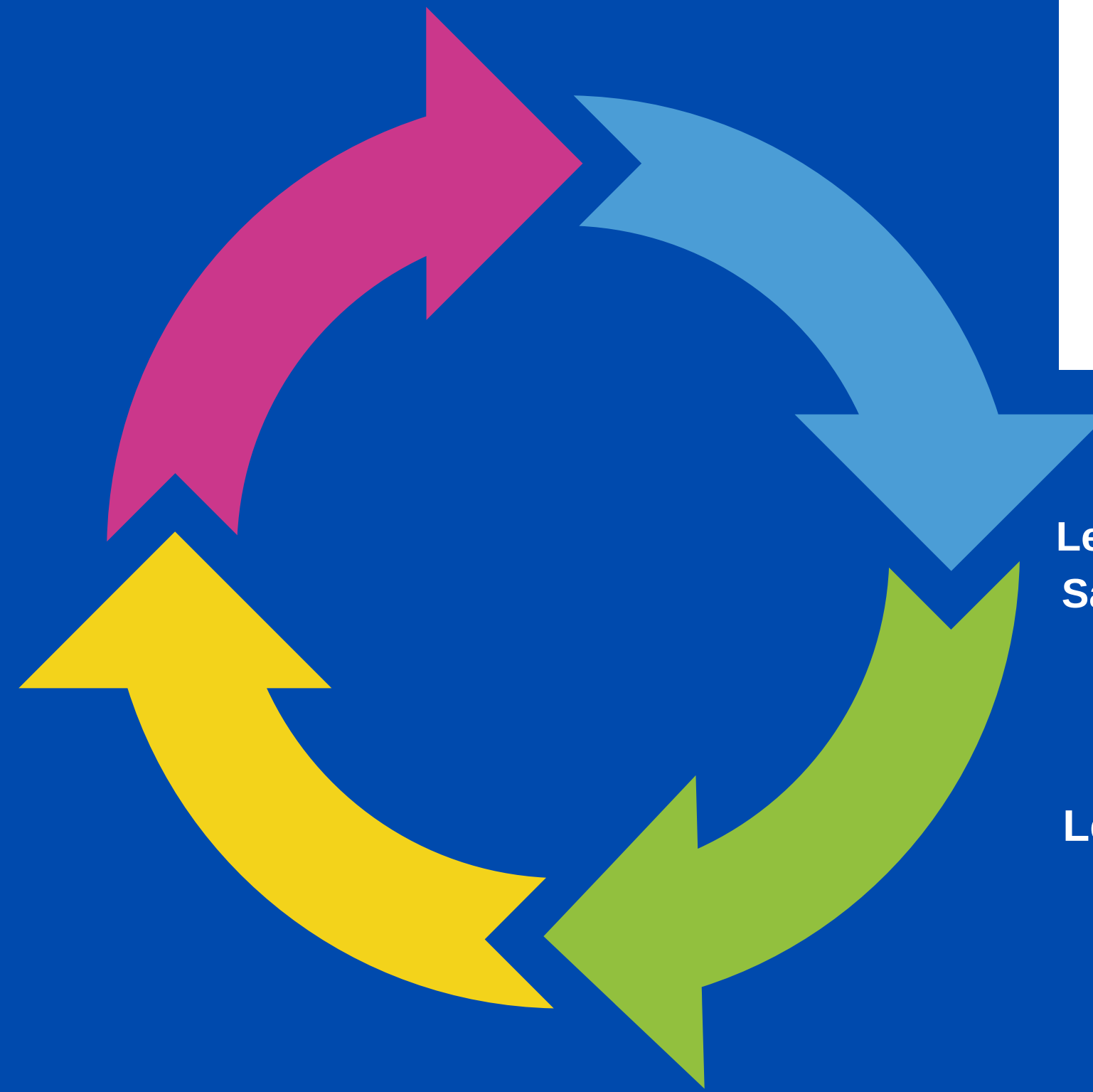


Dr. Donald Berwick





Lean Healthcare/Veterinary

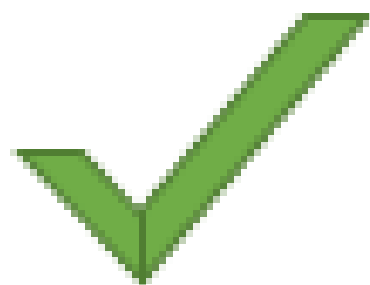
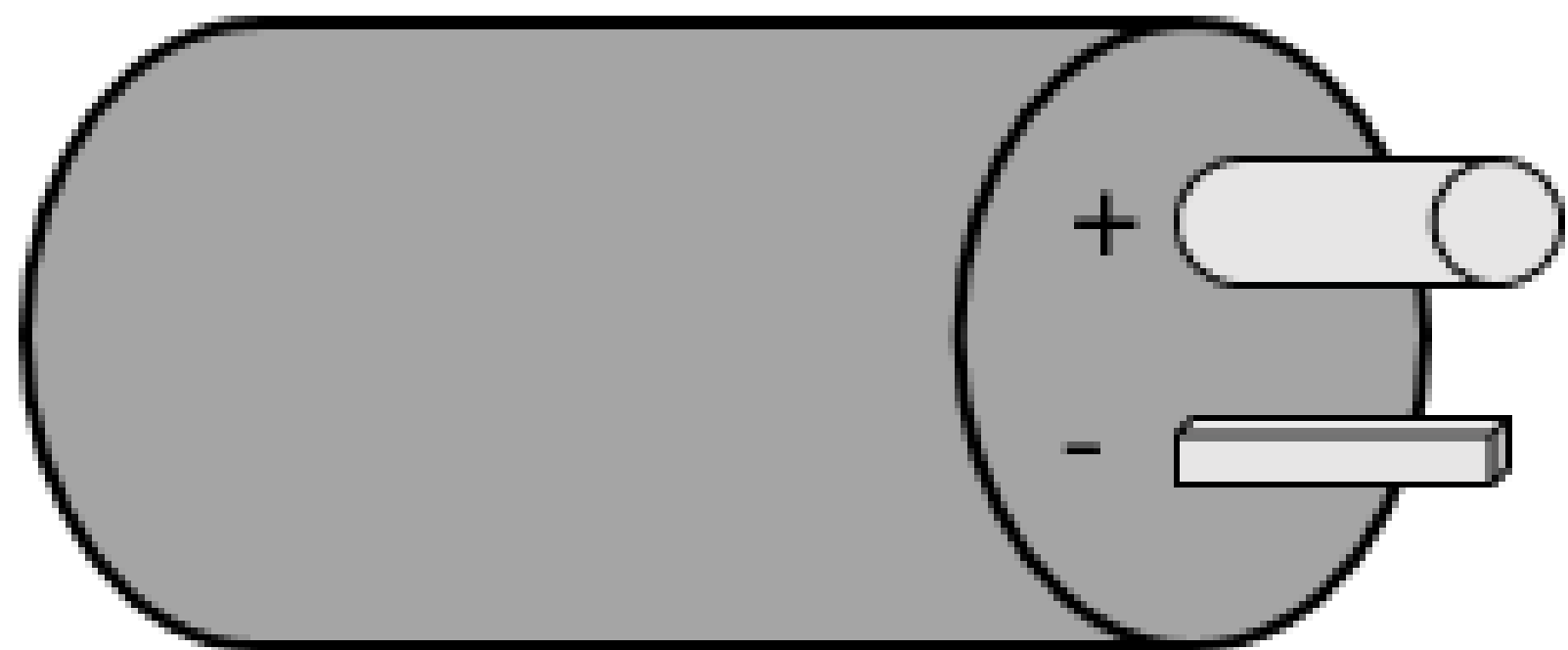
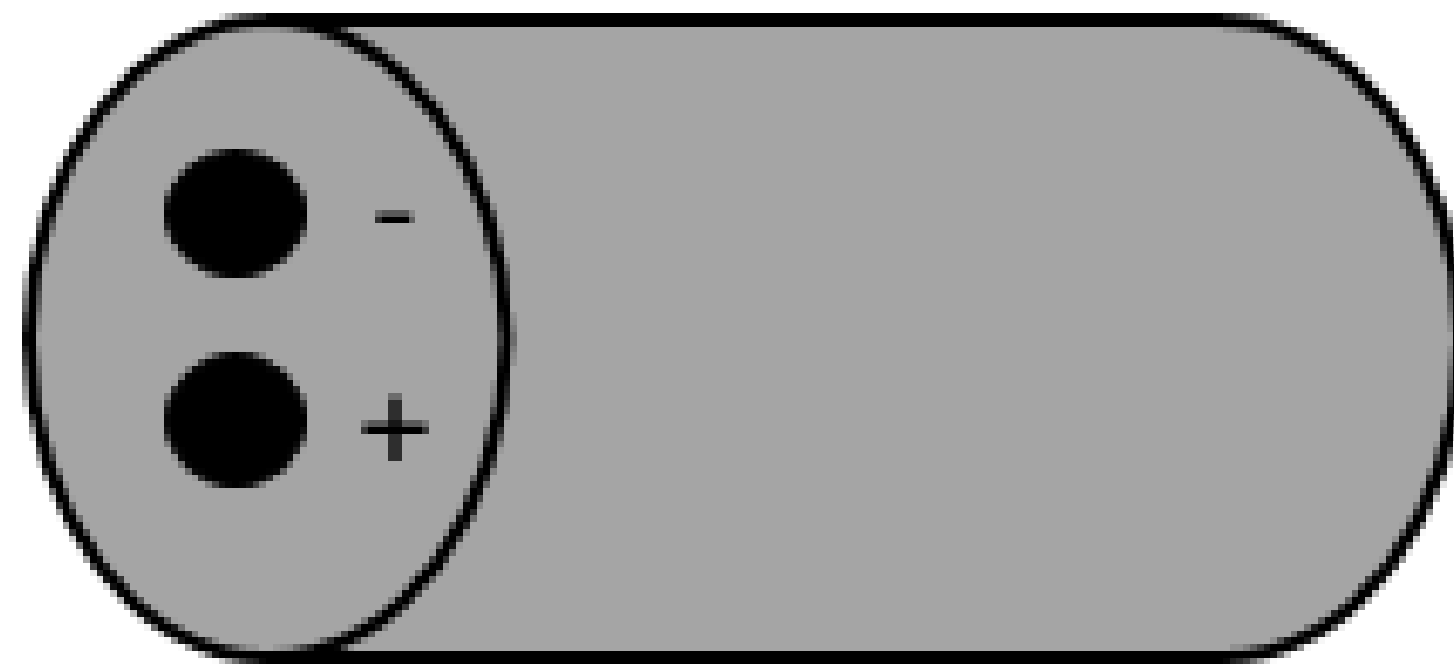
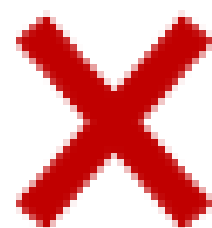
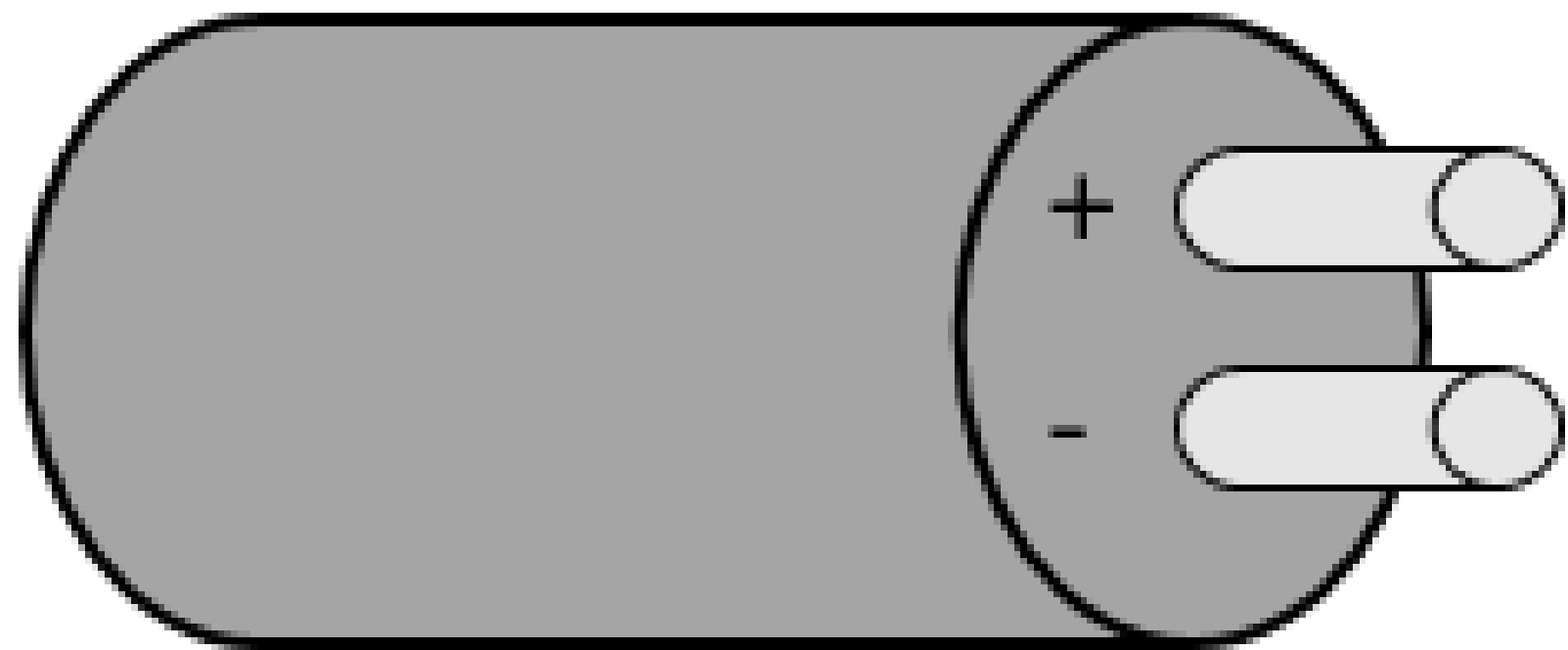


Lean Hospitals: Improving Quality, Patient Safety, and Employee Engagement - Mark Graban

**Lean Six Sigma to mitigate medication errors –
Case analysis in a Thai hospital**

Mitigation and prevention of medical errors (StatPearls / NCBI)

920%





Improving the quality of hospital service and the satisfaction of hospitalized patients through Lean principles (Pune, India)

The impact of Lean management implementation on waiting time and patient satisfaction (Graban)



**"Lean Dance": The relationship
between commitment to continuous
improvement and Lean techniques,
hospital performance and employee
well-being through autonomy, by
Robert van Kleeff**

**Staff perceptions of Lean, caring
for people, well-being, and
burnout:
A longitudinal study in primary
care conducted by Monica
Kaltenbrunne**



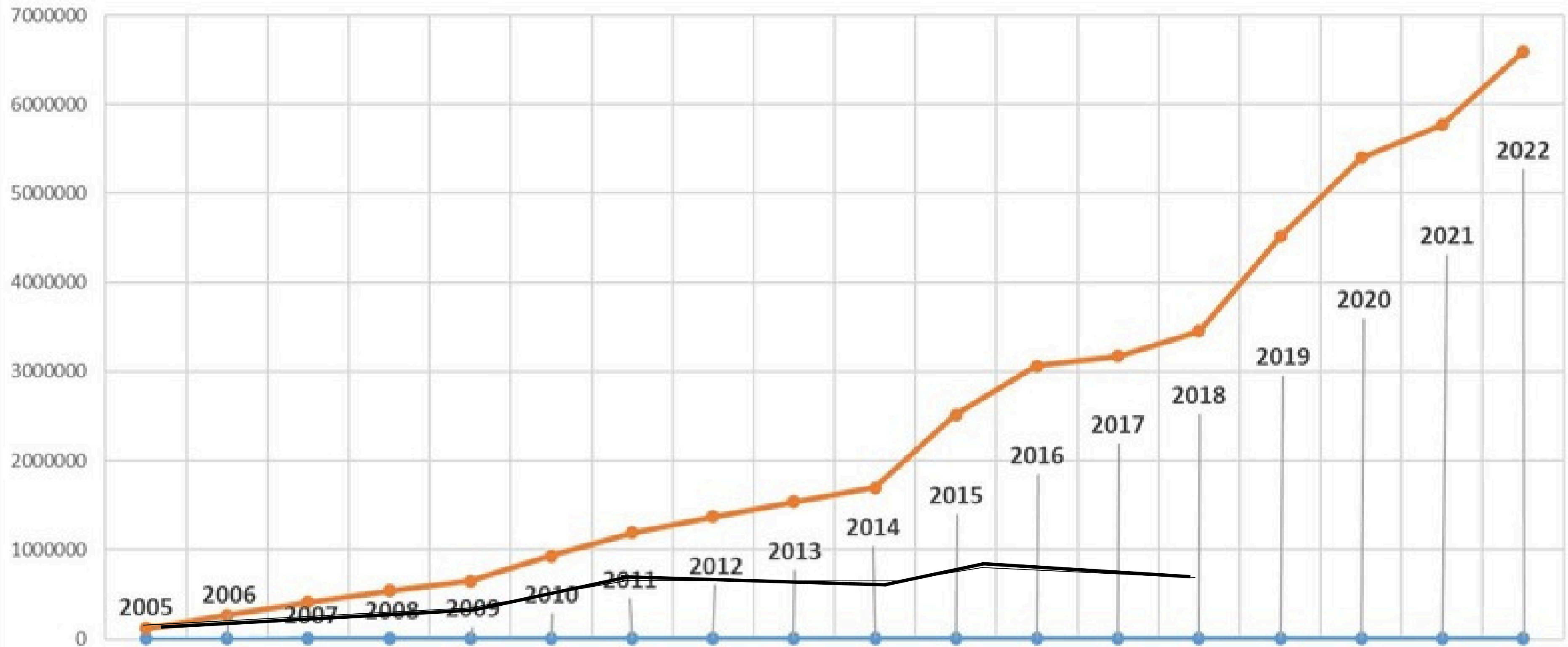


The impact of Lean
implementation on the financial
performance of Sriram
Narayanan hospitals,



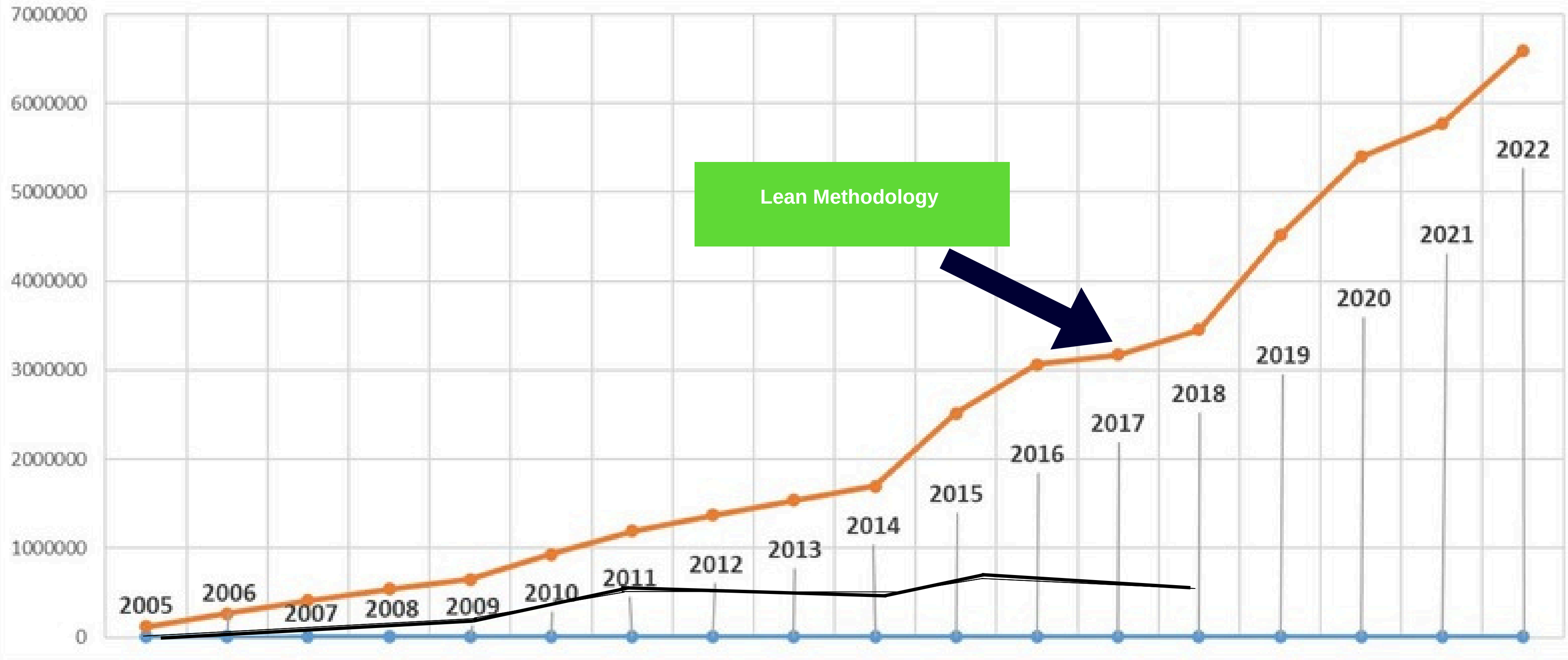
Fatturato

Fatturato



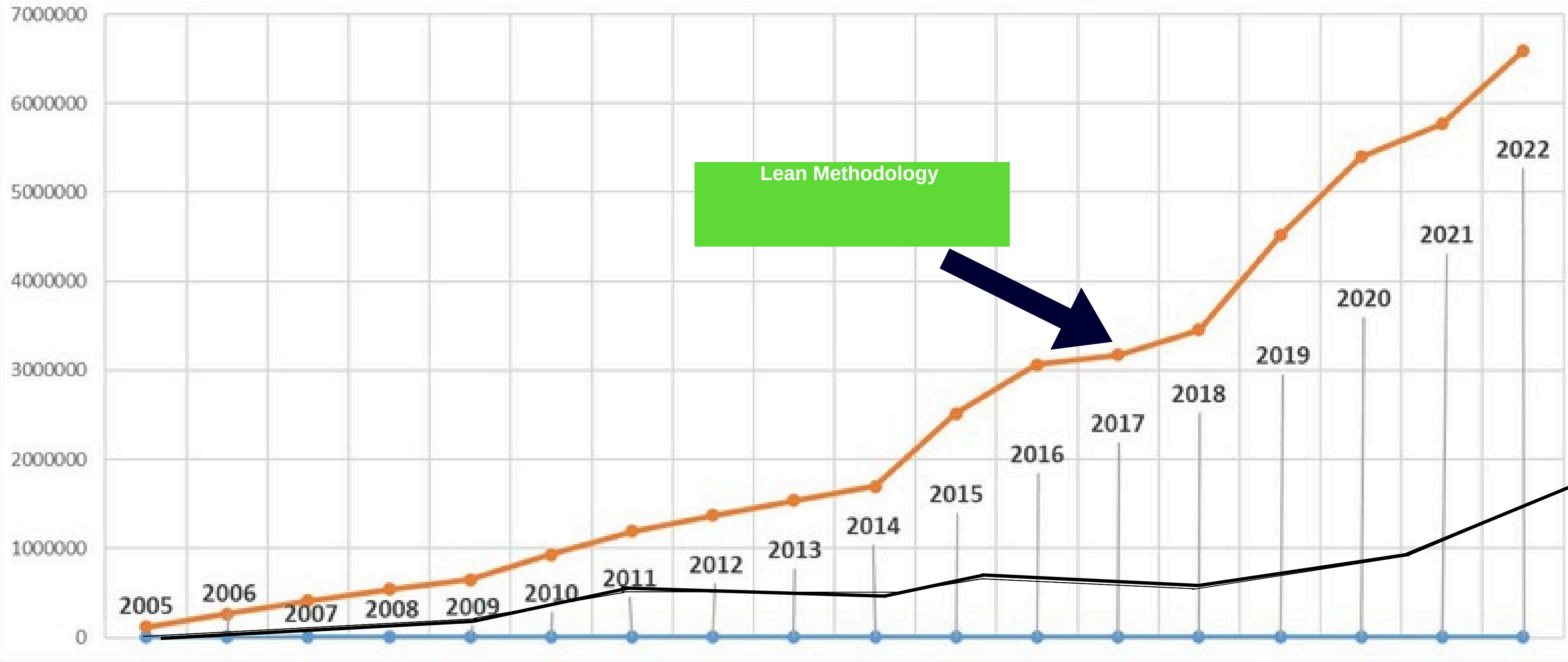
Fatturato

Fatturato



Fatturato

Fatturato

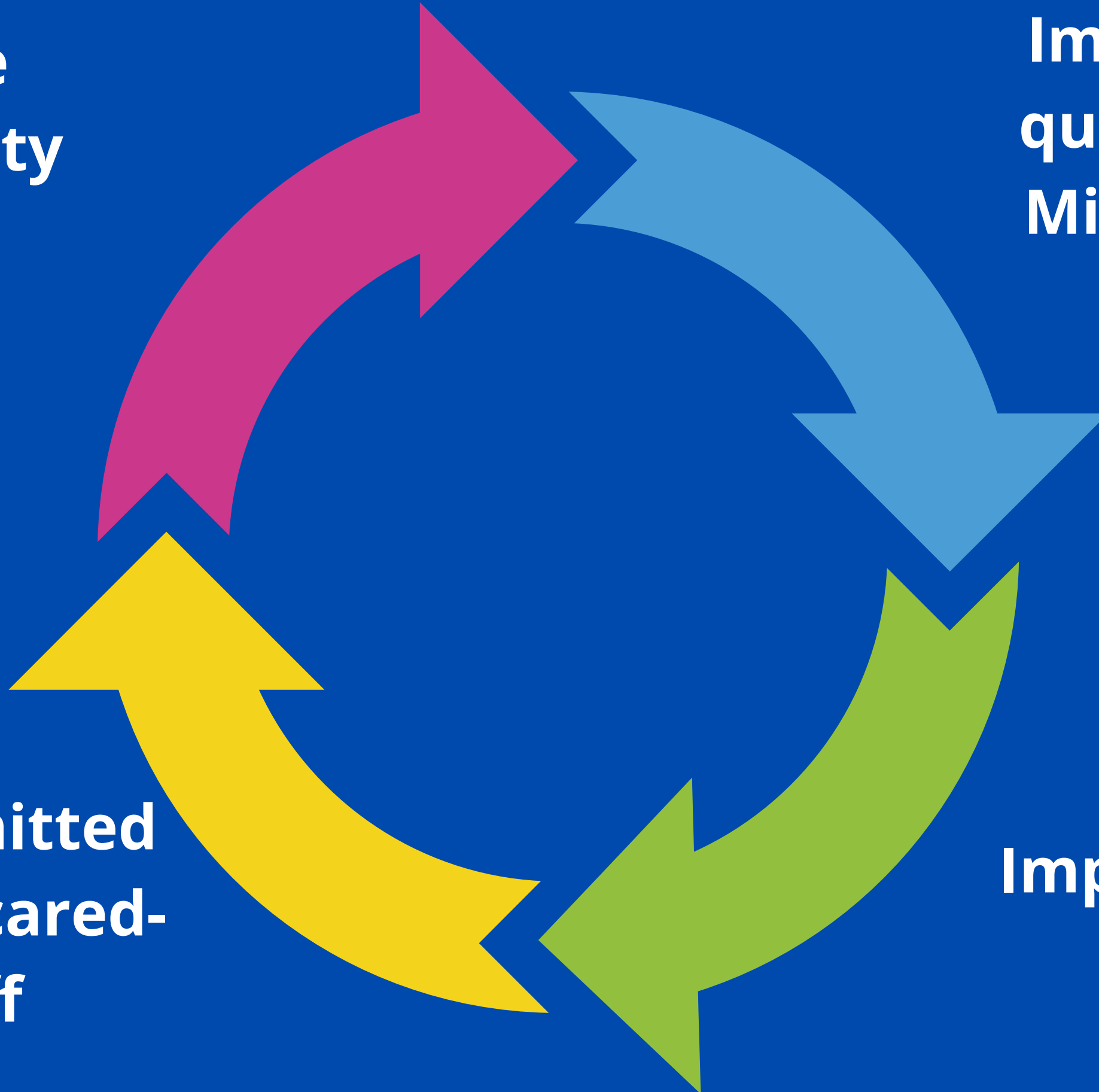


**Increase
profitability**

**Improving patient
quality and safety.
Minimizing errors.**

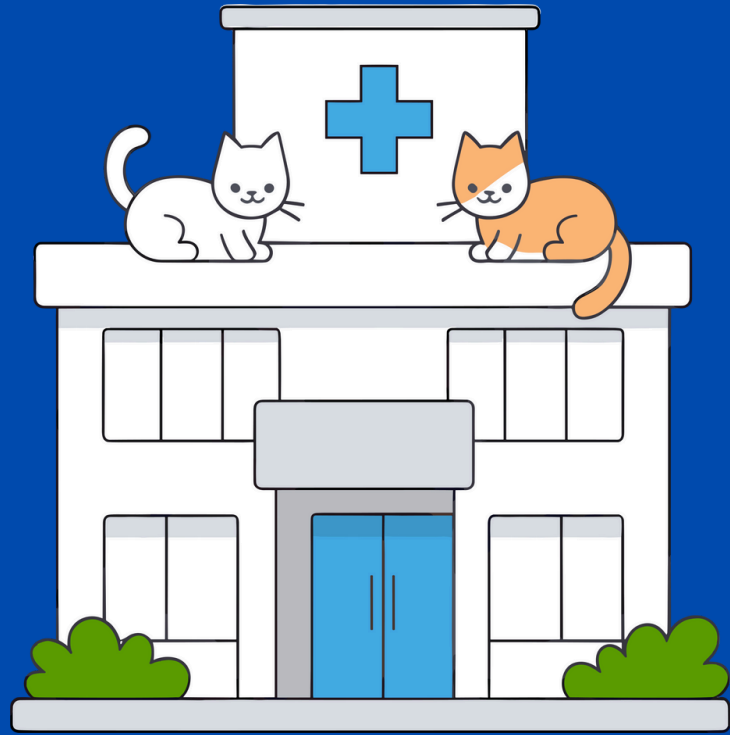
**More committed
and better cared-
for staff**

**Improves customer
satisfaction**

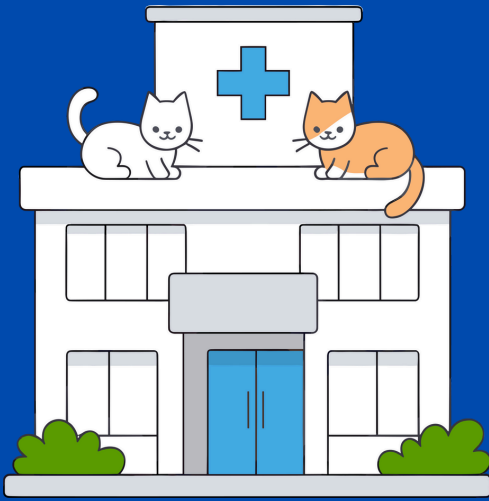




60



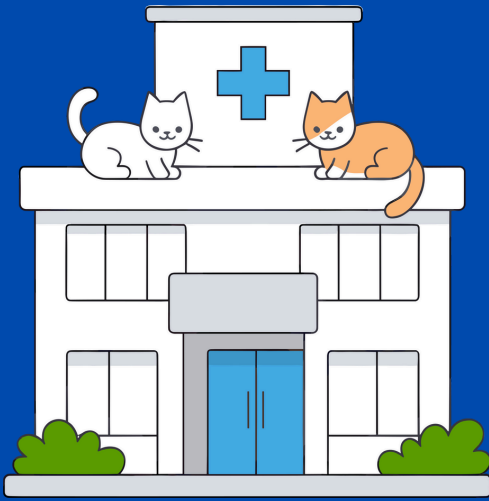
100 revenue - 88 total costs = 12 operating
margin



100 revenue - 88 total costs = 12 operating margin

Which of these corrective measures increases the margin the most?

- +12% prices
- +100% of the turnover
- -13% costs

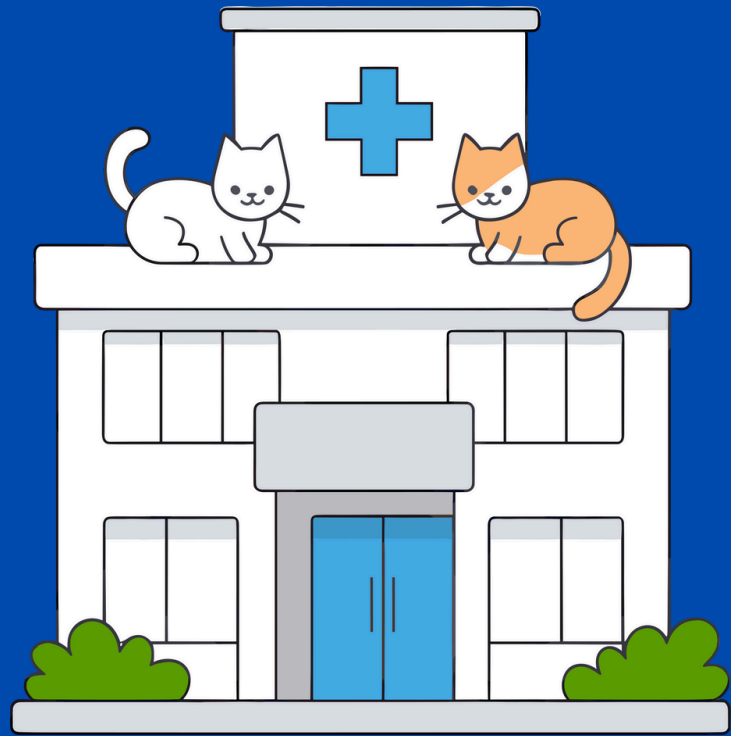


100 revenue - 88 total costs = 12 gross margin

**Which of these corrective measures
increases the margin the most?**

- +12% prices
- +100% of the turnover
- -13% costs

09:56

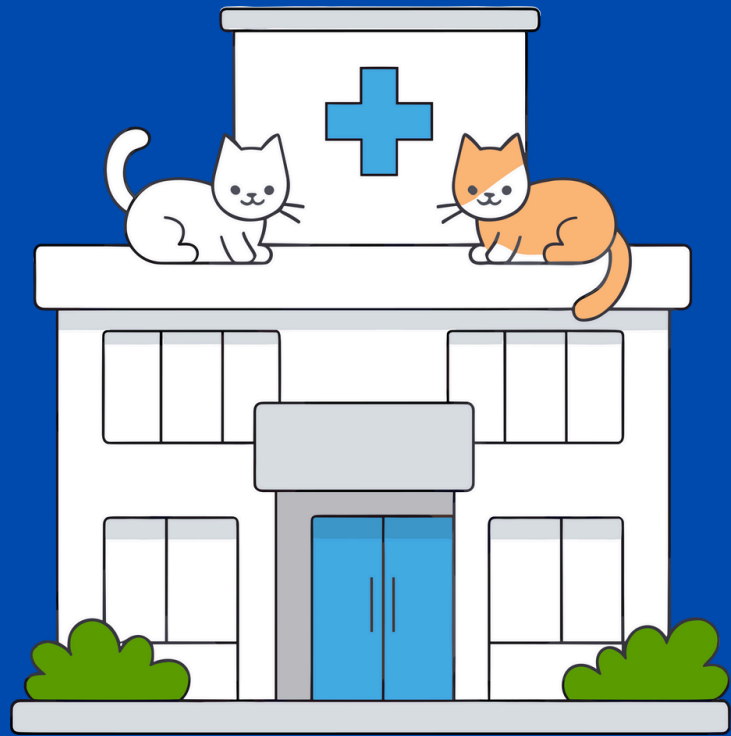


100 revenue - 88 total costs = 12 operating margin



Prices

112 revenues - 88 total costs =
24 gross margin



100 revenue - 88 total costs = 12 operating margin



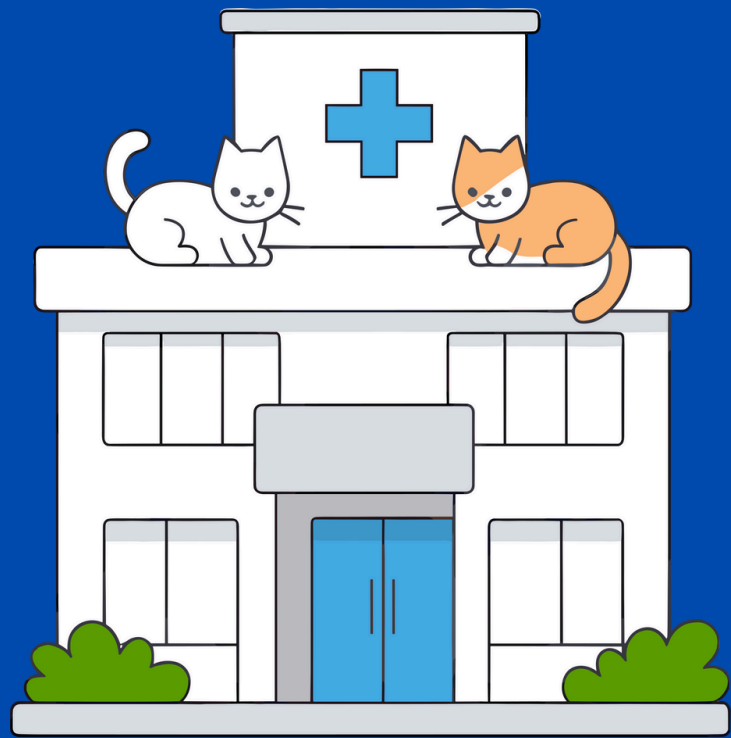
Prices

112 revenues - 88 total costs =
24 gross margin



Sales

200 revenues - 166 total costs =
24 gross margin



100 revenue - 88 total costs = 12 operating margin



Prices

112 revenues - 88 total costs =
24 gross margin



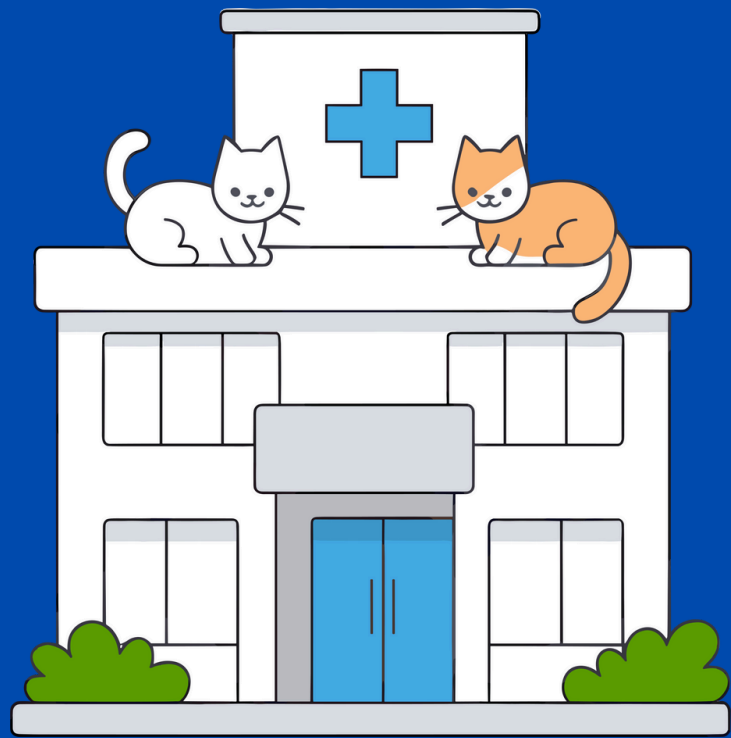
Sales

200 revenues - 166 total costs =
24 gross margin



Costs

100 revenue - (88-13%) total costs = 24
gross margin



100 revenue - 88 total costs = 12 operating margin



Prices

112 revenues - 88 total costs =
24 gross margin



Sales

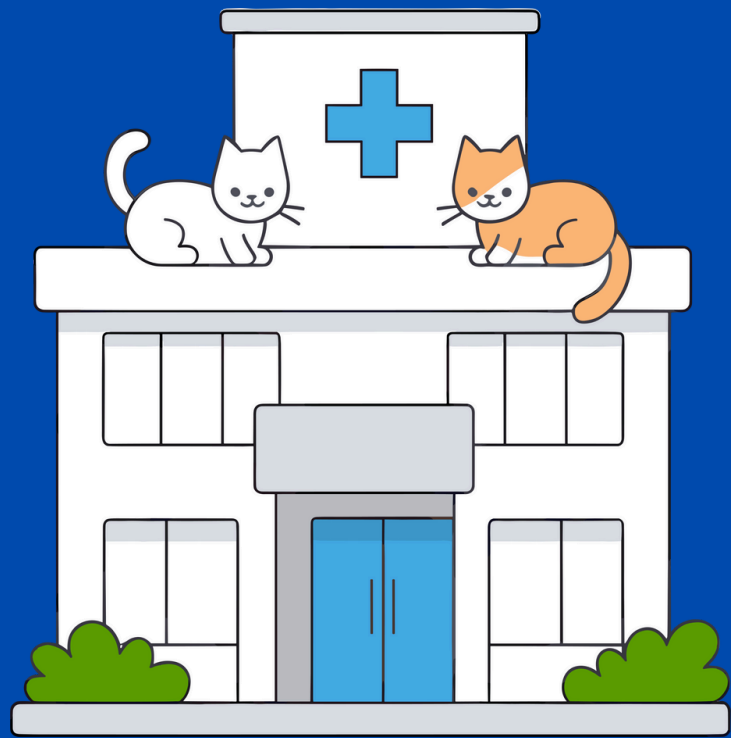
200 revenues - 166 total costs =
24 gross margin



Costs

100 revenue - (88-13%) total costs = 24
gross margin





100 revenue - 88 total costs = 12 operating margin



Prices

112 revenues - 88 total costs =
24 gross margin



Sales

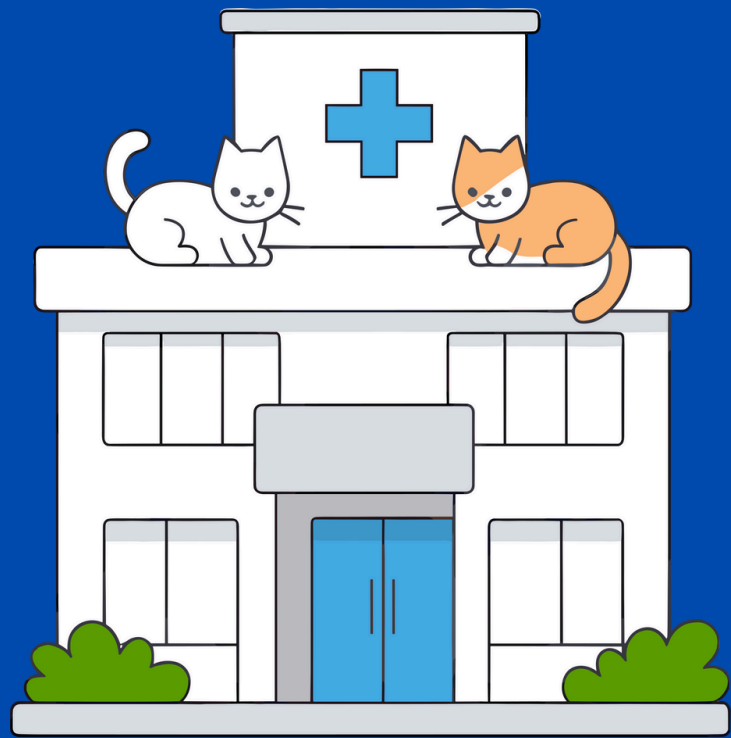
200 revenues - 166 total costs =
24 gross margin



Costs

100 revenue - (88-13%) total costs = 24
gross margin





100 revenue - 88 total costs = 12 operating margin



Prices

112 revenues - 88 total costs =
24 gross margin



Sales

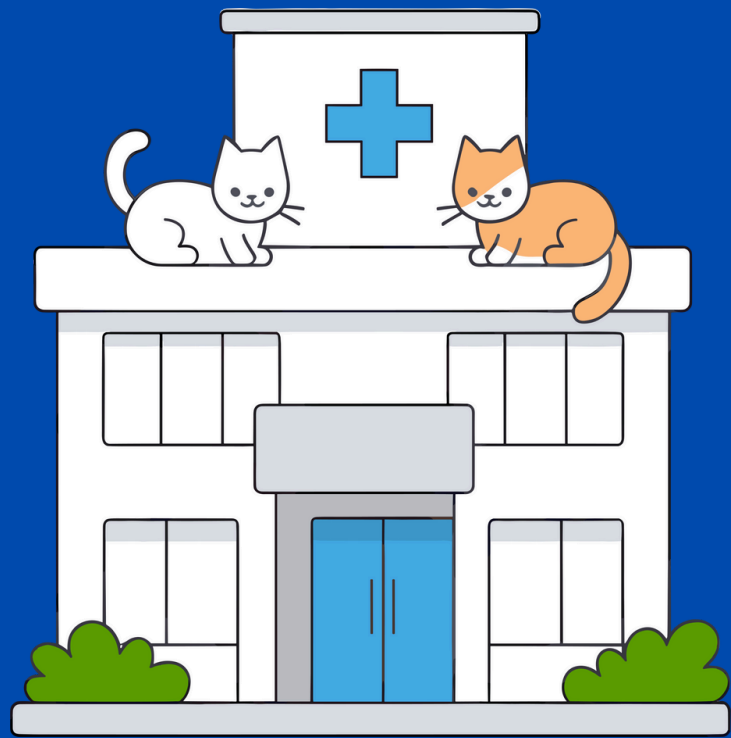
200 revenues - 166 total costs =
24 gross margin



Costs

100 revenue - (88-13%) total costs = 24
gross margin





100 revenue - 88 total costs = 12 operating margin



Prices

112 revenues - 88 total costs =
24 gross margin



Sales

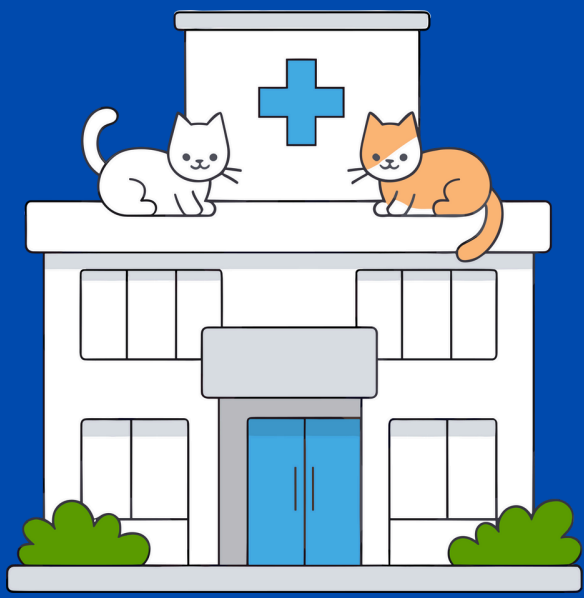
200 revenues - 166 total costs =
24 gross margin



Costs

100 revenue - (88-13%) total costs = 24
gross margin





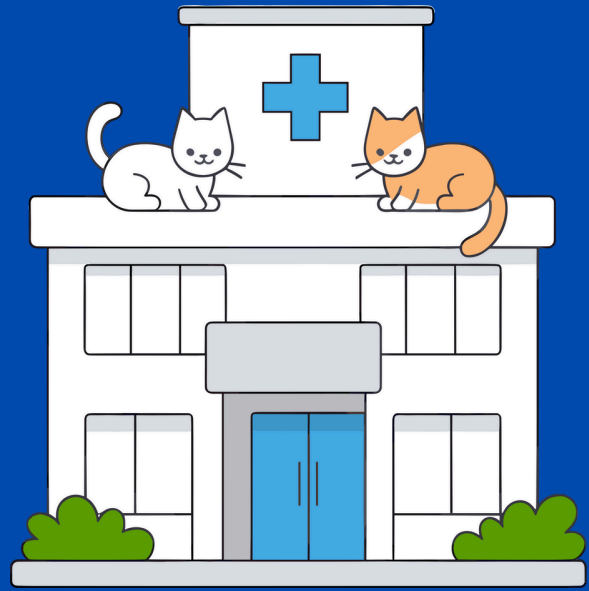
100 revenue - 88 total costs = 12 operating
margin

**How much more could be earned if all waste were
eliminated in the clinic?**

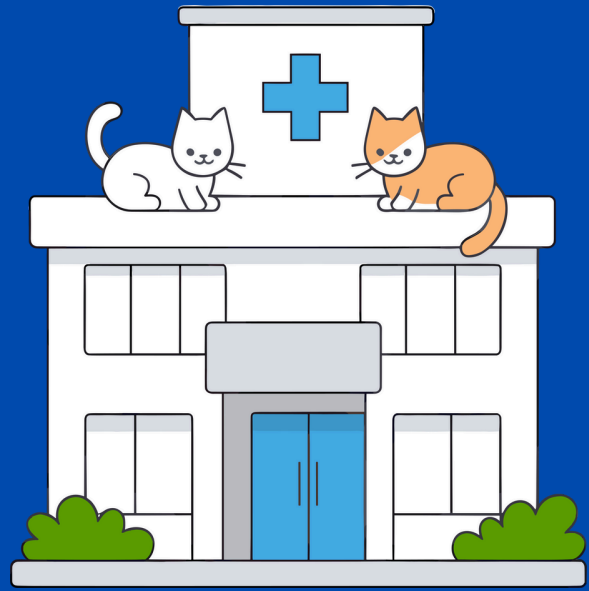
**Waste contributes to 40% of a hospital's
operating costs.**



Institute *for*
Healthcare
Improvement



100 revenue - 88 total costs = 12 operating
margin



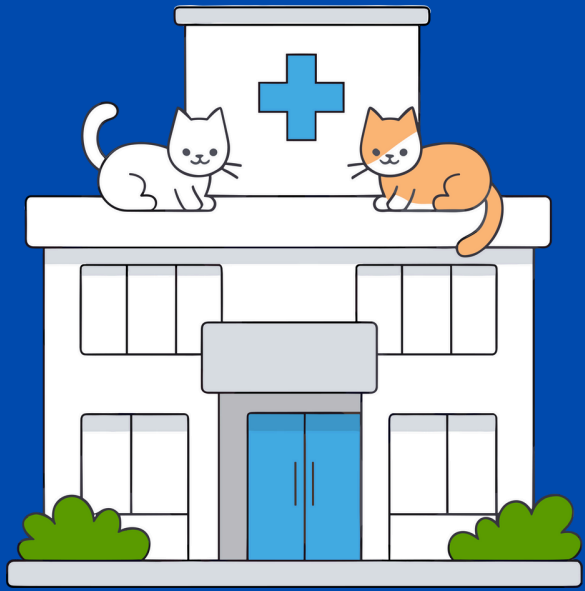
100 revenue - 88 total costs = 12 operating
margin



53 production costs



35 wastes



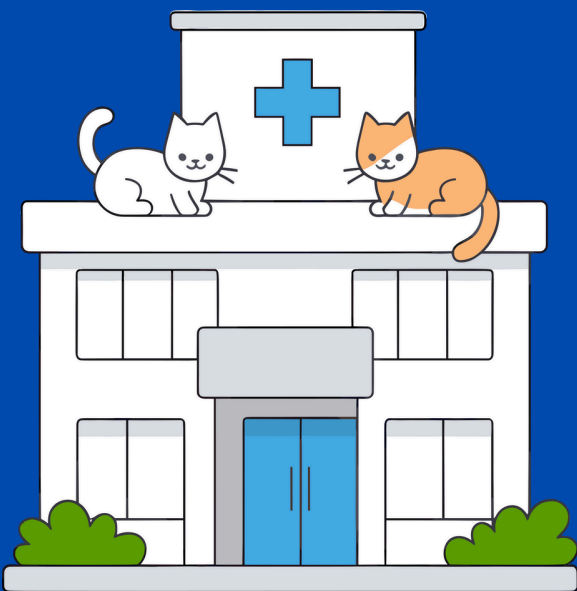
100 revenue - 88 costs = 12 gross margin



53 production costs



~~35 net profit~~



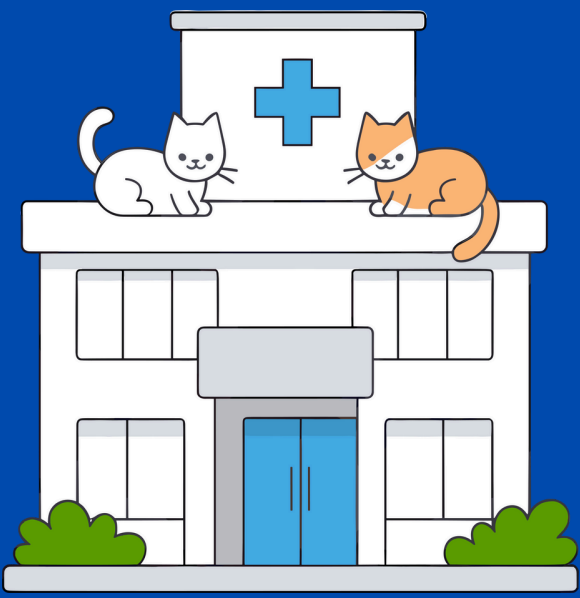
100 revenue - 88 costs = 12 gross margin



53 production costs

~~35 sales~~

100 revenue - 53 costs = 47 gross margin



100 revenue - 88 costs = 12 gross margin



53 production costs

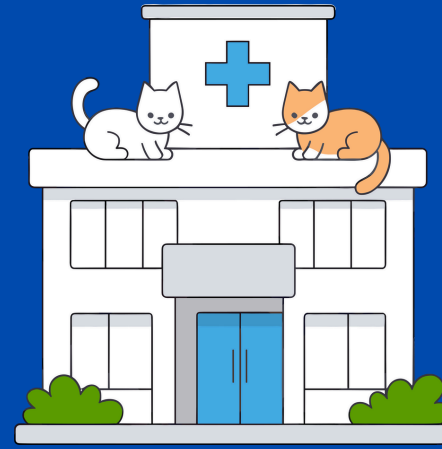


35 sales



100 revenue - 53 costs = 47 operating margin

+391%



100 revenue - 88 total costs = 12 operating margin



Prices

112 revenues - 88 total costs =
24 gross margin



Sales

200 revenues - 166 total costs = 100 revenue - (88-13%) total costs = 24 gross margin



Costs



+391%

Is it interesting?



**What am I taking
home?**

A close-up photograph of a hand holding a black pen, writing on a piece of paper. The hand is adorned with three silver rings on the ring, middle, and index fingers. The background is a solid blue color with a white circular overlay on the left side, which contains the photograph. The text "What am I taking home?" is written in white on the blue background.

What am I taking home?

60

11:00–12:30 Value Stream Mapping (VSM): mapping the flow and identifying waste

5 principles of Lean:



5 principles of Lean:

1. Define the value of a product or service from the customer's point of view



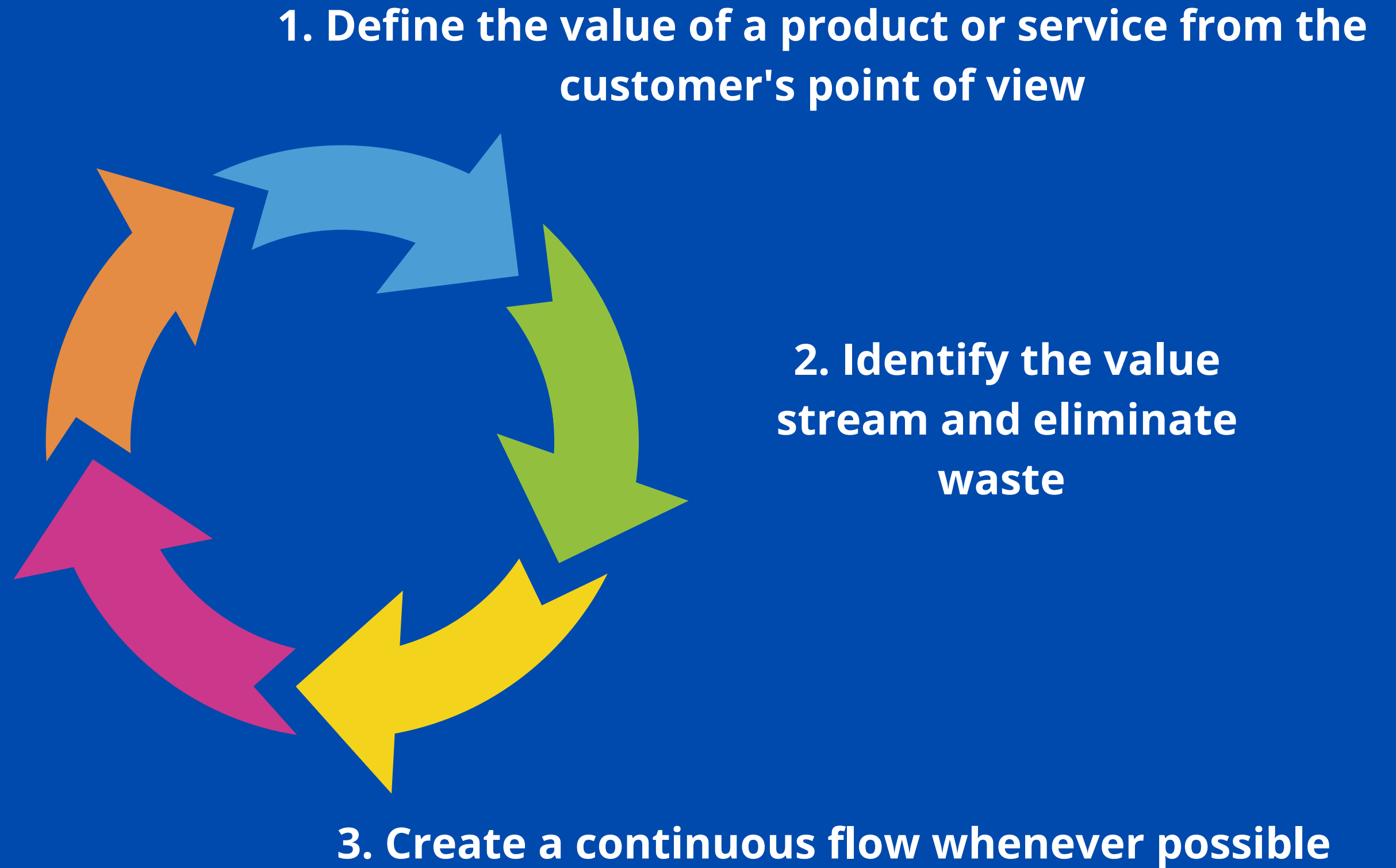
5 principles of Lean:

1. Define the value of a product or service from the customer's point of view



2. Identify the value stream and eliminate waste

5 principles of Lean:



5 principles of Lean:

1. Define the value of a product or service from the customer's point of view

2. Identify the value stream and eliminate waste

3. Create a continuous flow whenever possible

4. Adopt a customer-driven system:
"Pull, don't push"



5 principles of Lean:

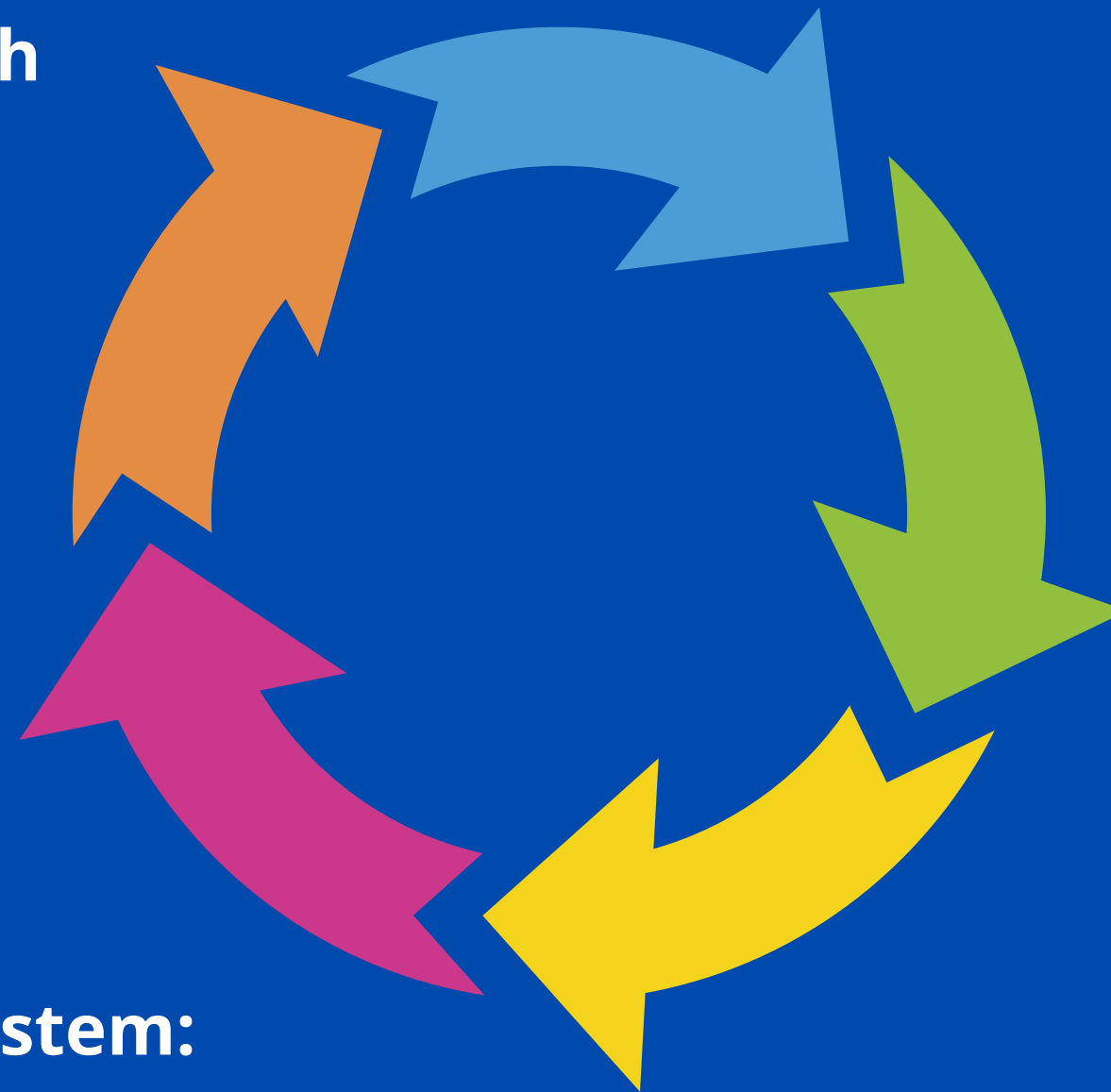
5. Strive for perfection through continuous improvement

4. Adopt a customer-driven system:
"Pull, don't push"

1. Define the value of a product or service from the customer's point of view

2. Identify the value stream and eliminate waste

3. Create a continuous flow whenever possible



1°

**Defining the value of a product or service
from the customer's point of view**

Defining the value of a product or service from the customer's point of view



VALUE



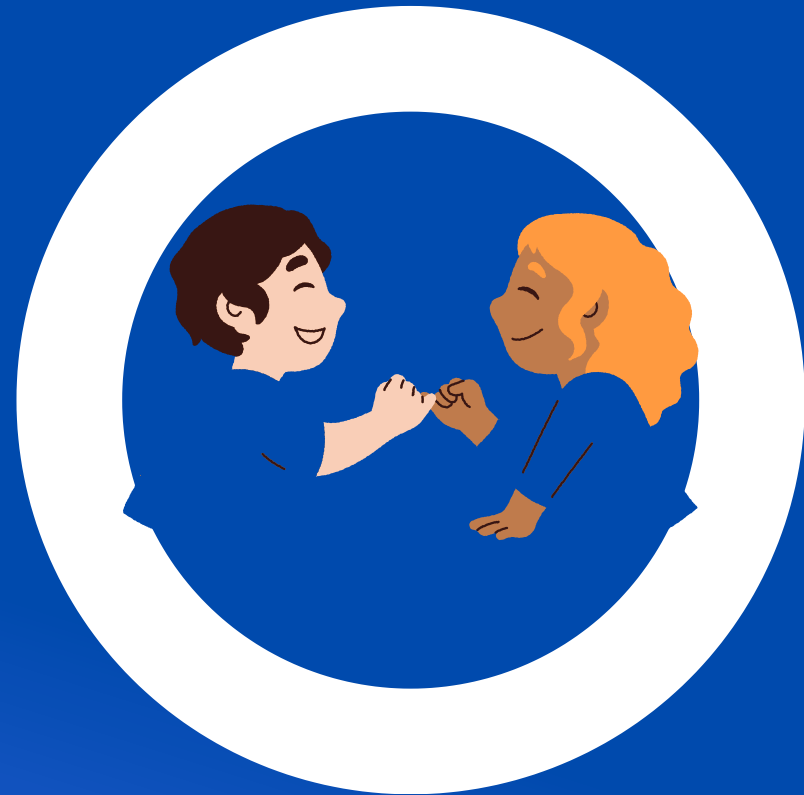
VS



WASTE

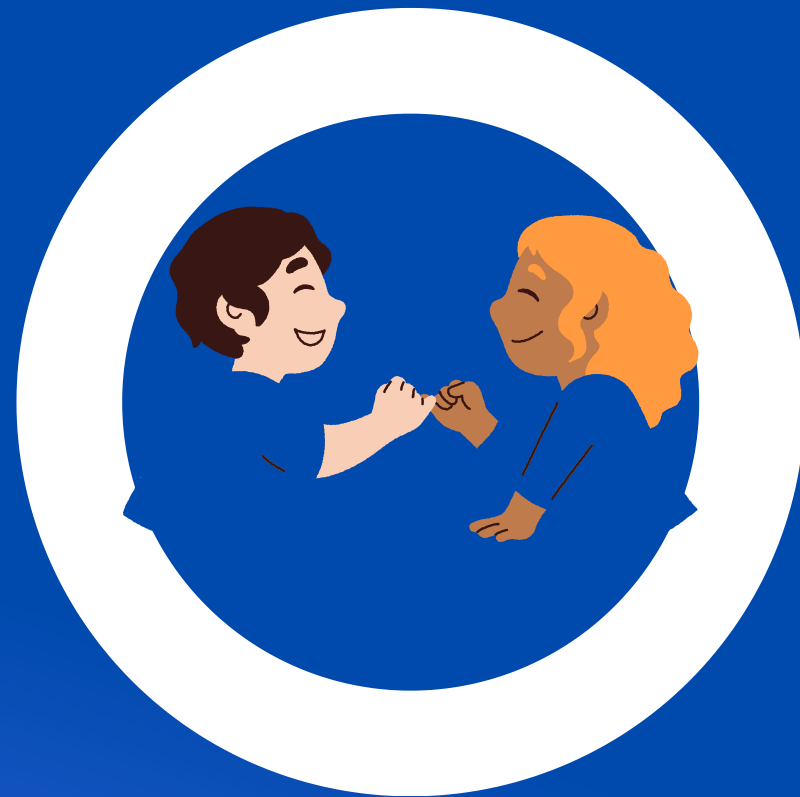
Value

Value



**Value is what
customers are willing
to pay.**

Value

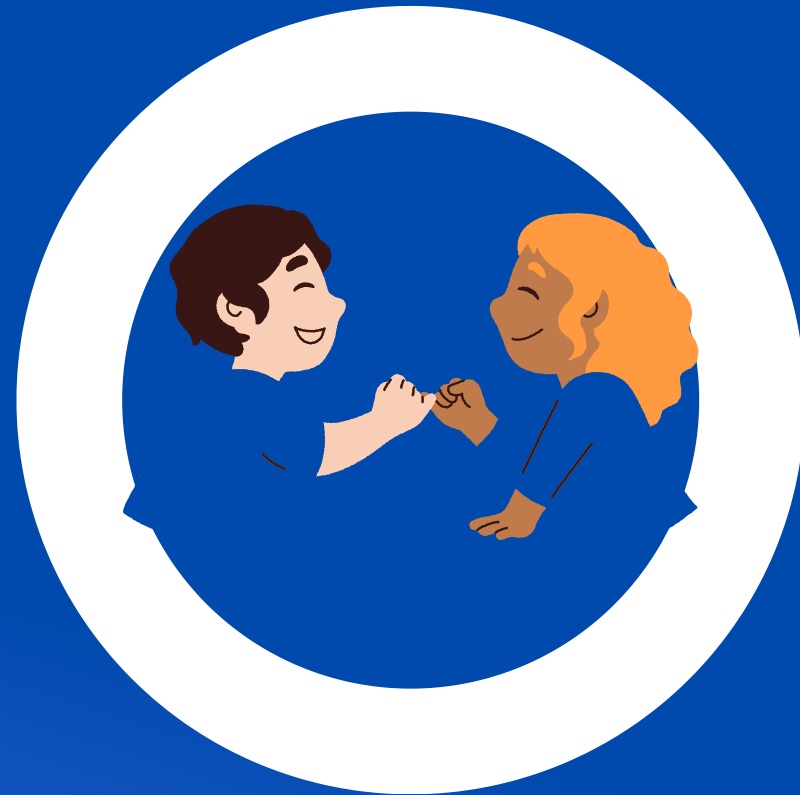


**Value is what
customers are willing
to pay.**



**Everything that has
no value is waste**

Value



**Value is what
customers are willing
to pay.**



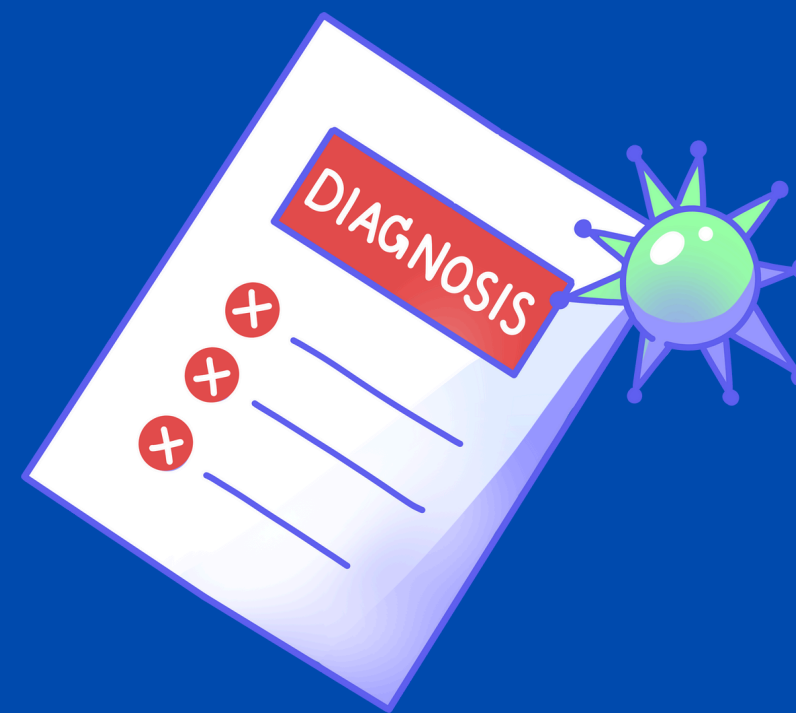
**Everything that has
no value is waste**



**It must be
eliminated!**

Value of medical care

The activity must transform the product to align it with the patient's goal.



Value of medical care

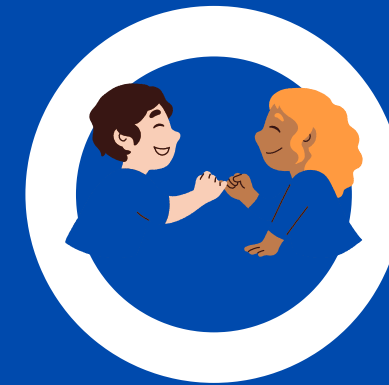
You have to do it right the first time.



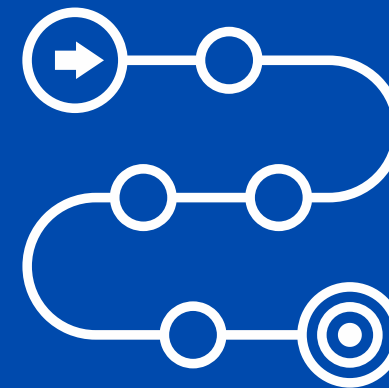
ERROR

Value of medical care

**Value is what customers
are willing to pay.**



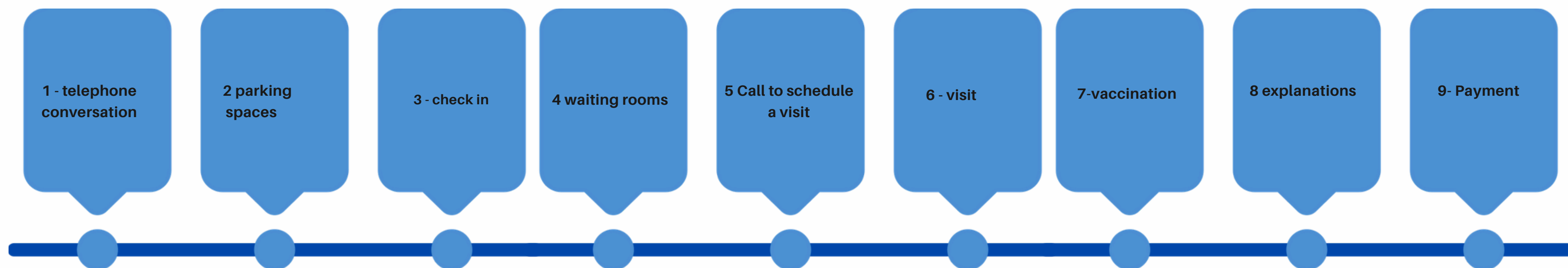
**The activity must transform
the product to align it with the
patient's goal.**



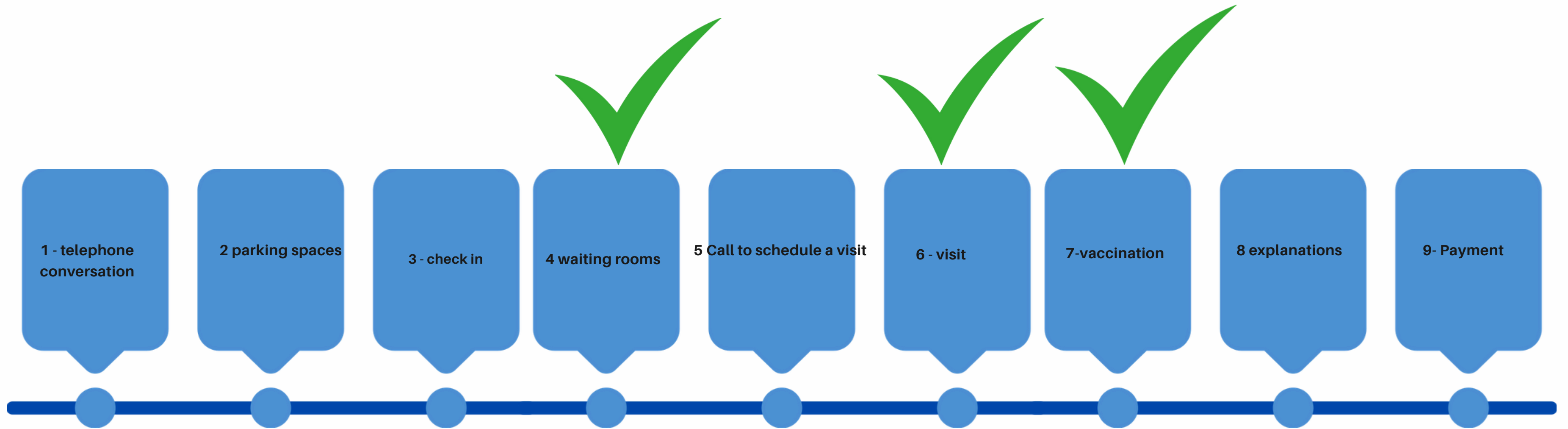
**You have to do it right the first
time.**



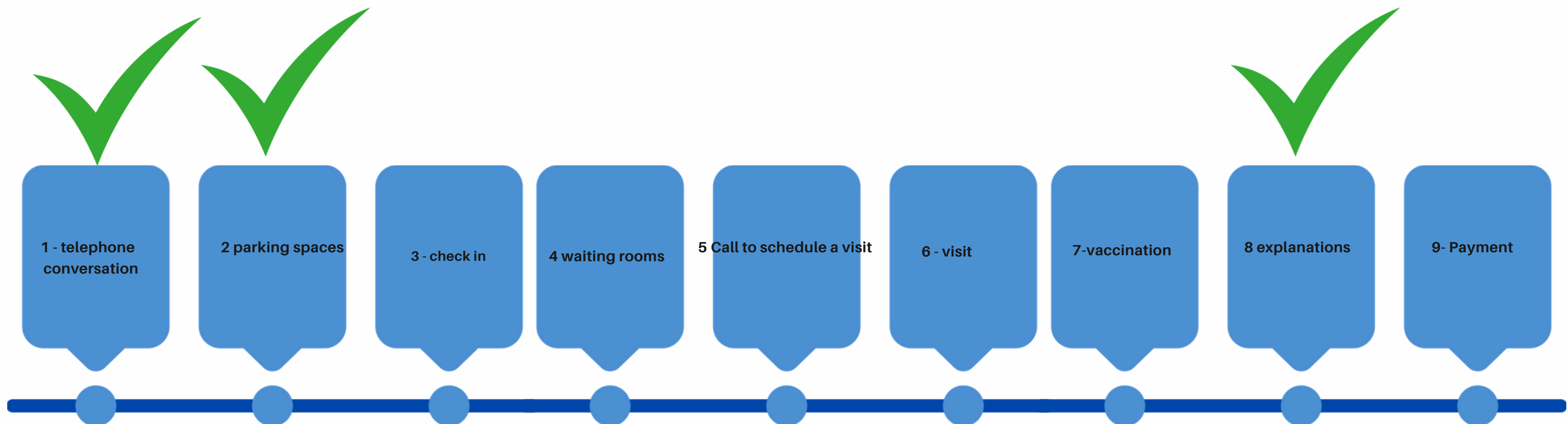
VALUE MAP FOR VACCINATION PROCESSES

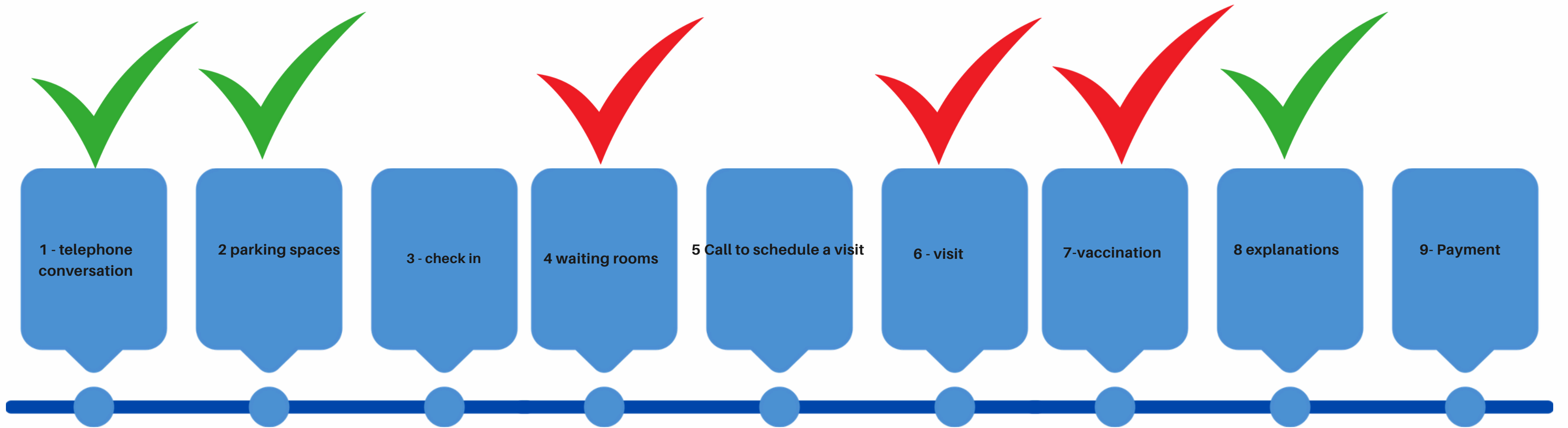


Value chain of a vaccination



Value chain for vaccine delivery





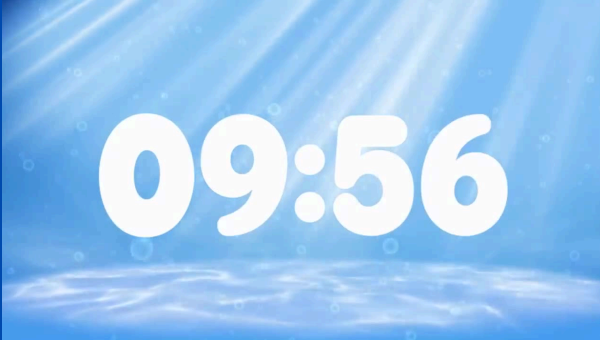
How can customer value be understood?

How can customer value be understood?

Asking!

Let's find the right questions to understand what is important when:

- *Vaccinating your pet*



09:56

How can customer value be understood?

Asking!

What is the most important aspect for you when vaccinating your pet?

How can customer value be understood?

Asking!

What is the most important aspect for you when vaccinating your pet?

Is there anything you would like us to improve in this service?

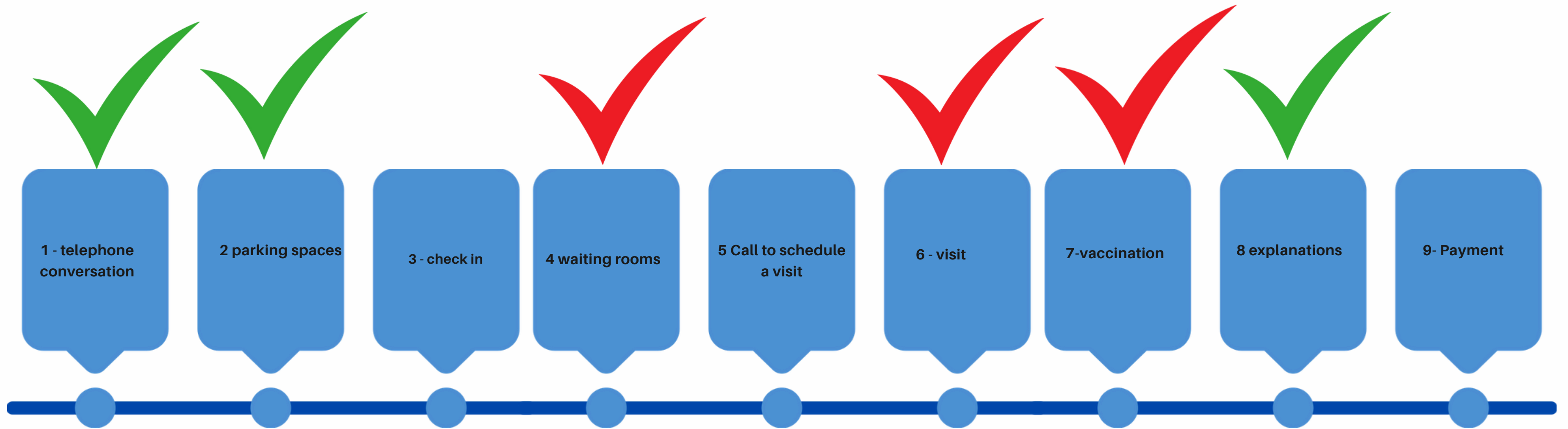
How can customer value be understood?

Asking!

What is the most important aspect for you when vaccinating your pet?

Is there anything you would like us to improve in this service?

What would make this service perfect for you?



**If you don't understand the
value, in the end you'll only
talk about the price.**

5 principles of Lean:

1. Define the value of a product or service from the
customer's point of view



5 principles of Lean:

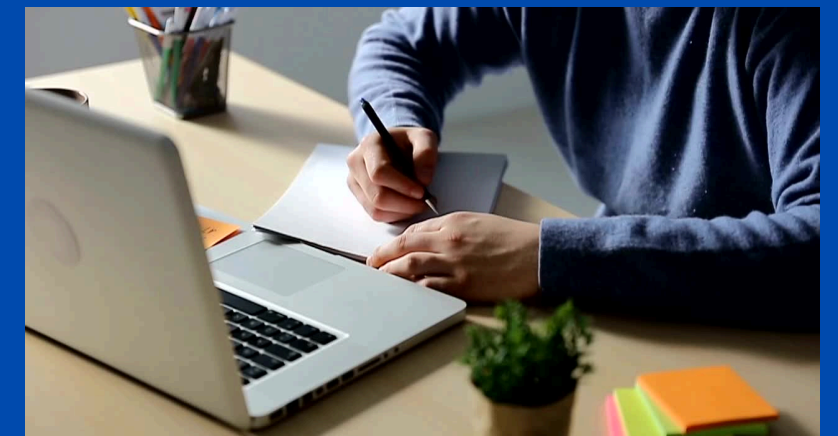
1. Define the value of a product or service from the
customer's point of view



Questions?



What should I take note of?



What do I want to



5 principles of Lean:

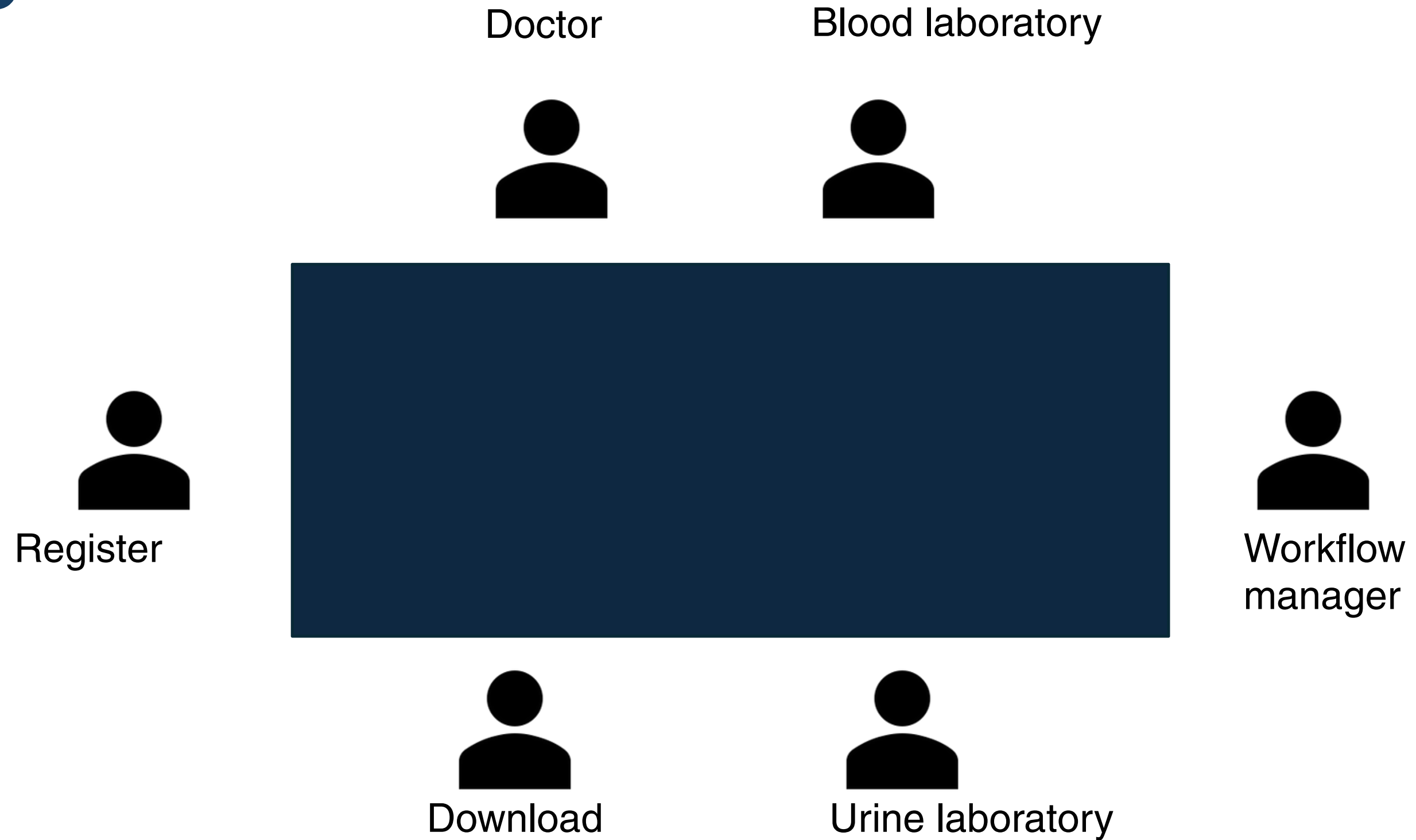
1. Define the value of a product or service from the customer's point of view



2. Identify the value stream and eliminate waste

Let's Play...

Seat layout



Instructions

- **Script:**

Patients come to the clinic to have urine and blood tests. The process they follow is as follows:

- **Register**

- Assign each patient a sequential number (their ID).
- Note the arrival time (using a stopwatch or your phone's timer).

- **Waiting room**

- Patients wait until Reception calls them.

- **Workflow manager**

- Only Workflow manager can send patients from the waiting room to:
 - **Laboratory 1 for urine analysis.**
 - **Laboratory 2 for blood analysis.**
 - **The doctor after both tests have been performed.**

- **Doctor**

- Check the results of both tests:
 - If both tests are correct → The patient is discharged.
 - If any test fails → The patient is sent back to the waiting room

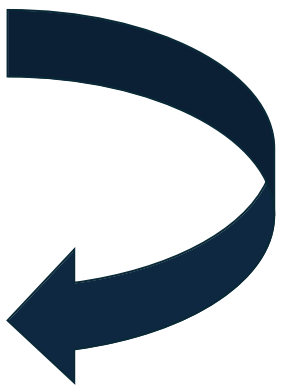
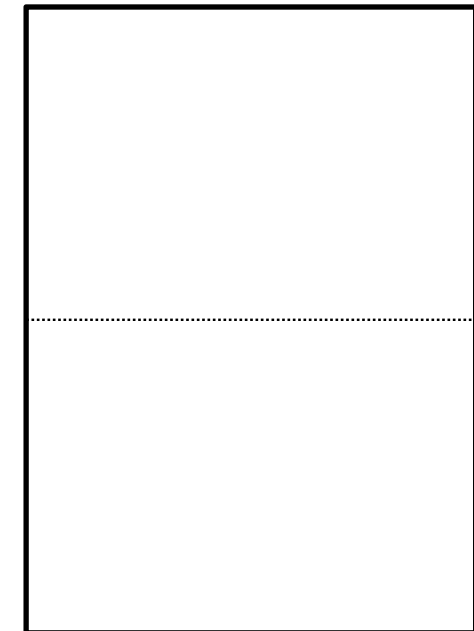
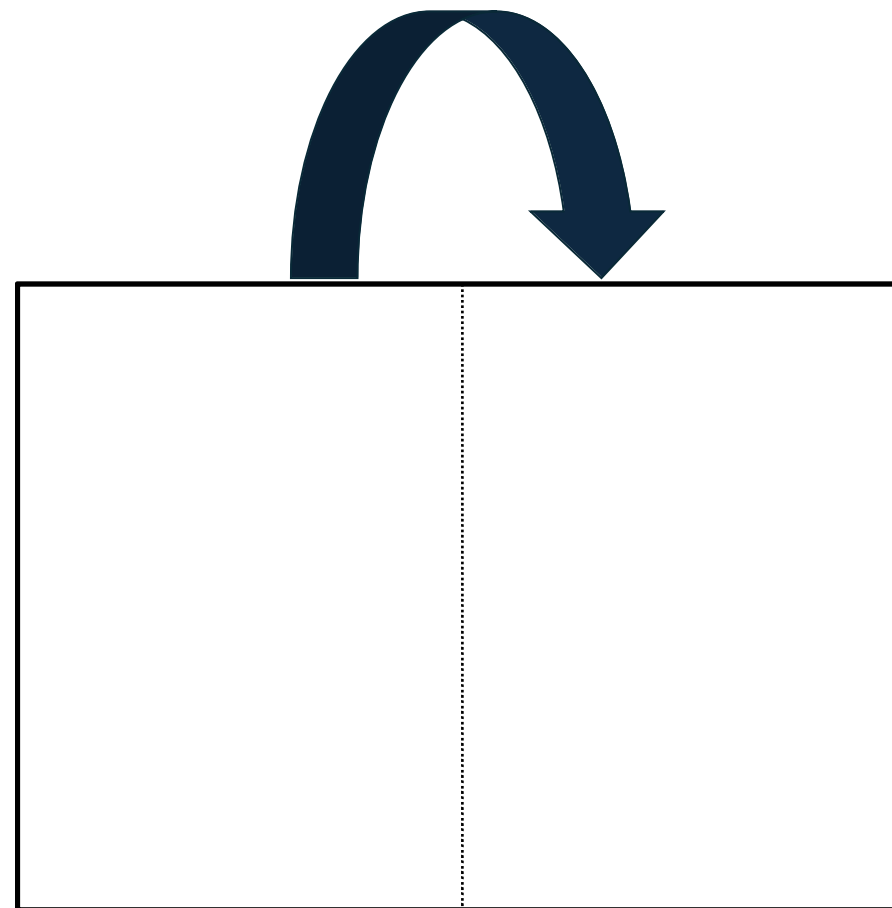
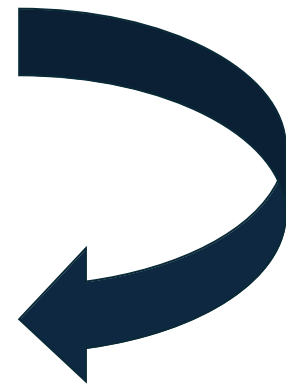
- **Discharge**

- Collect the patient's data (progressive number and number of tests performed) and close the process.

Player Rules

- Only the Workflow Manager decides the flow of patients from the waiting room to the laboratories or the doctor.
- The doctor is the only one who can approve the test results or send patients back.
- No one, except Reception and the Doctor, can decide where patients go next.

Patients



Register

Progressive number	Check-in time
	00:00

First round
5 minutes

09:56

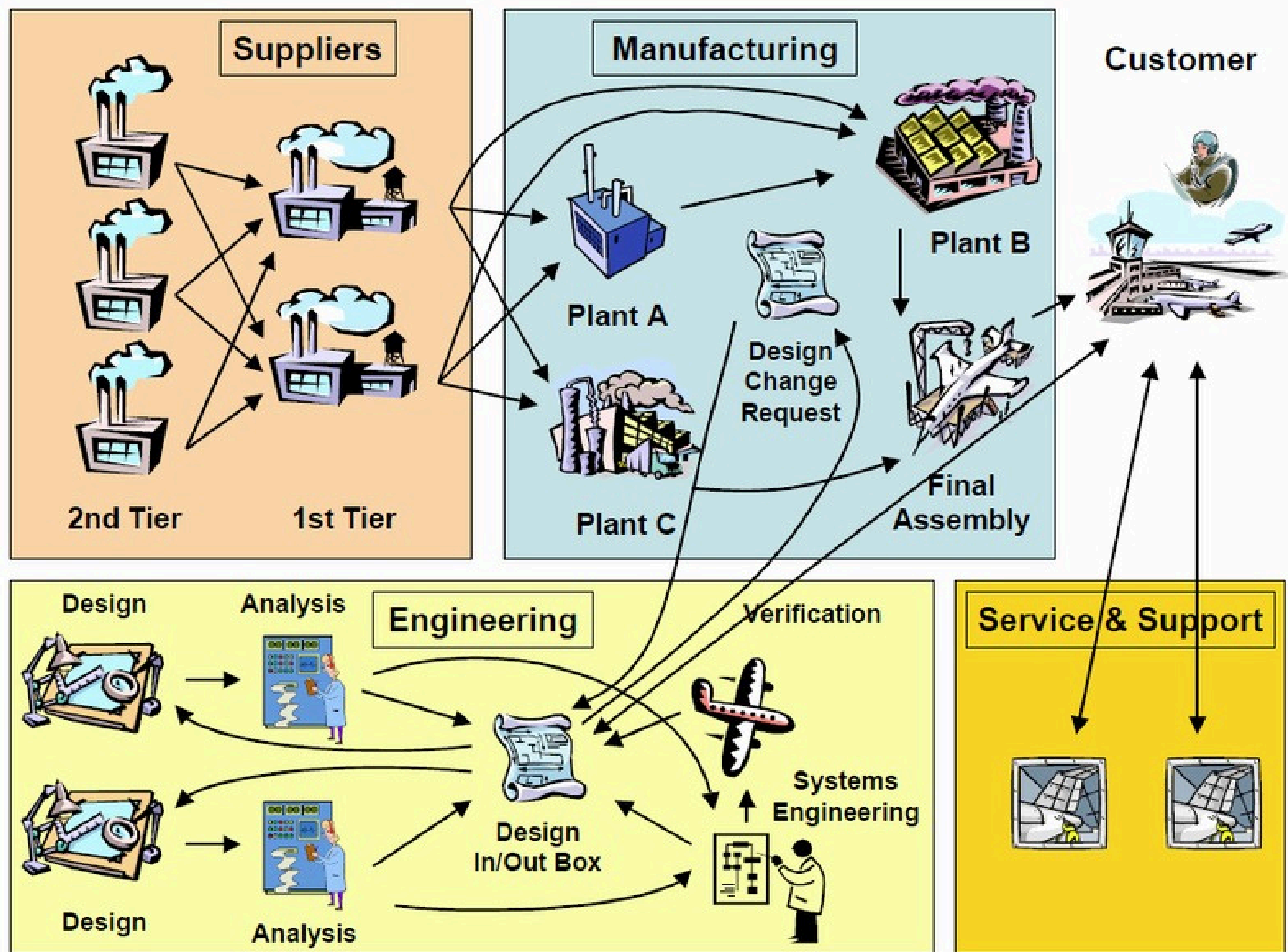
Question

- What problems did you see?
- How did the patients feel?
- How did the staff feel?
- Which steps added value for the customer? Which ones were wasteful?





Value stream mapping

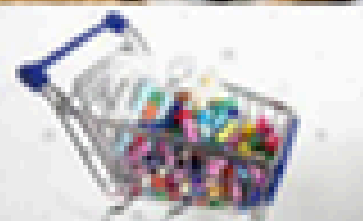
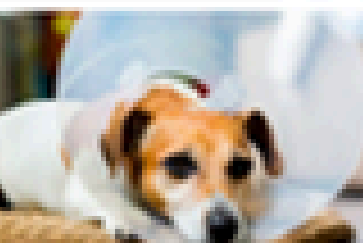
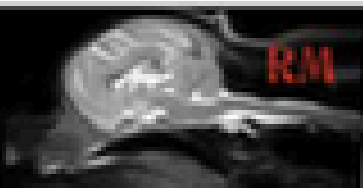
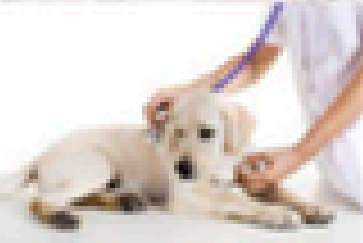




Hospitalized



Lab



Segretariat



Visits



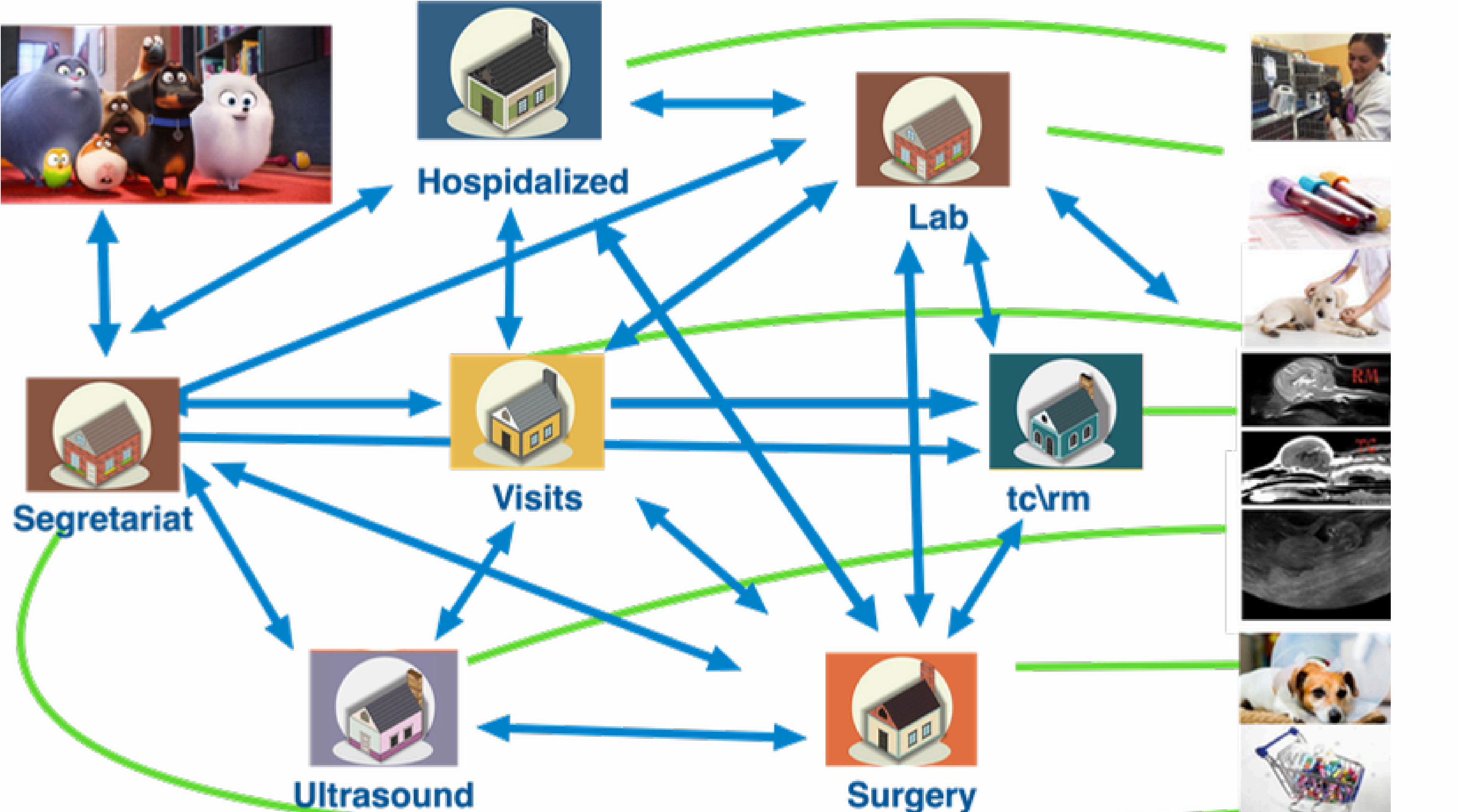
tc\rm

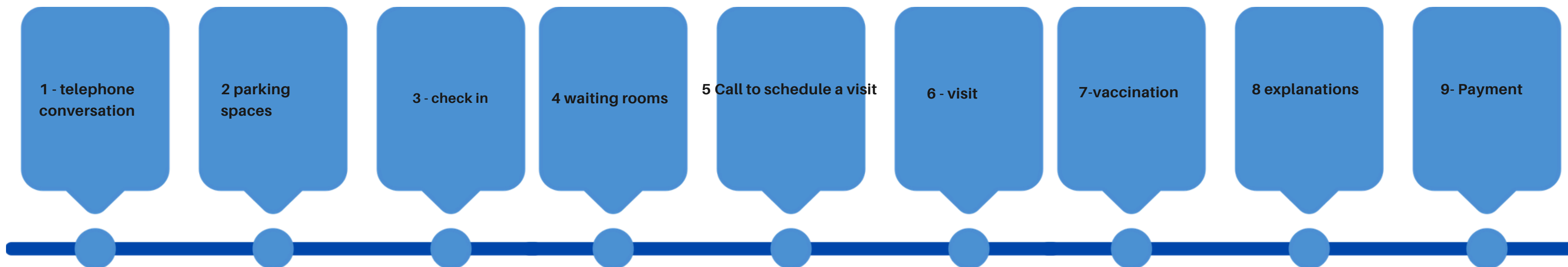


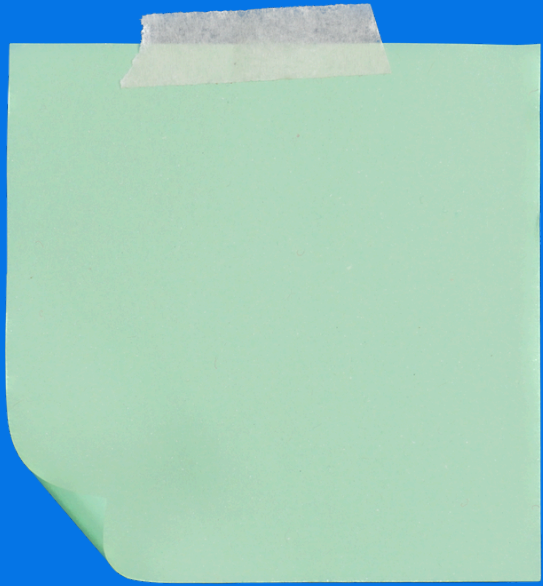
Ultrasound



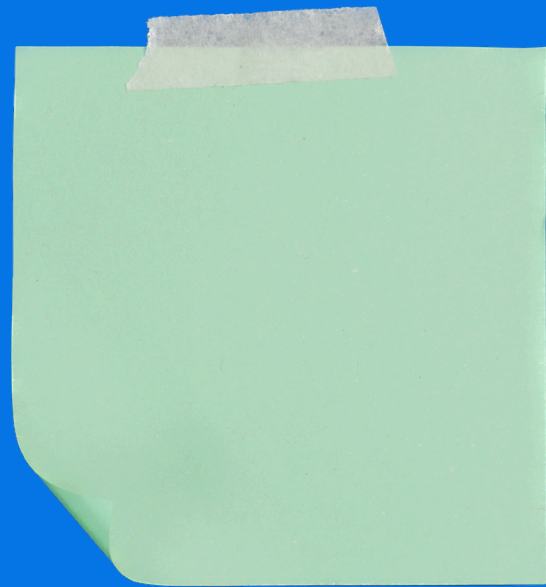
Surgery

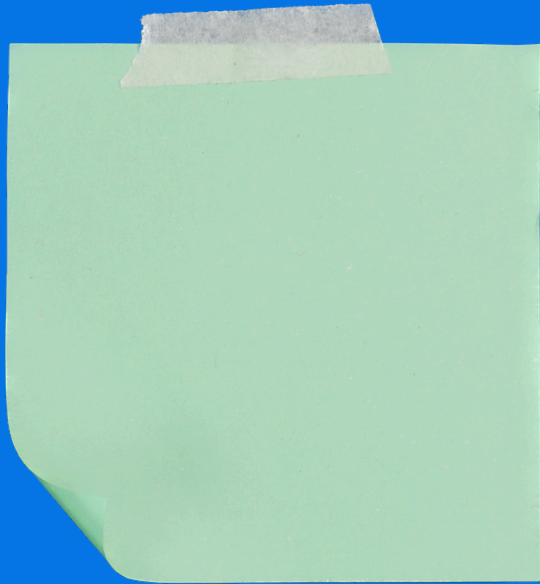






Value-added activities

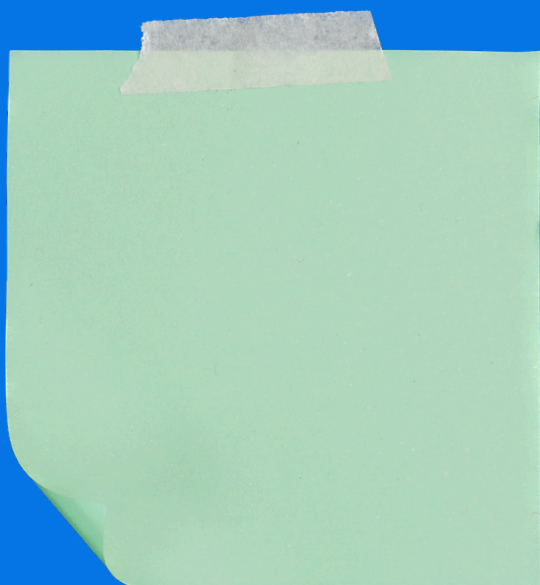




Value-added activities



**Non-value-added activities
that should be eliminated**



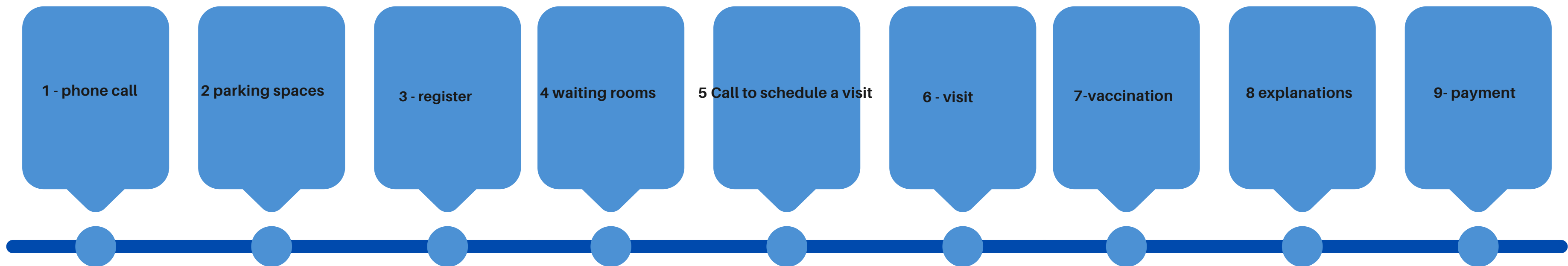
Value-added activities

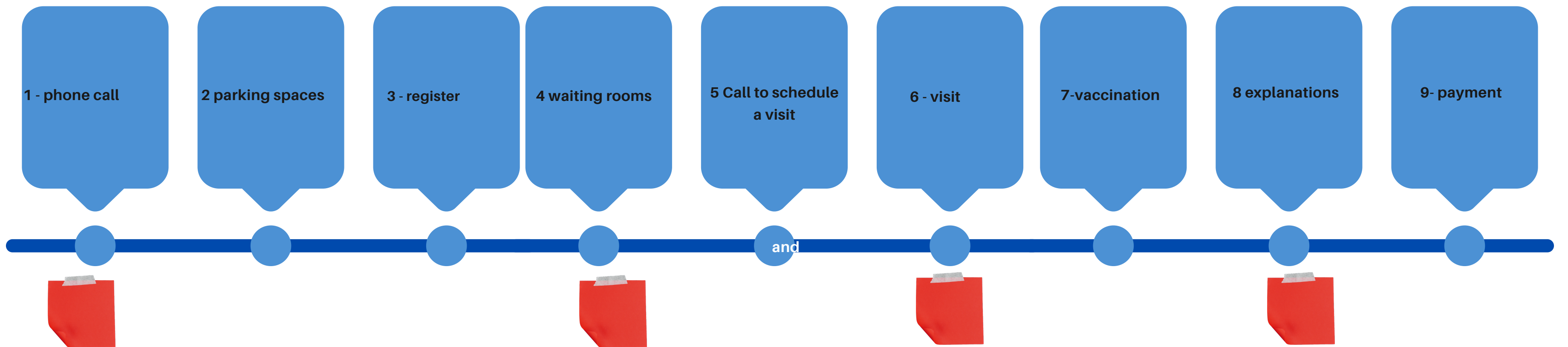


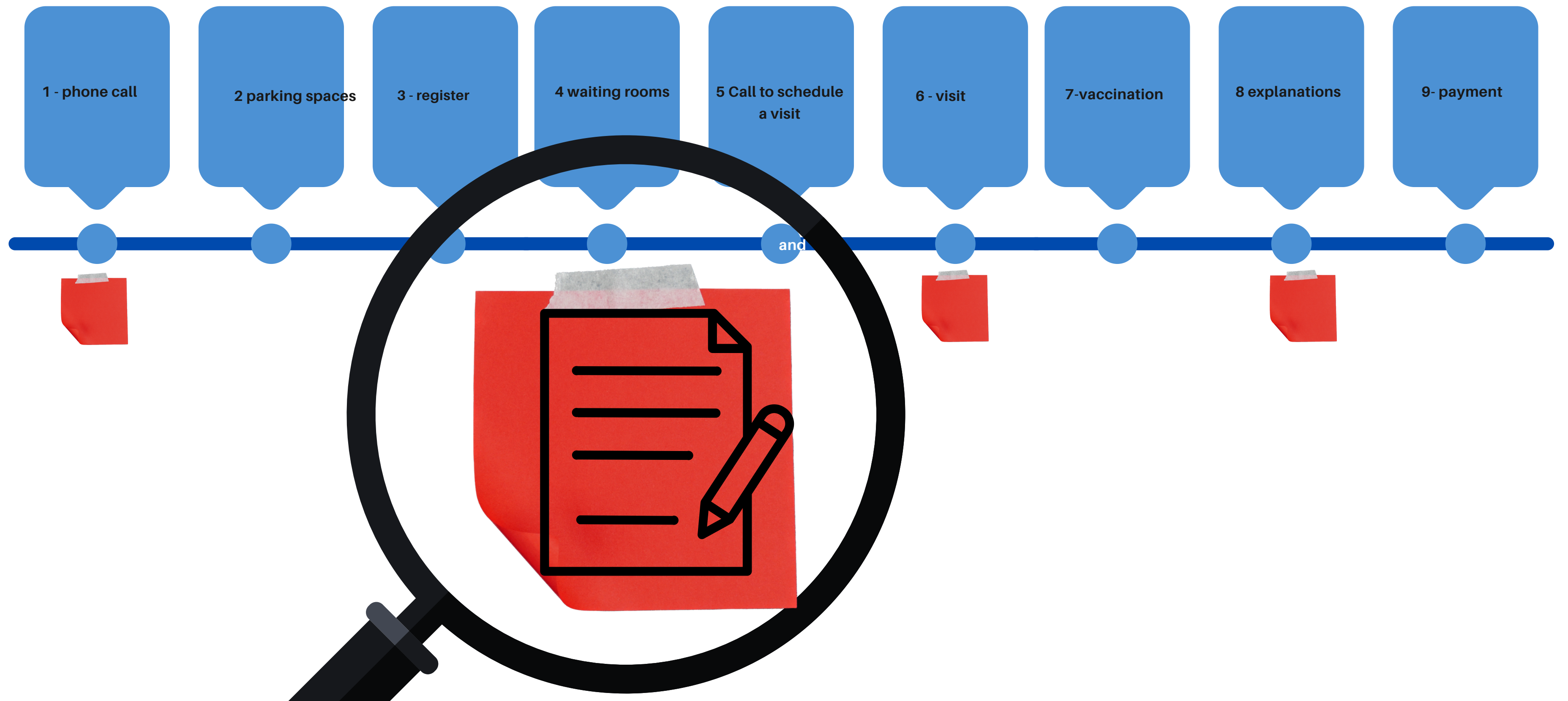
**Non-value-added activities
that should be eliminated**

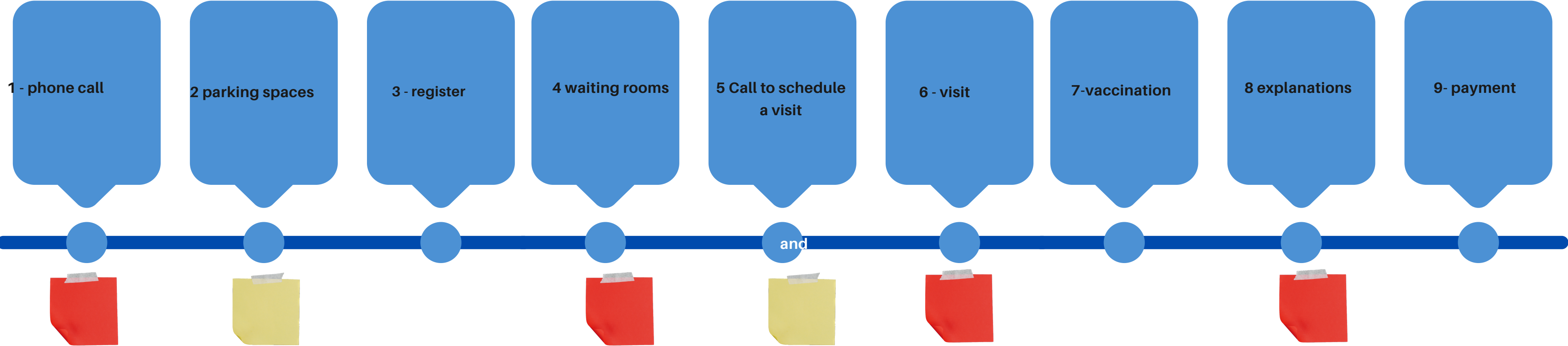


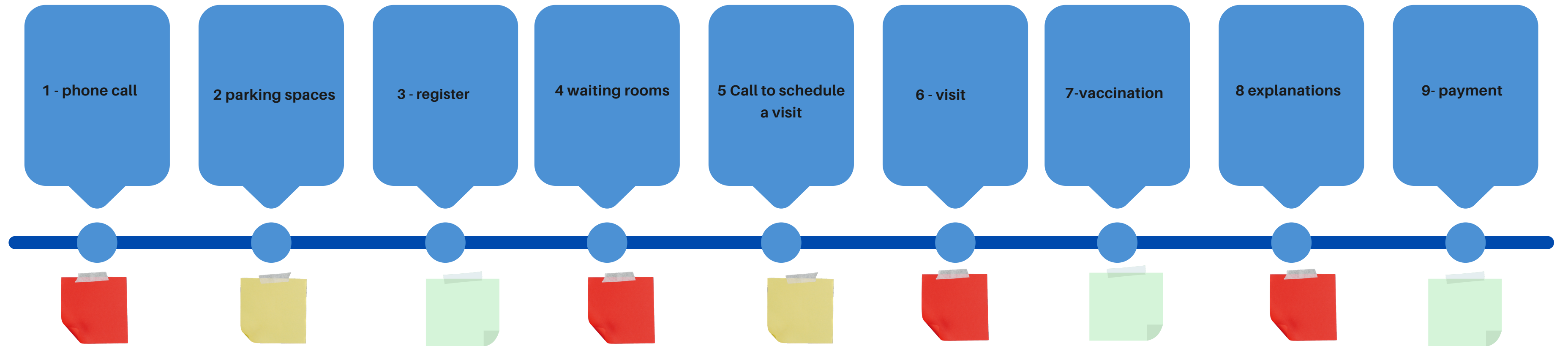
**Activities without value that
cannot be eliminated**













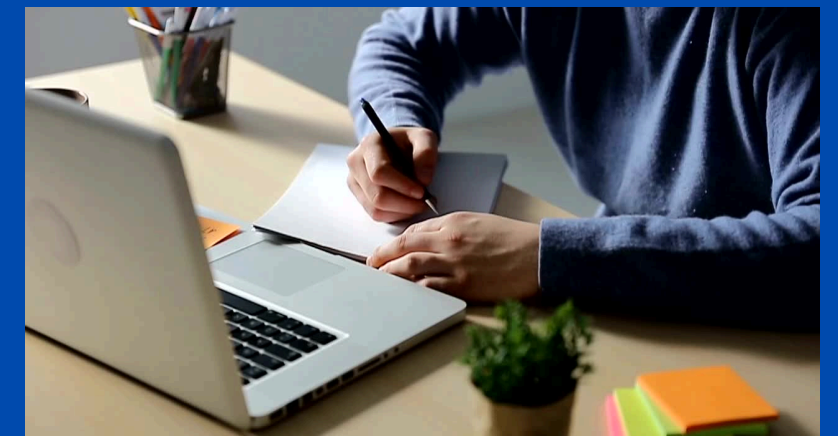


Now the exercise is: to create a value stream mapping of the clinic workflow using green, red, and yellow post-it.

Questions?



What should I take note of?



What do I want to



13:30–14:30 Push vs Pull: how to create flow and reduce chaos

1. Define the value of a product or service from the customer's point of view



2. Identify the value stream and eliminate waste



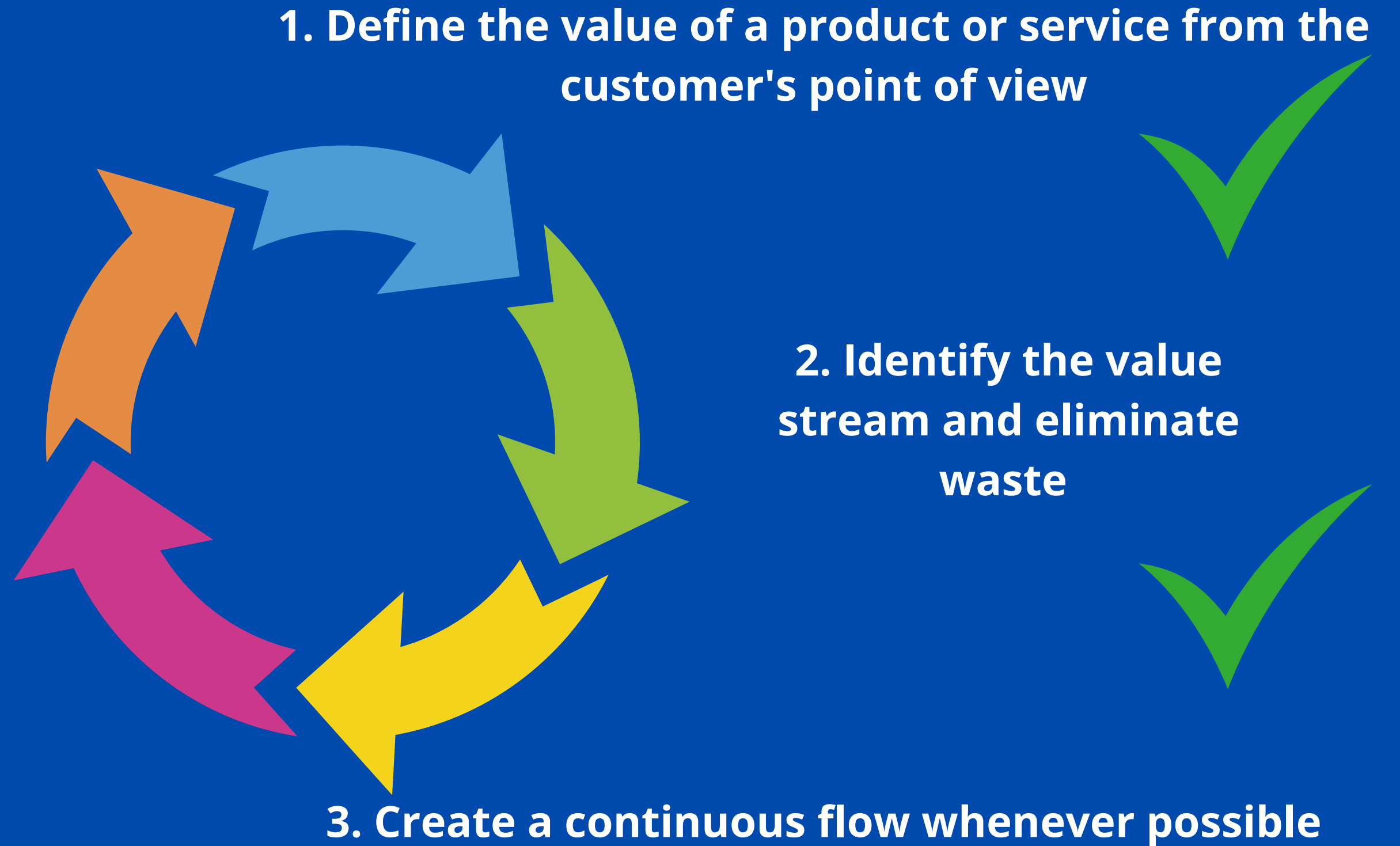
1. Define the value of a product or service from the customer's point of view



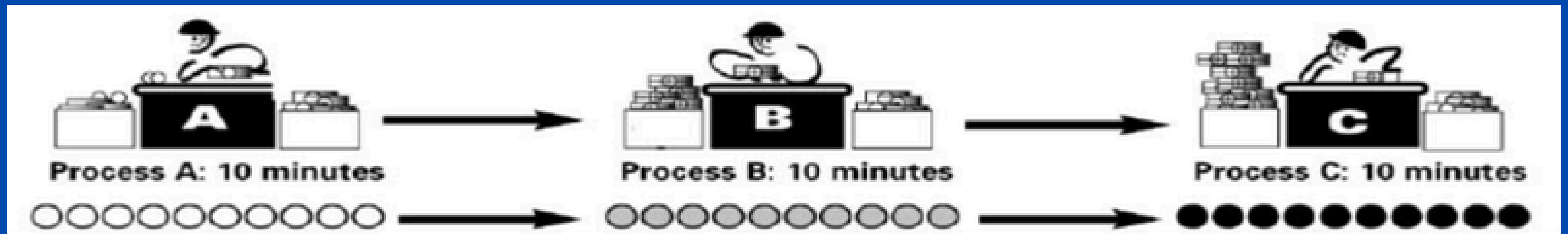
2. Identify the value stream and eliminate waste



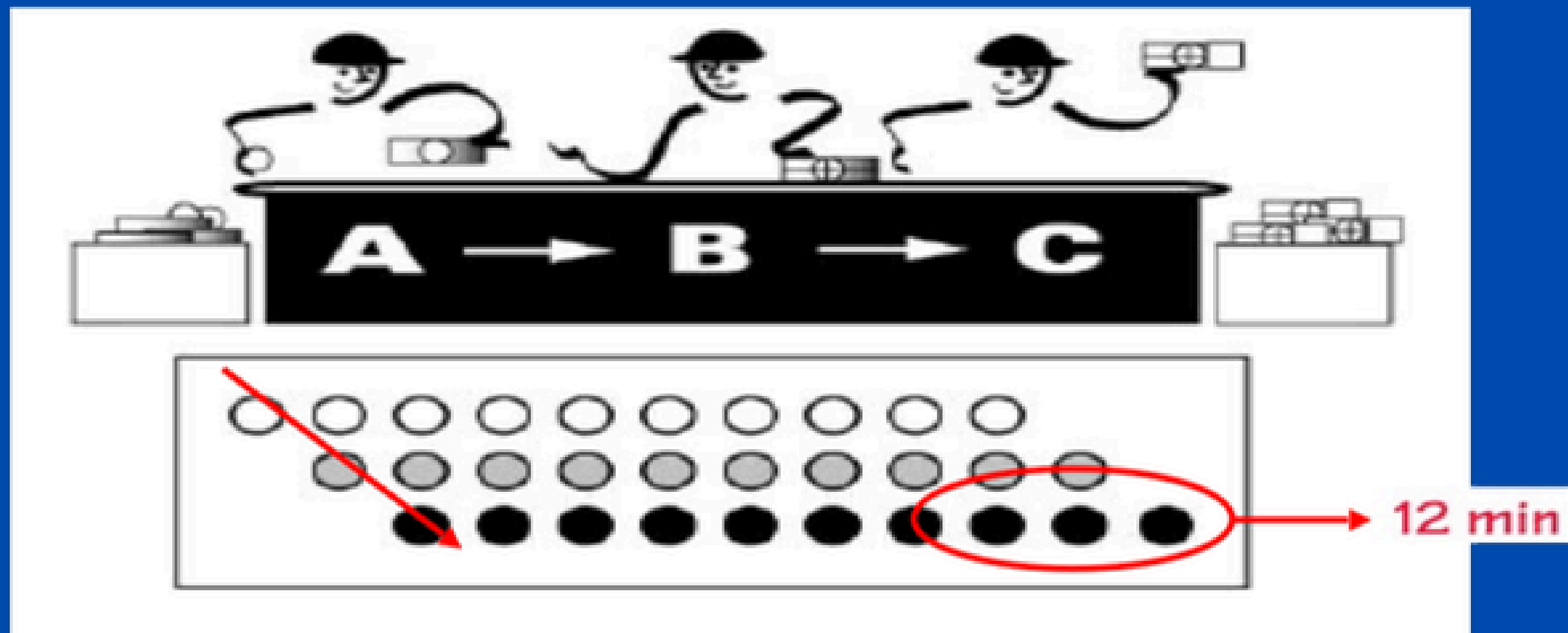
5 principles of Lean:



SMALL LOTS VS. LARGE LOTS



Tempo di attraversamento 30++ minuti per l'ordine totale





66 seconds

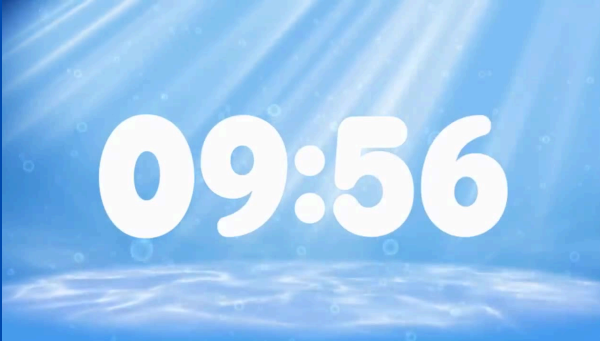


36 seconds (-45%)

ONE PIECE FLOW

ONE PIECE FLOW

where can we apply this principle in our clinic?



09:56

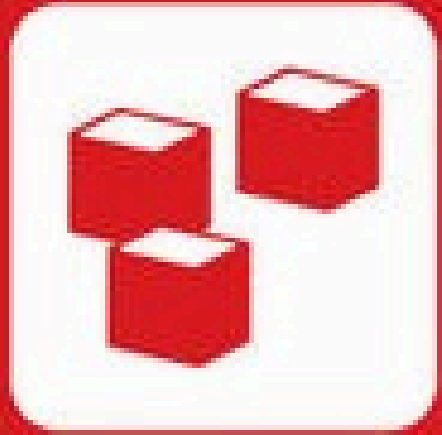
FIFO

FIFO

where can we apply this principle in our clinic?

5S

5S LEAN WORKPLACE



1. SORT

Keeping only what is necessary and discard everything else. When in doubt, throw it out.



2. SET IN ORDER

Arranging and labeling only necessary items for easy use and return by anyone.



3. SHINE

Keeping everything swept and clean for inspection for safety and preventative maintenance of equipment.



4. STANDARDIZE

The state that exists when the first three pillars or "S's" are properly maintained.



5. SUSTAIN

Making a habit of properly maintaining correct procedures.

Simplifying and improving processes starts with improving work environments.



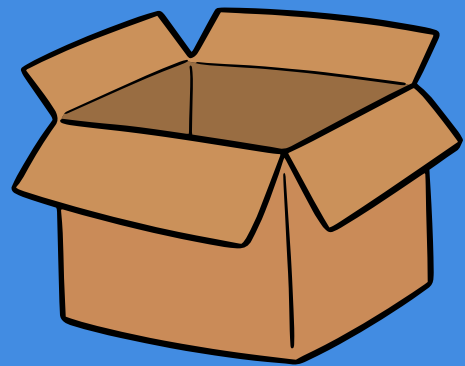


1st Excess of instruments

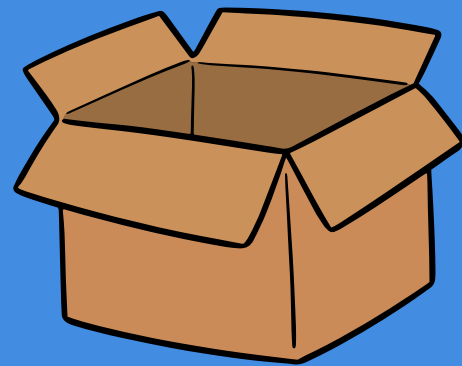


Classify

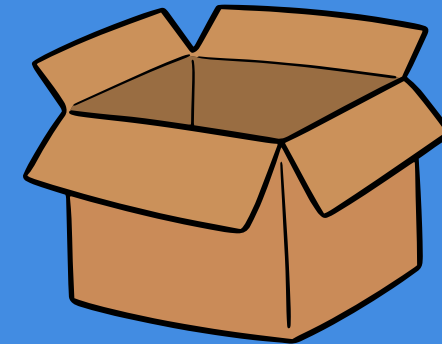
Variety (Seiri)



1 day

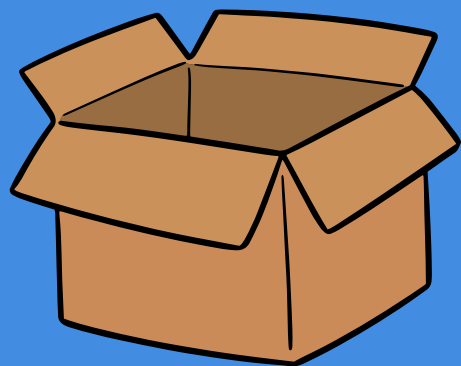


Three
days

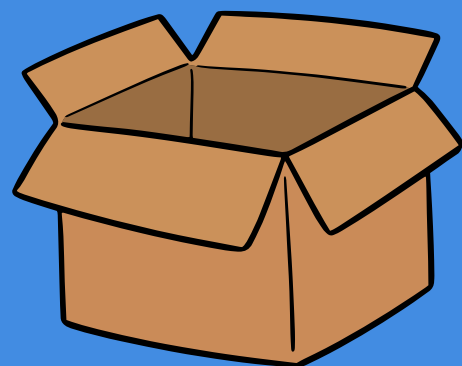


7 days

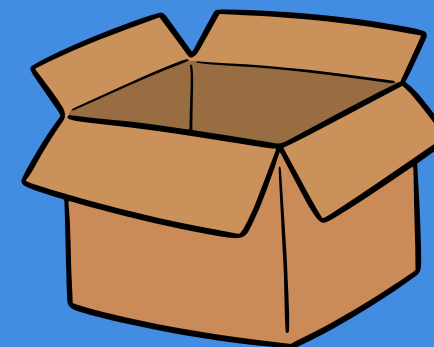
Classify



1 day



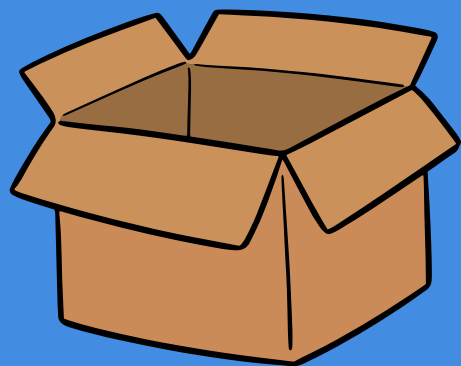
Three days



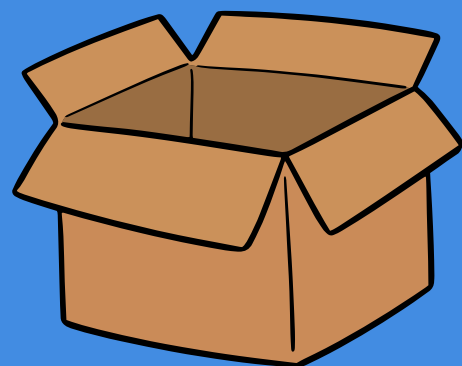
7 days



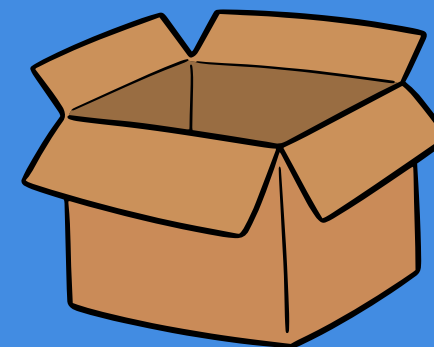
Classify



1 day



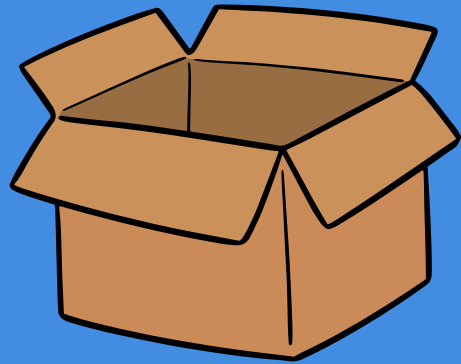
Three days



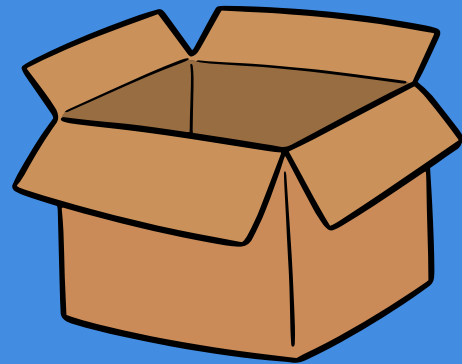
7 days



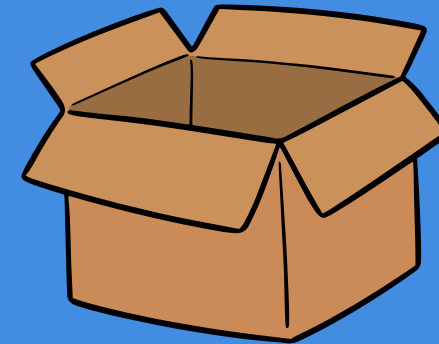
Classify



1 day



Three
days



7 days

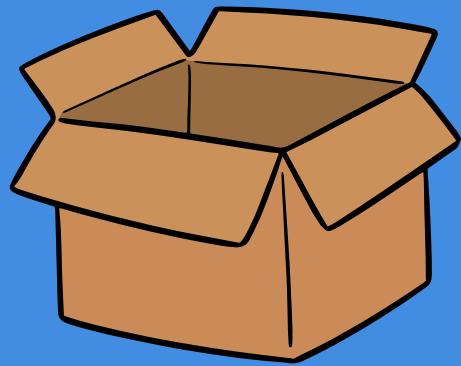


34

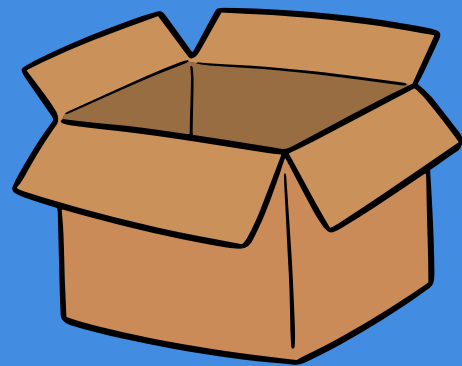


15

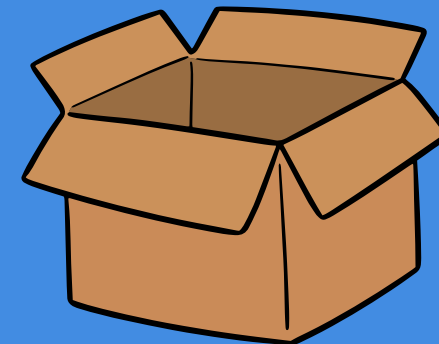
Classify



1 day



Three
days



7 days



34



15



16



Order

Everything in its place and every place with its things.

Order

Everything in its place and every place with its things.



To search for 3 instruments, we went from 32 seconds to 3 seconds.

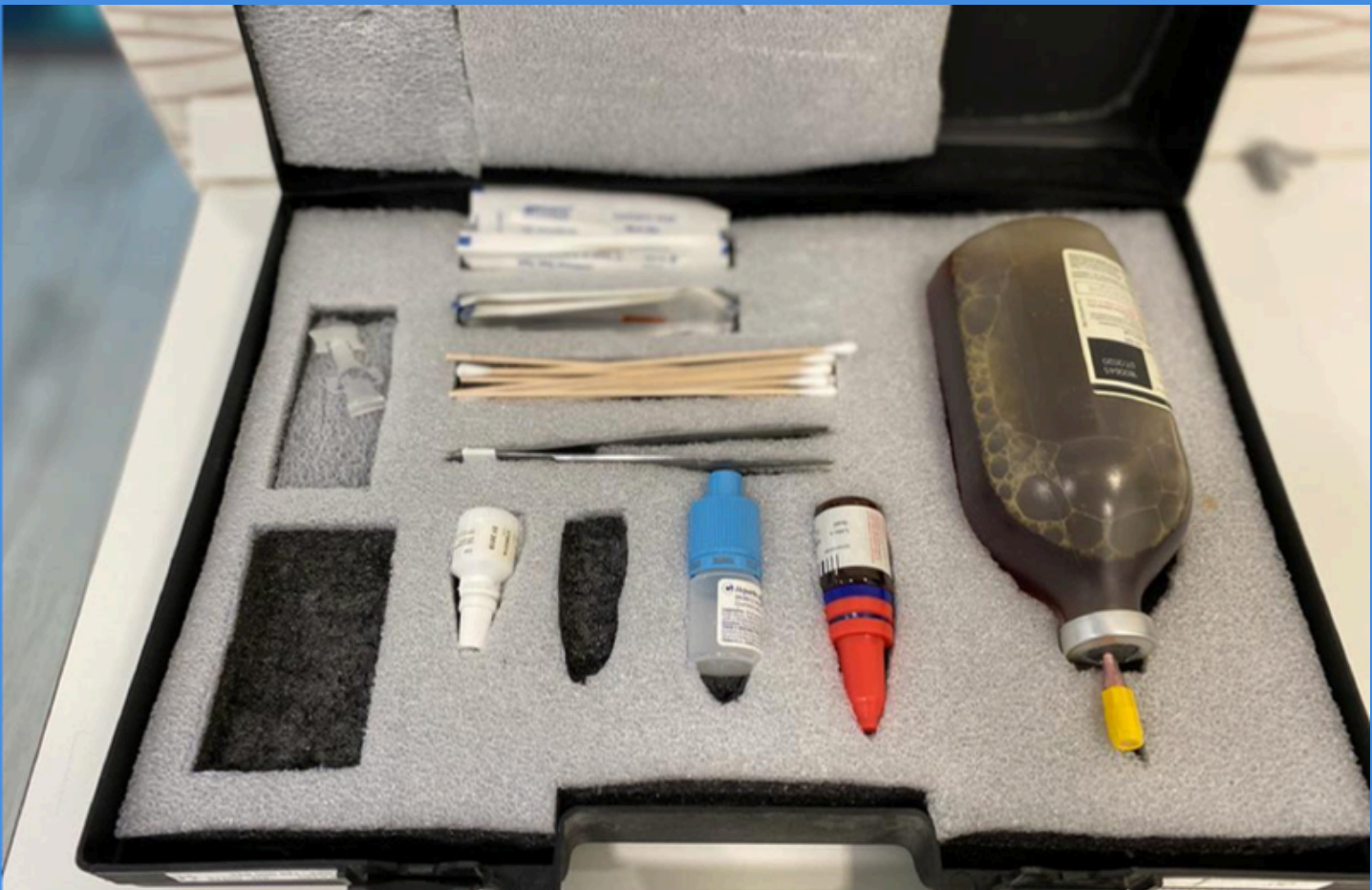


To search for 3 instruments, we went from 32 seconds to 3 seconds.

Ointment



Where do we store
all the things we
rarely use?



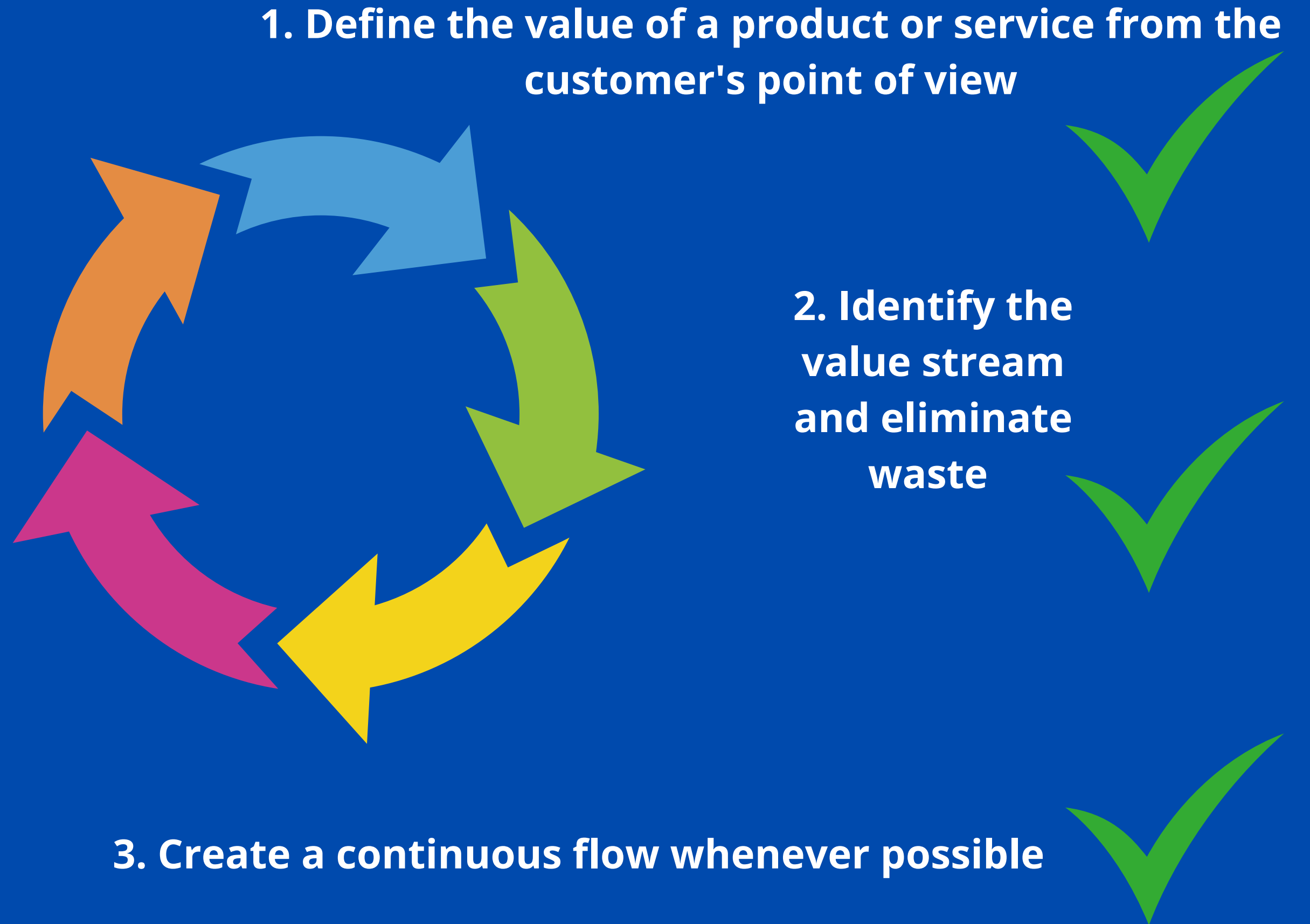
1st Excess of instruments



1st Excess of instruments



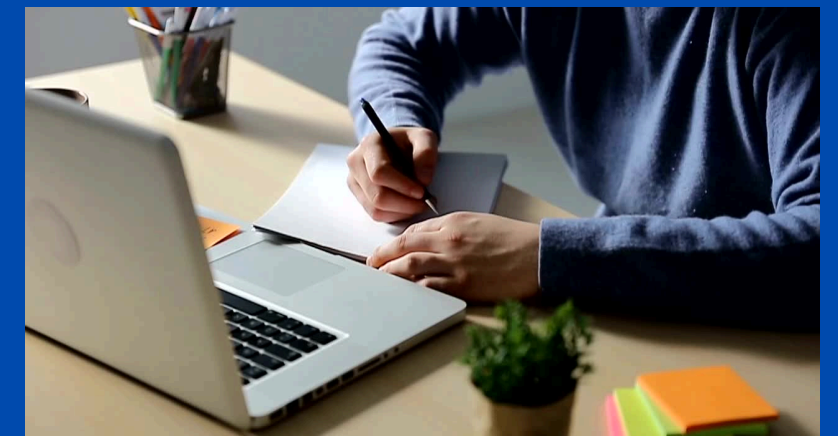
5 principles of Lean:



Questions?



What should I take note of?



What do I want to



5 principles of Lean:

1. Define the value of a product or service from the customer's point of view



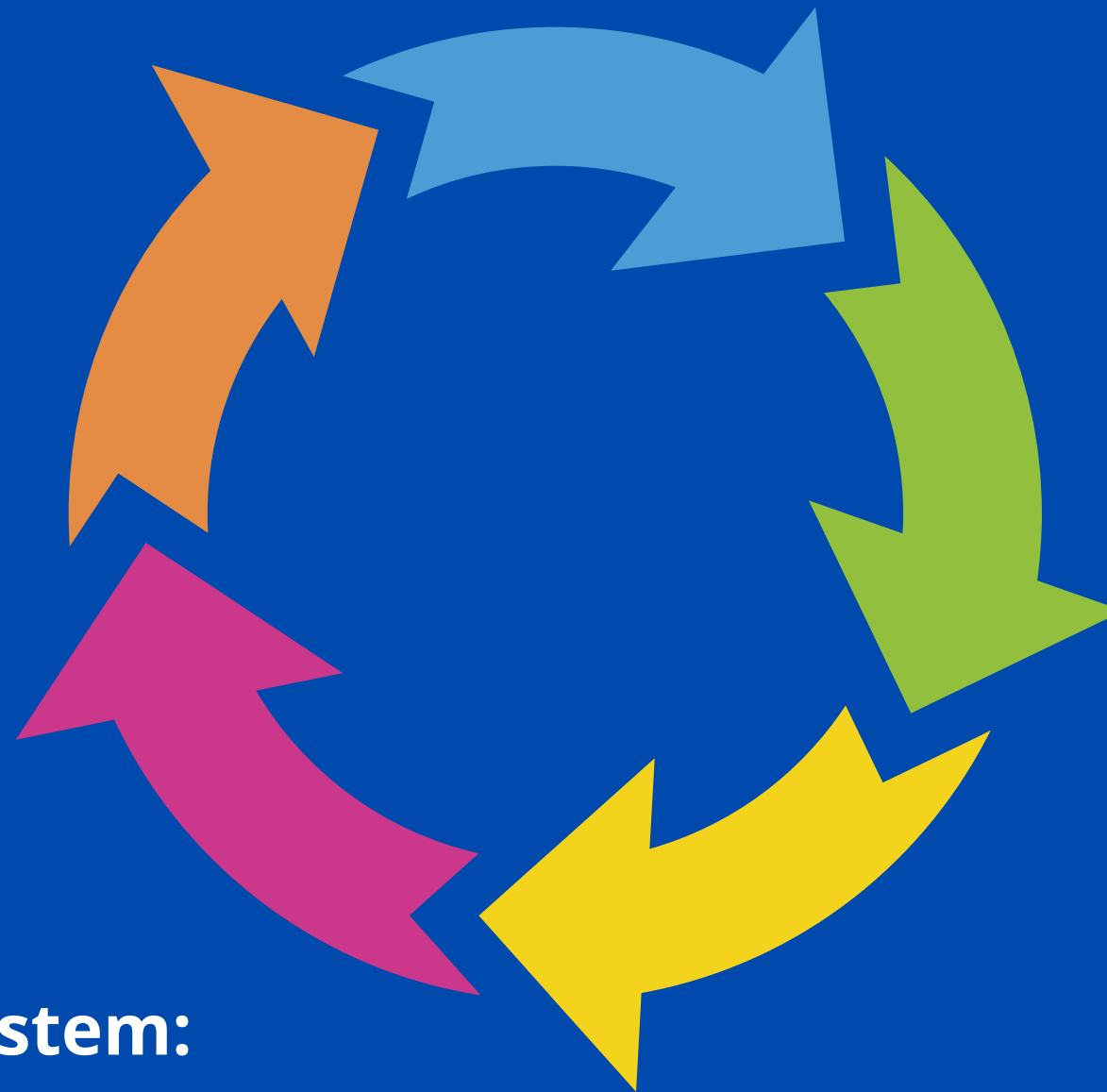
2. Identify the value stream and eliminate waste

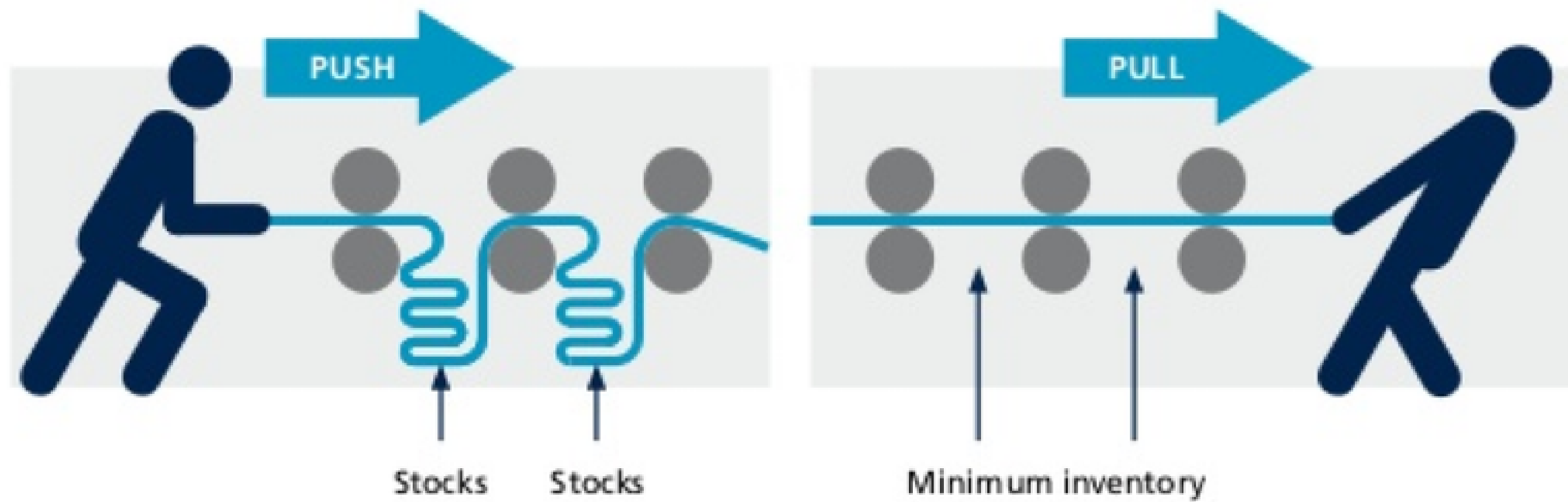


3. Create a continuous flow whenever possible



4. Adopt a customer-driven system:
"Pull, don't push"







TAXI

- It is difficult to predict demand
- Long waits
- The worst customer service

Uber

- There is no need for forecasts
- There's no need to wait on the sidewalk to take taxis
- The best customer service



**What's
happening
in our
clinics?
Example?**



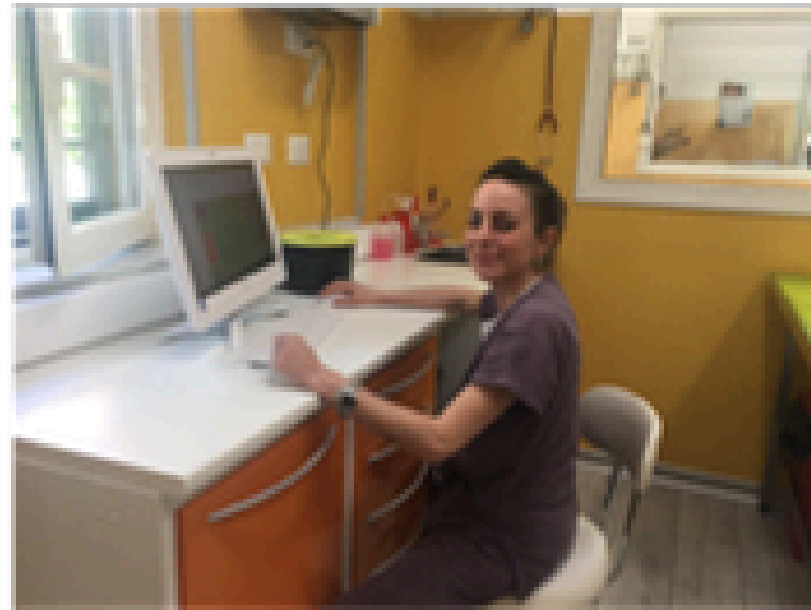
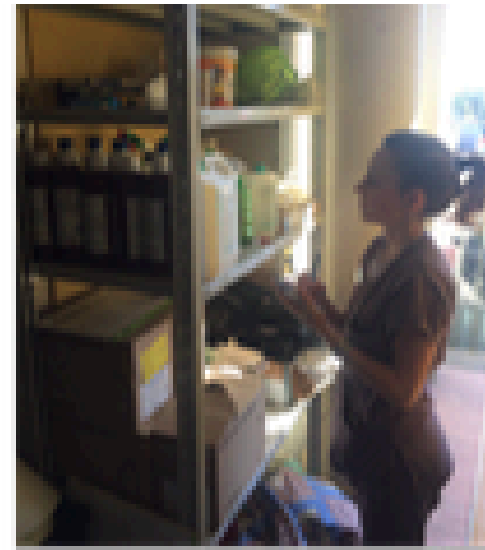
Push vs pull

A story of Paolo and one of
his failures

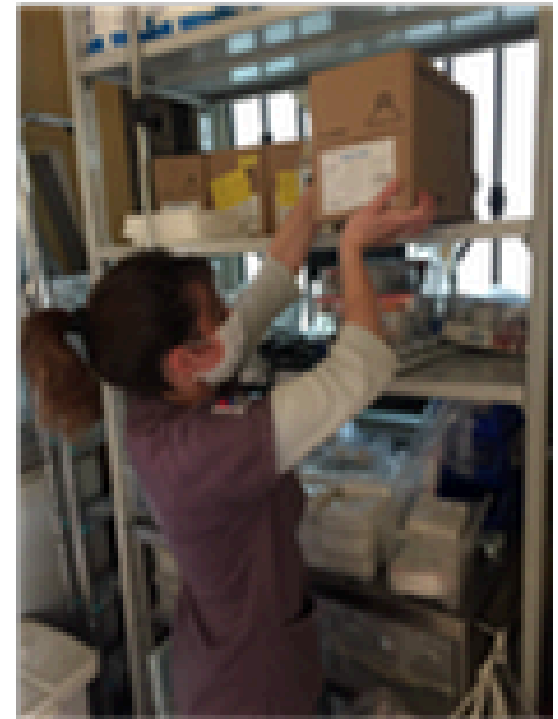


In our warehouse, we never run out of anything!

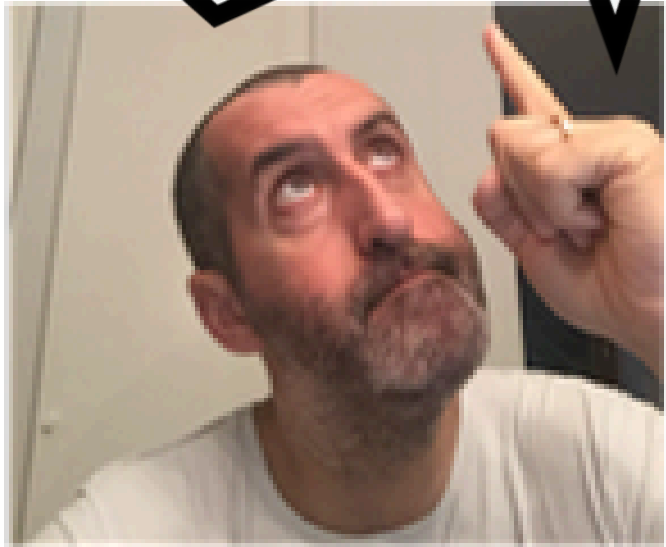




**Two hours of waste per
order... we must eliminate
them!**



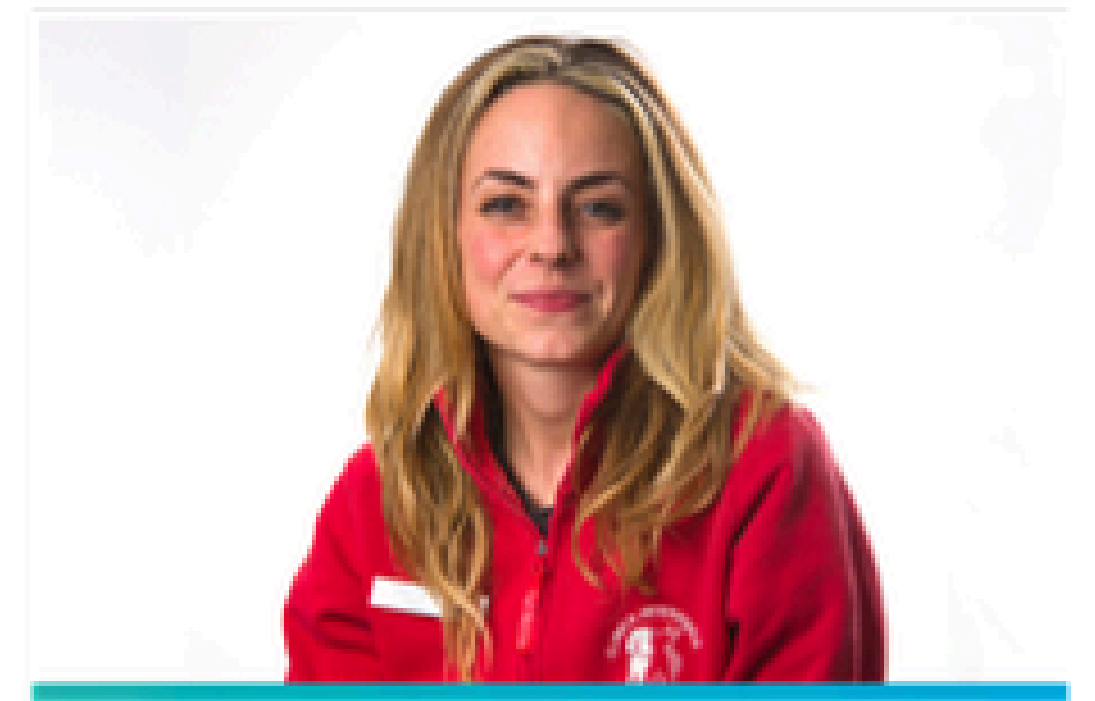
Marta, one order per month!



EUREKA !!!!!

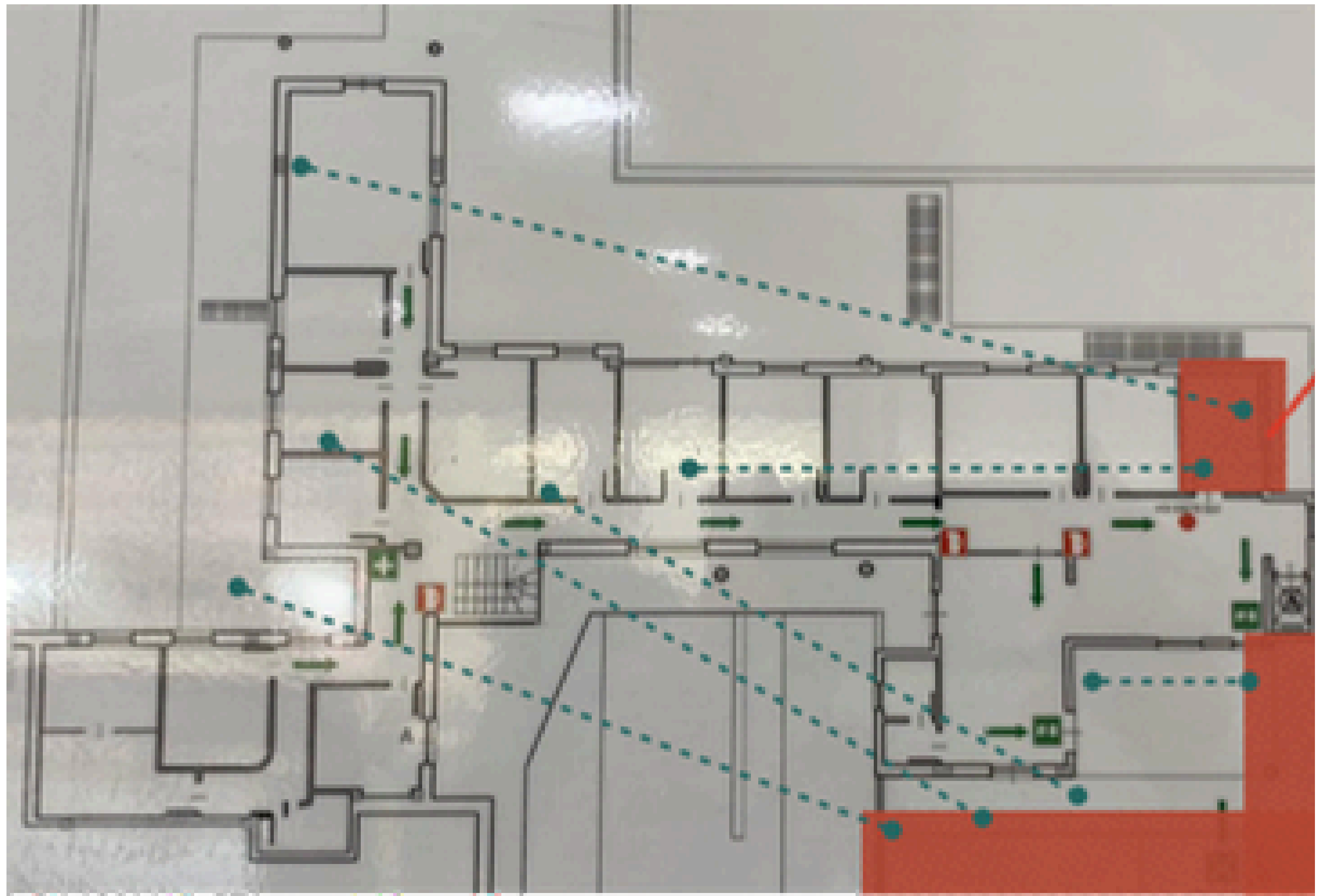
!!! MARTA 1 ORDEN AL MES!!!!

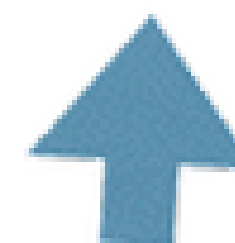
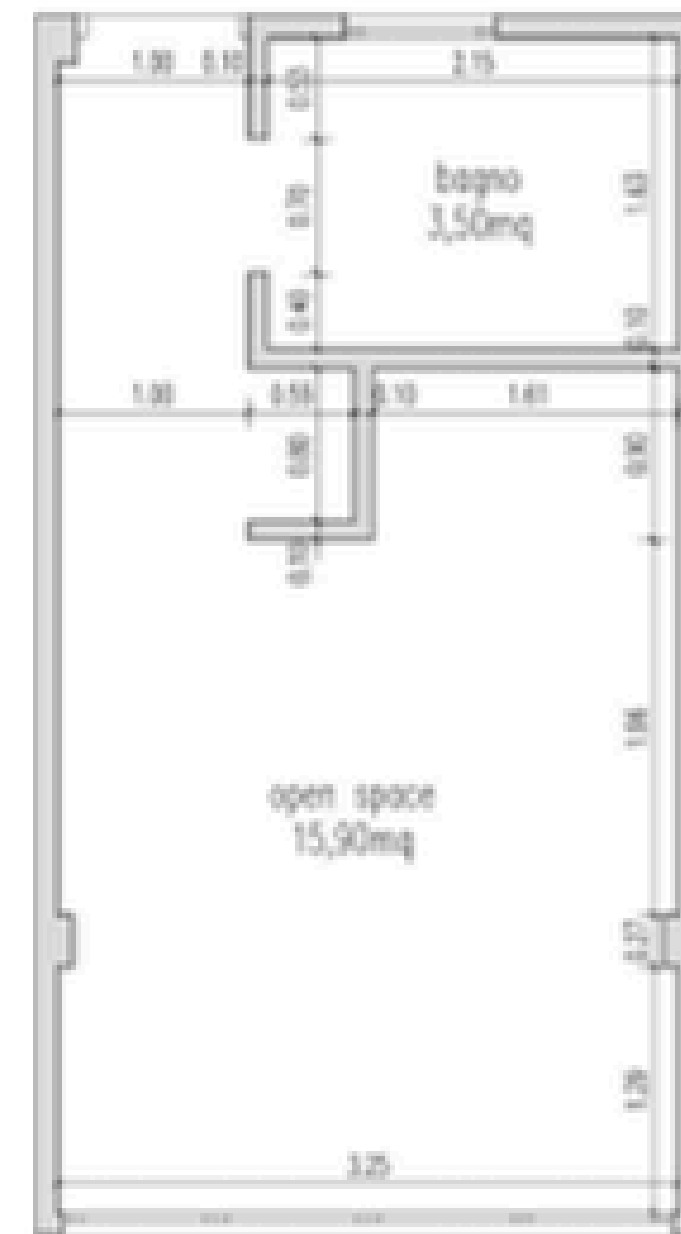
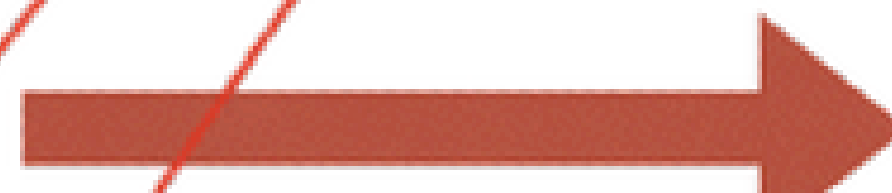
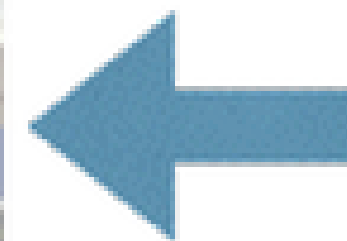
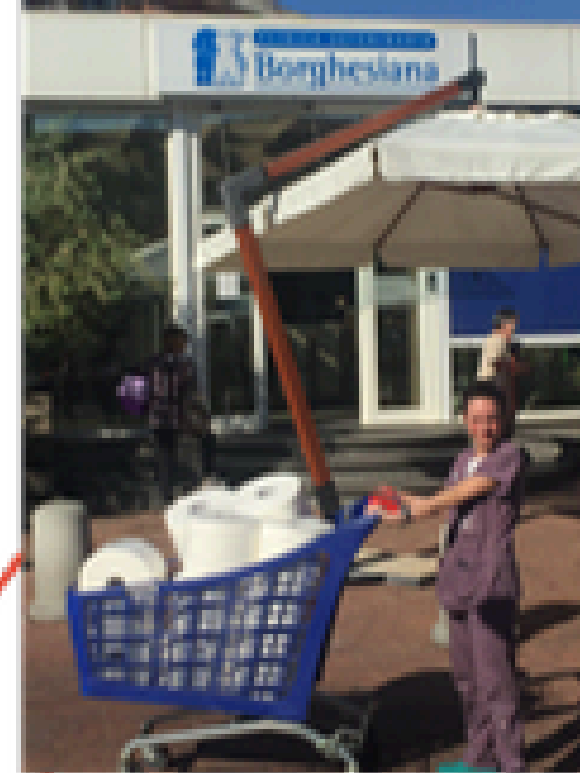
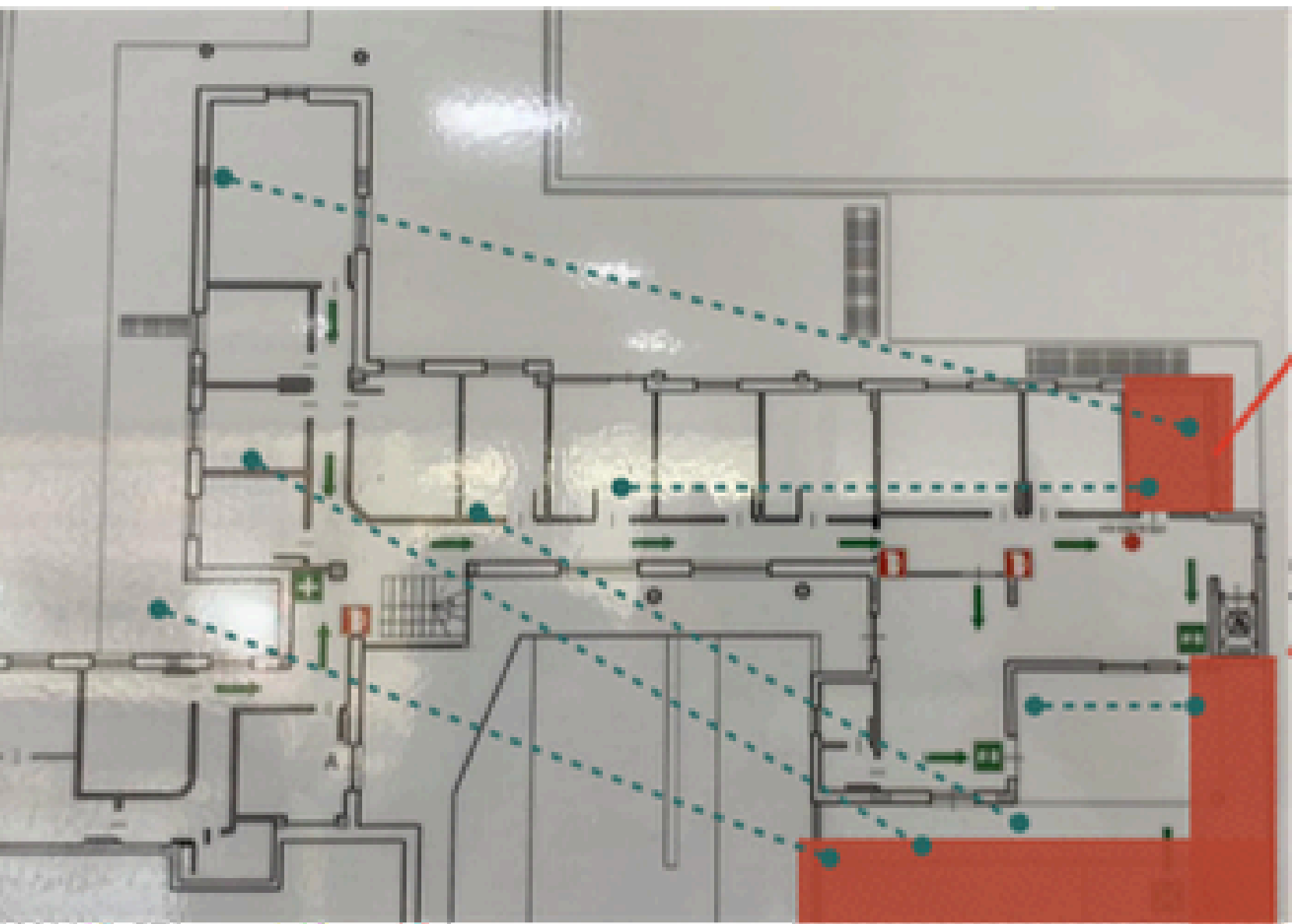
soy el mas listo del mundo !!!



**The clinic grew, and I came to believe that it
was all thanks to me.**





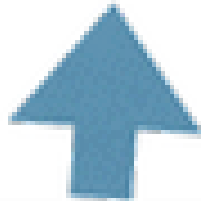
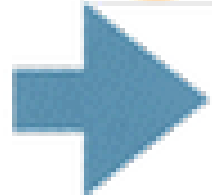
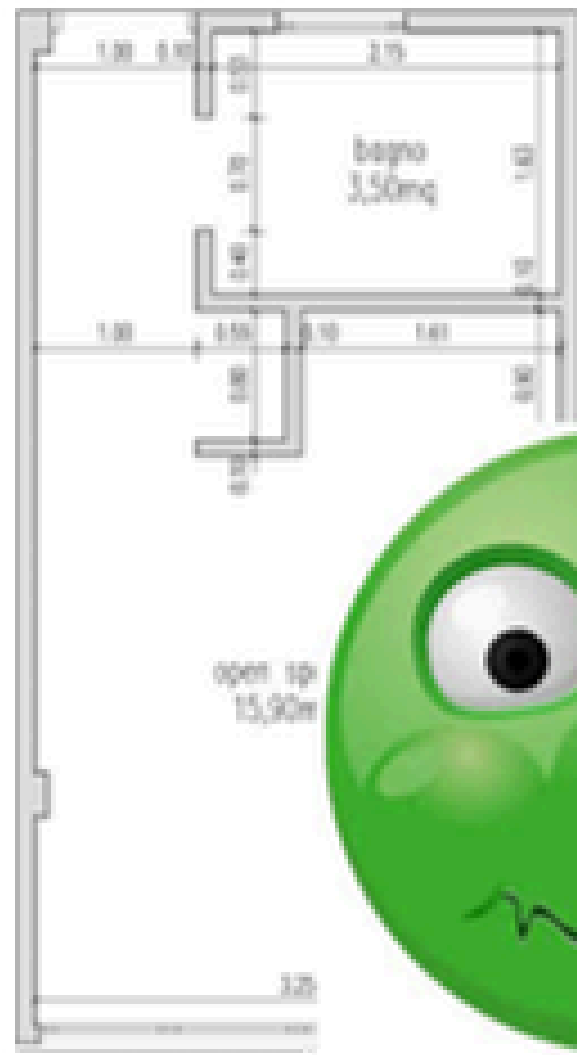
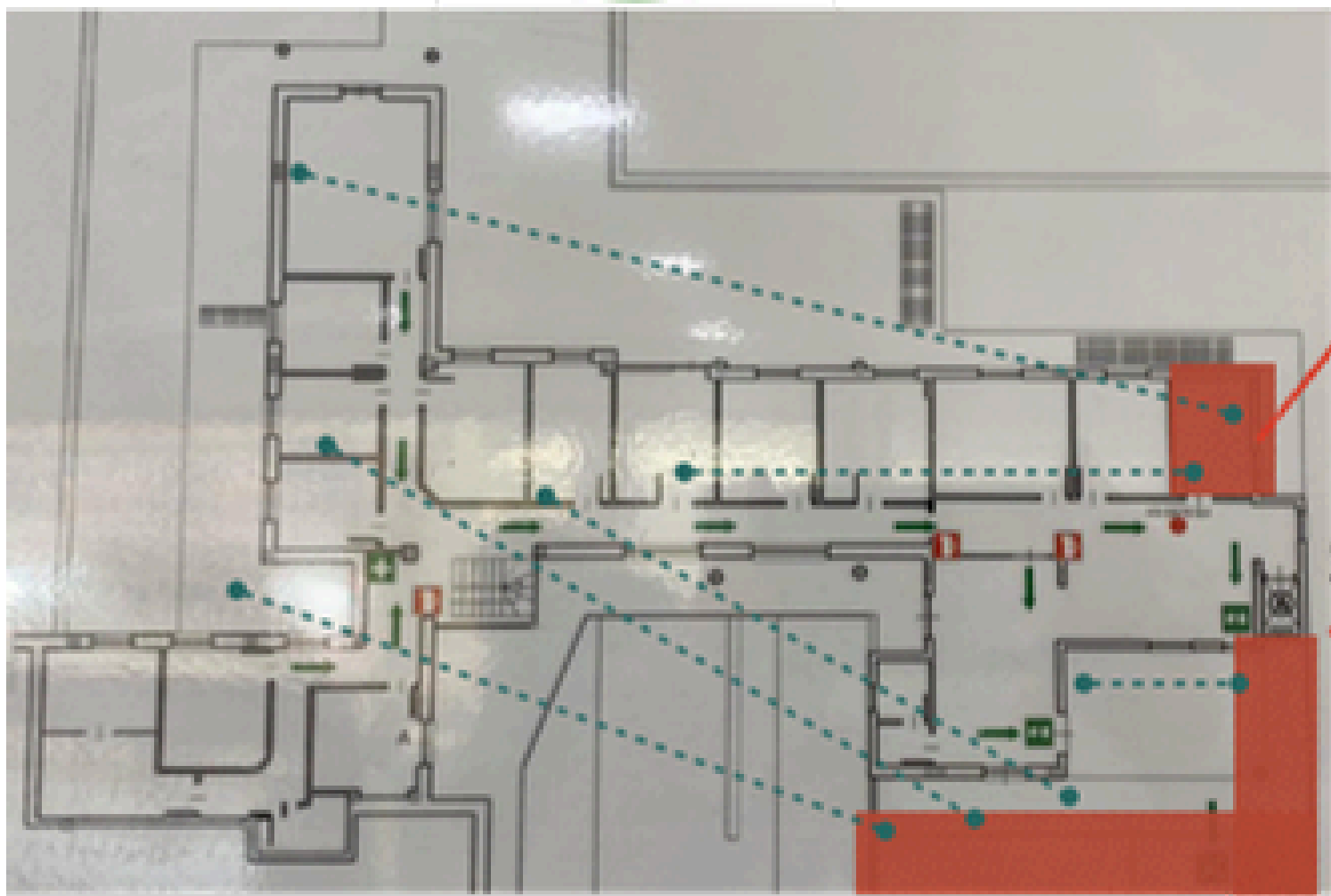
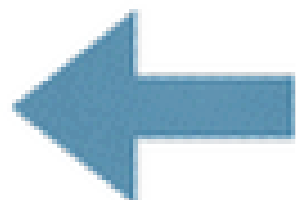
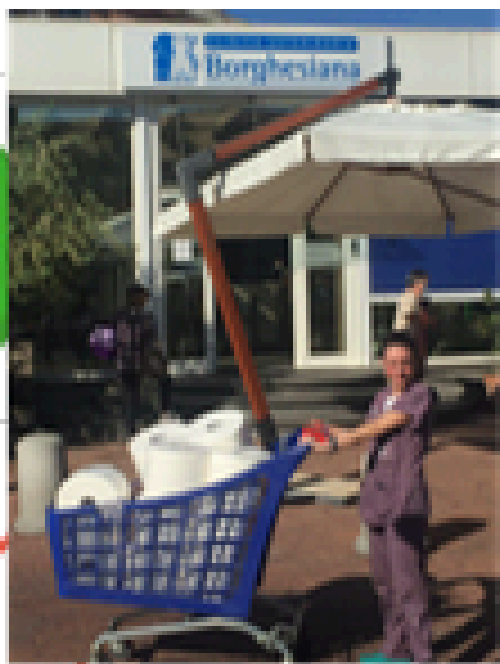
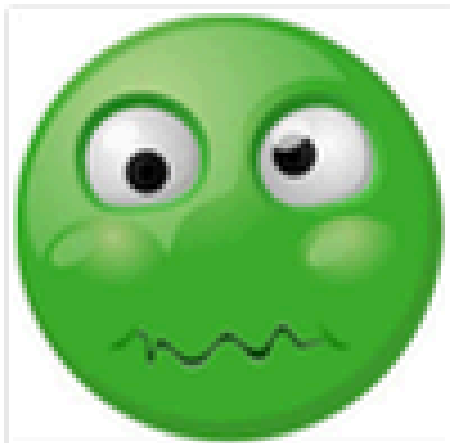


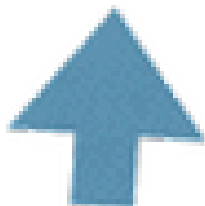
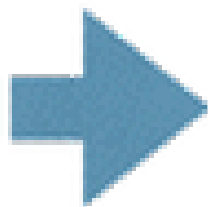
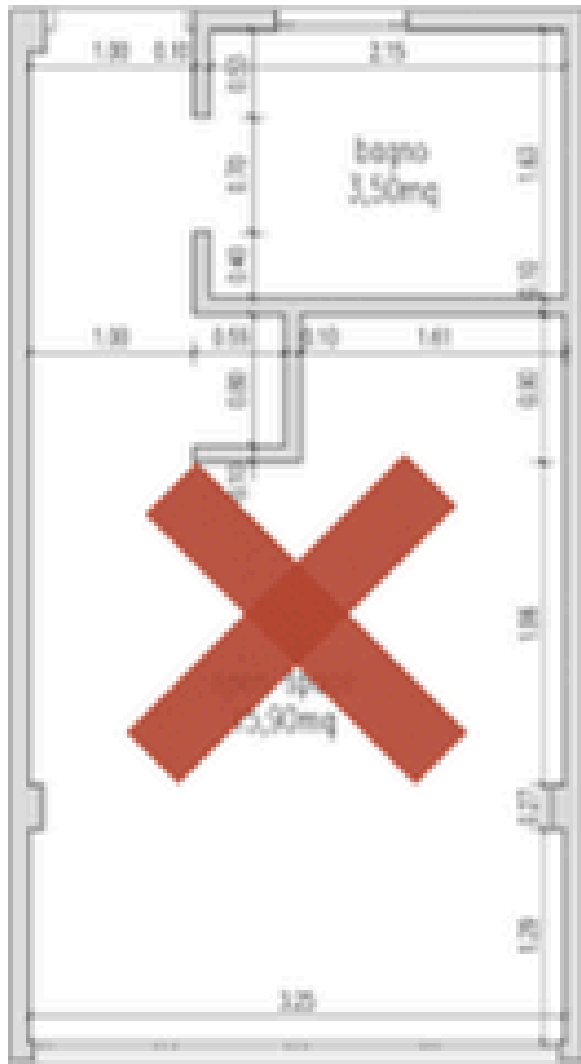
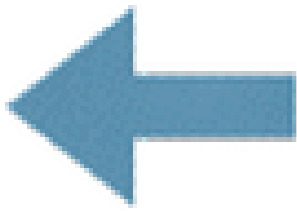
new warehouse



**Lean arrives, and Paolo, who was so sure of himself...
starts to rethink everything**









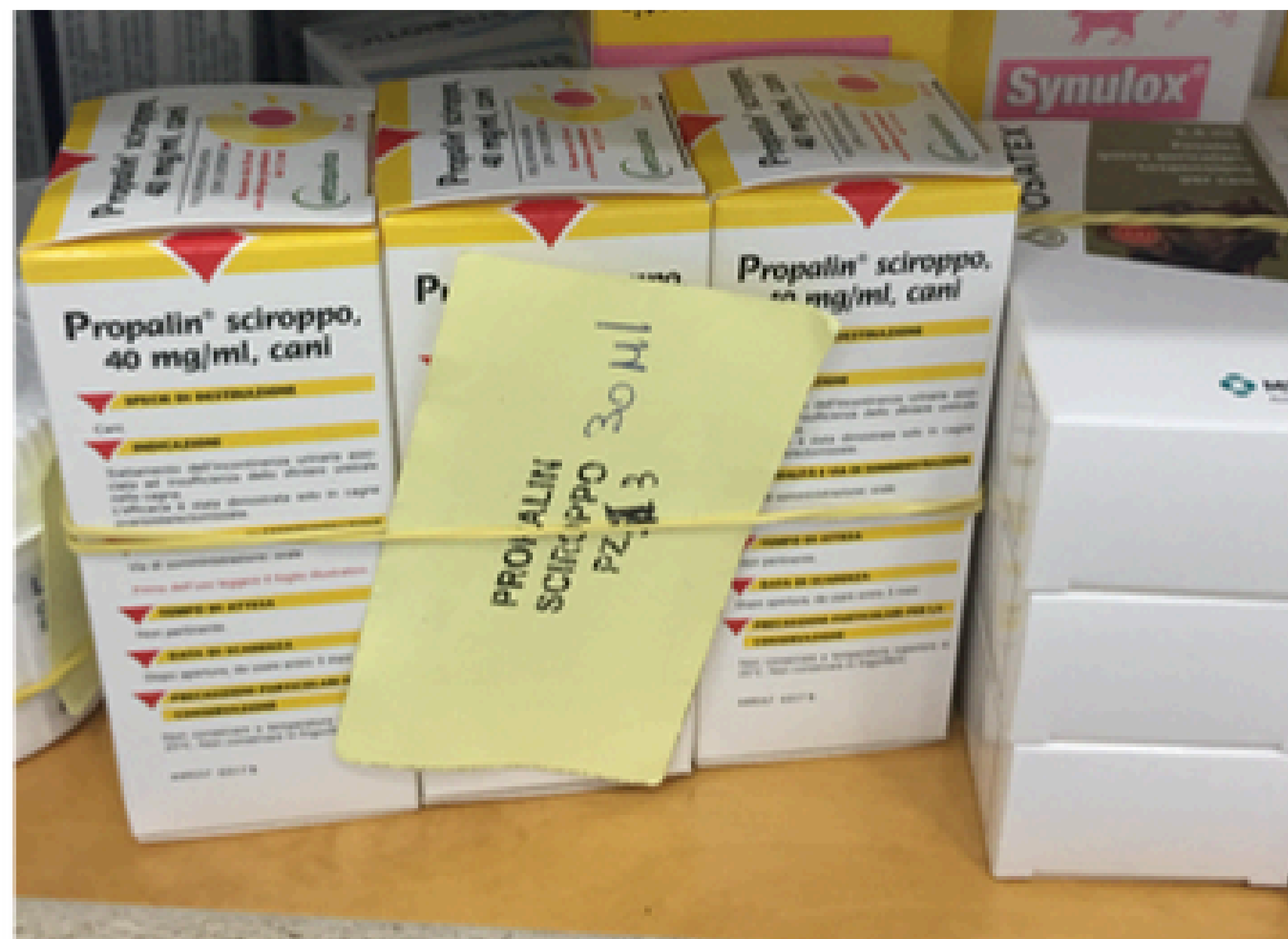
C021579
-RICOVERI-CLINICA VETERINARIA BORGHESIANA SR
Via Vermicino, 96
00133 Roma
Giro: Giro 7 Promax Castelli
Vettore: GIRO 7 CAST
DELIVERY SR
RM





KANBAN







Spett.le
CLI. VET. BORGHESIANA
VIA DI VERMICINO N° 96
ROMA (RM)

CONTIENE FARMACI A TEMPERATURA CONTROLLATA

PHSE SRL

TAXE:
TEMP: TEMP1+2/+8

03-0009740 21/02/2025 KG 5,00 Tc 1

ALPHA - VET SRL - EX ALPHA DUE

UT: T393

M2:

Zollo 1 di 1

*ROMA PHSE

93756



CLIN. VET. BORGHESIANA
VIA DI VERMICINO 96
ROMA

RM

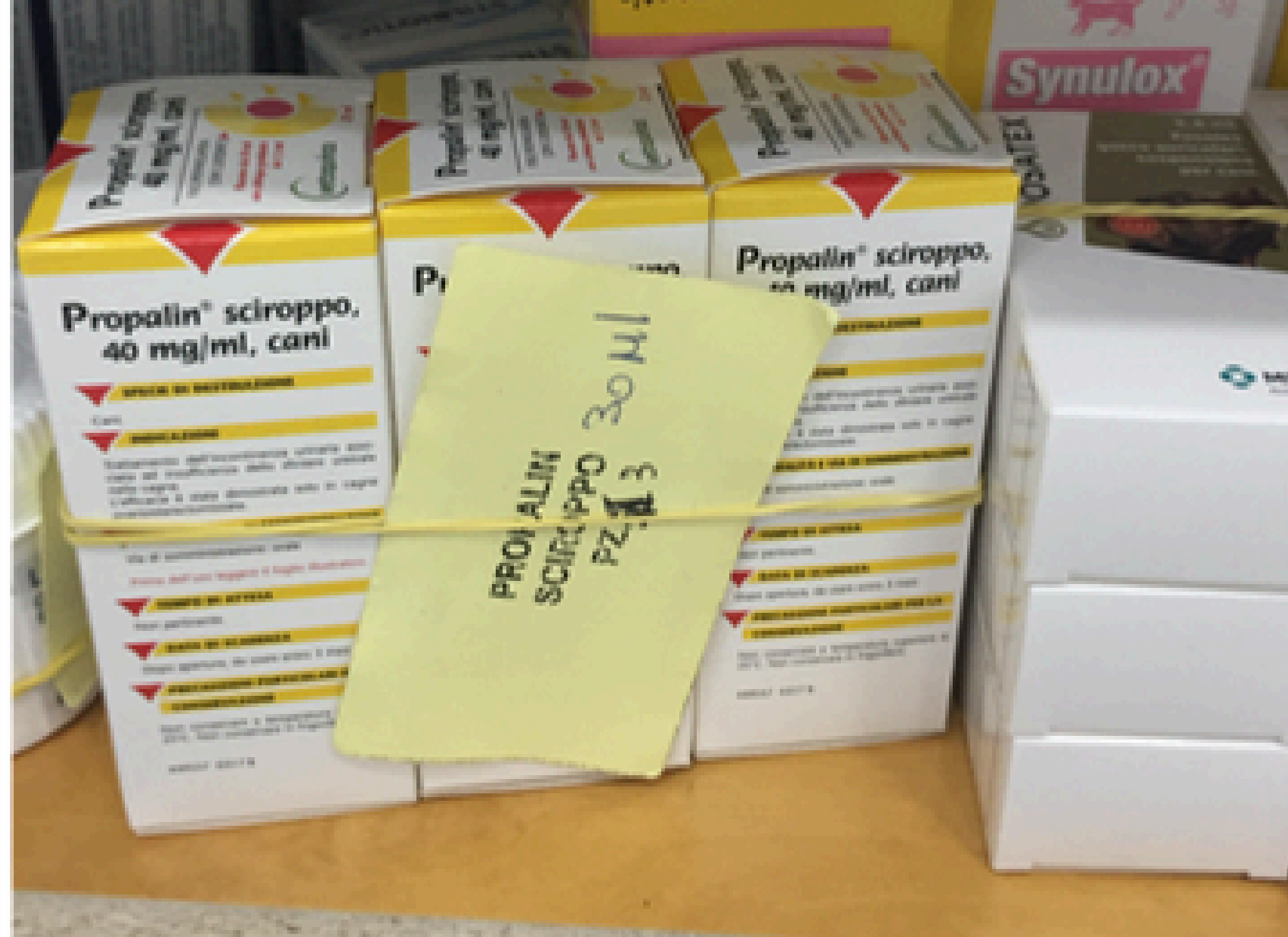
ROMA

RM

anceschi

anceschi

anceschi





Store

Drawer



AMBULATORIO 3

BENDA ORLATA

1 pezzi





5 principles of Lean:

1. Define the value of a product or service from the customer's point of view



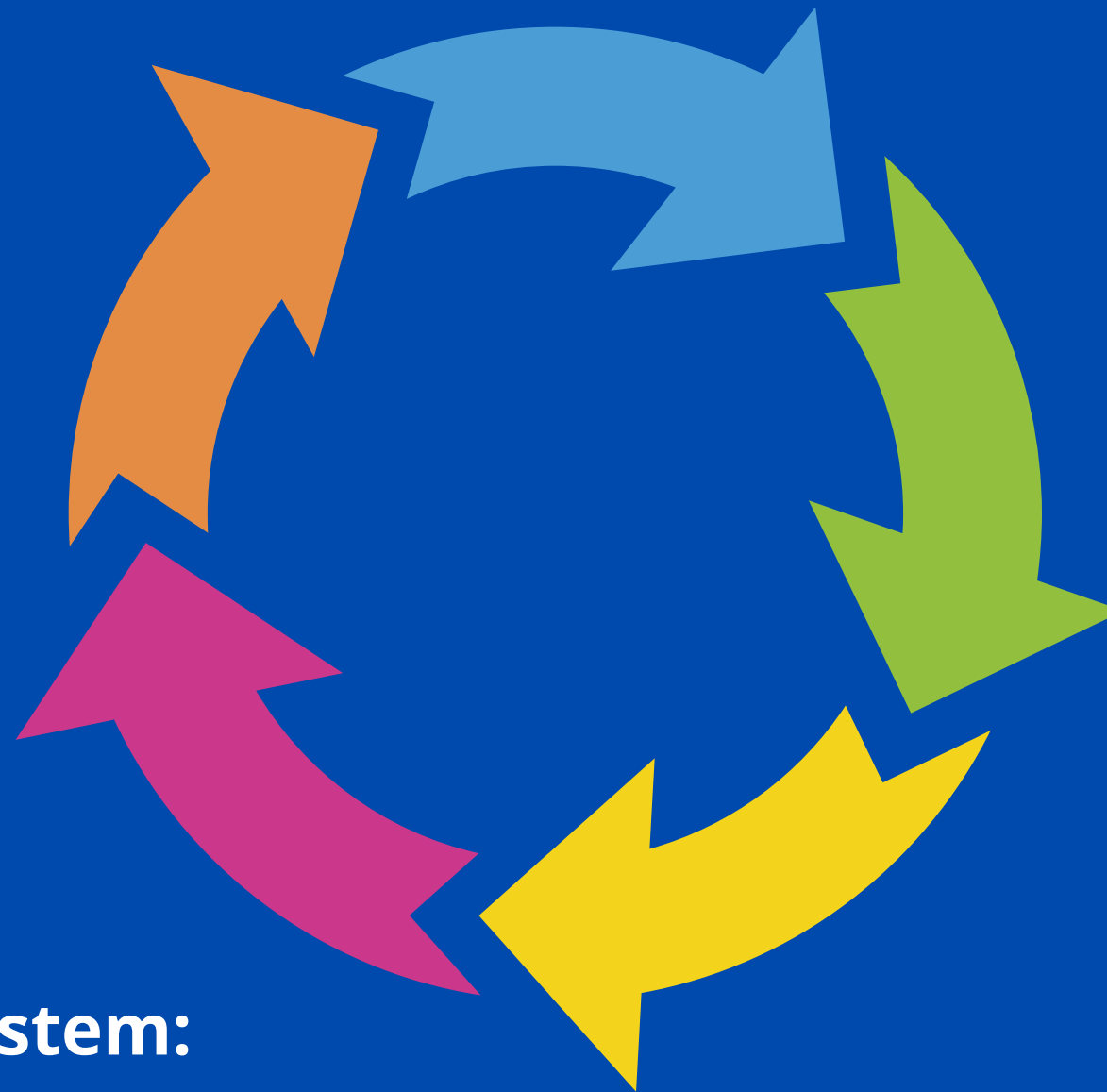
2. Identify the value stream and eliminate waste



3. Create a continuous flow whenever possible



4. Adopt a customer-driven system:
"Pull, don't push"



5 principles of Lean:

1. Define the value of a product or service from the customer's point of view



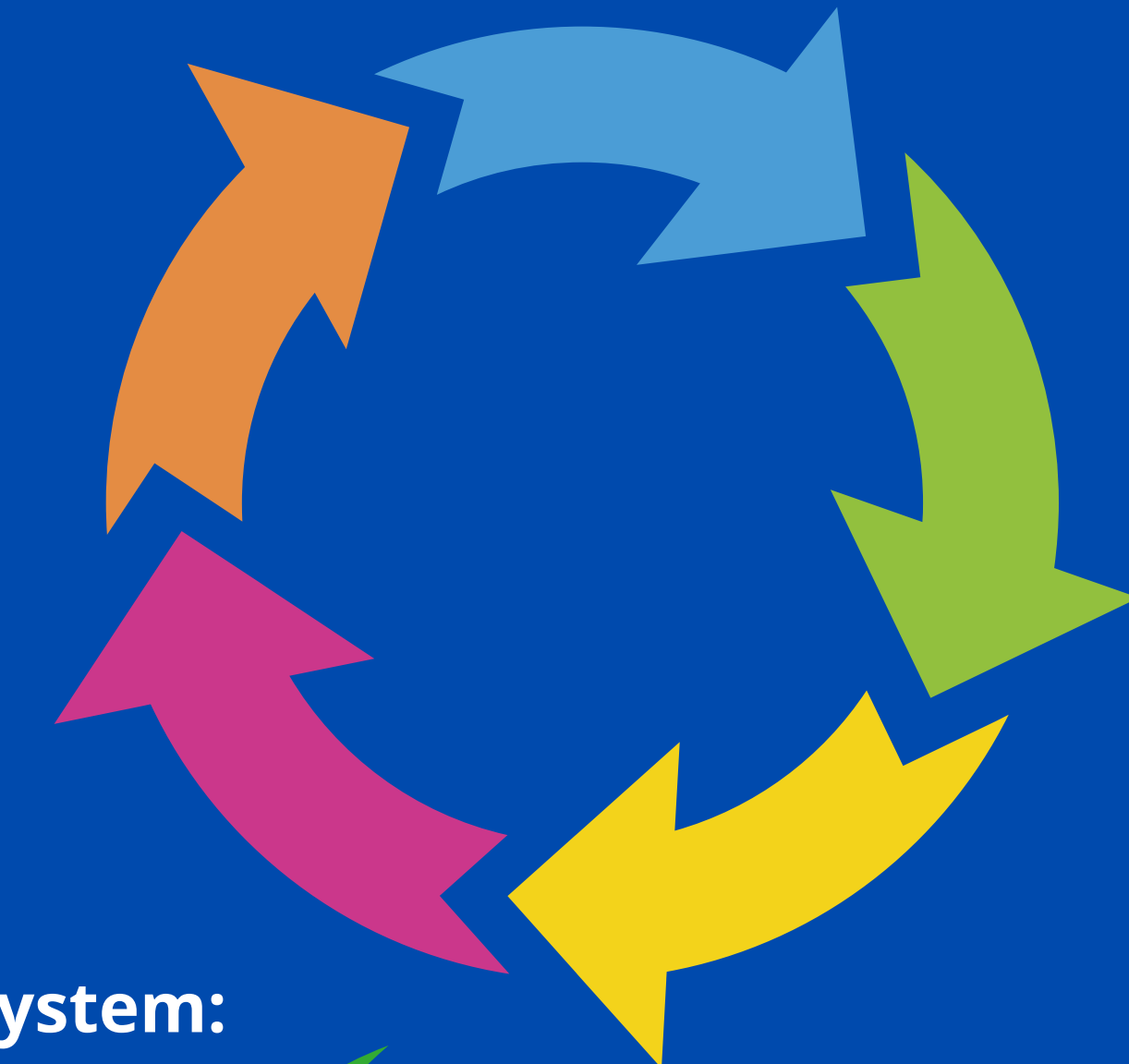
2. Identify the value stream and eliminate waste



3. Create a continuous flow whenever possible

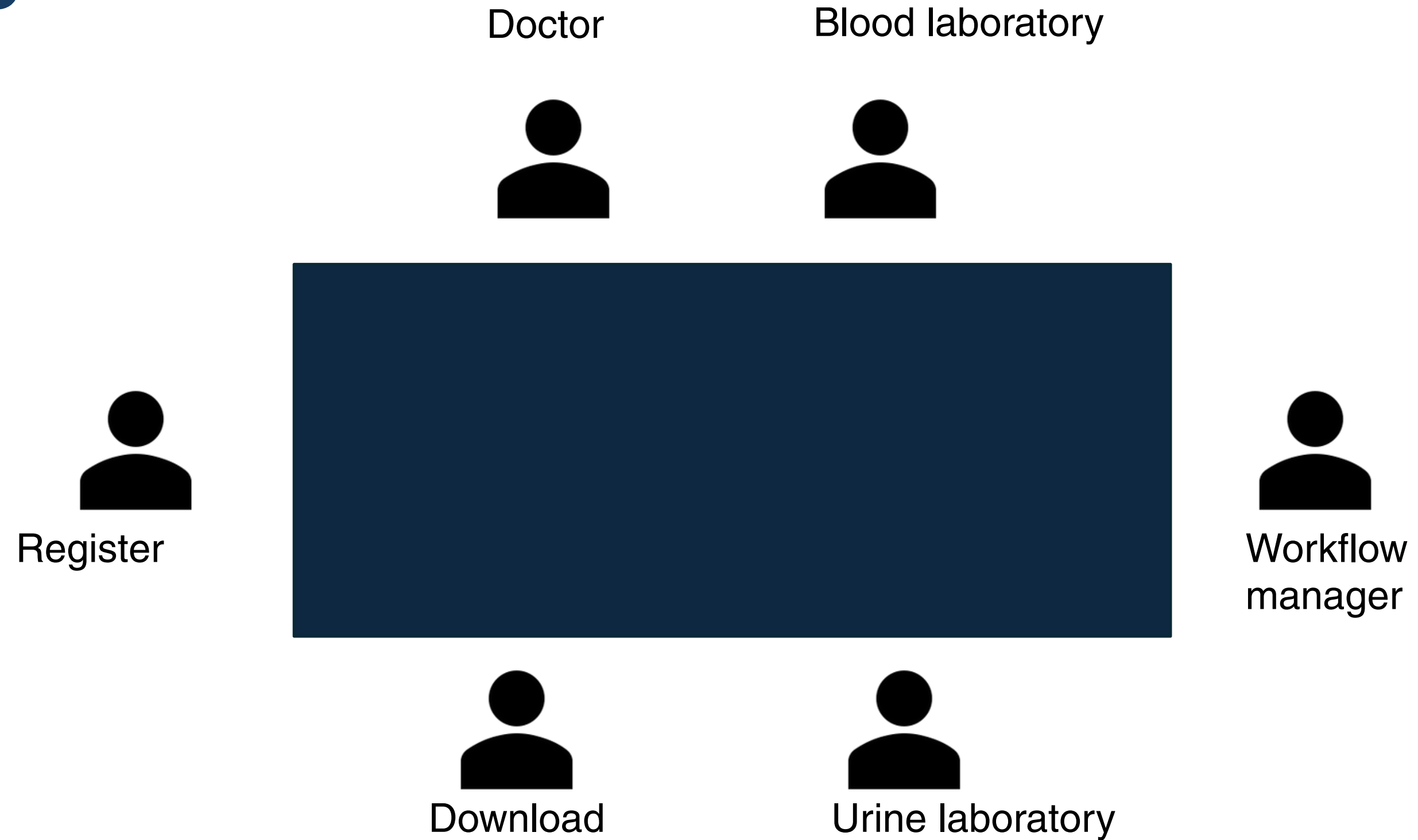


4. Adopt a customer-driven system:
"Pull, don't push"



Let's Play...

Seat layout



Instructions

- **Script:**

Patients come to the clinic to have urine and blood tests. The process they follow is as follows:

- **Register**

- Assign each patient a sequential number (the patient's number).
- Note the arrival time (the patient's stopwatch or the doctor's timer).

- **Waiting room**

- Patients wait until Registered.

- **Workflow manager**

- Only Workflow manager can move patients from the waiting room to:
 - **Laboratory 1 for urine analysis**
 - **Laboratory 2 for blood analysis**
 - **The doctor after both tests are performed.**

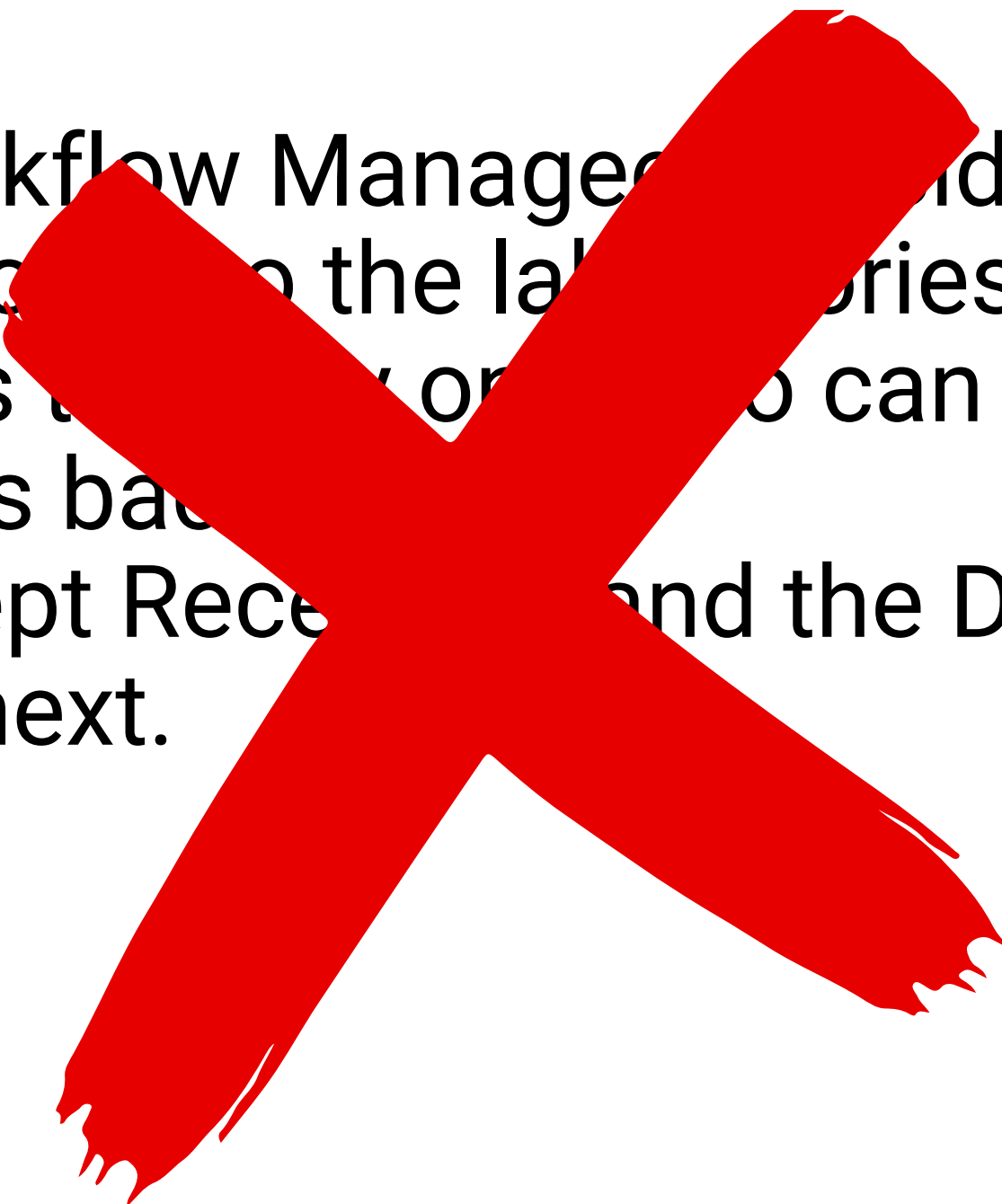
- **Doctor**

- Check the results of both tests
 - If both tests are correct, the patient is discharged.
 - If any test fails → The patient is sent back to the waiting room.

- **Discharge**

- Collect the patient's data (progressive number and number of tests performed) and close the process.

Player Rules

- Only the Workflow Manager provides the flow of patients from the waiting room to the laboratories or the doctor.
 - The doctor is the only one who can approve the test results or send patients back to the waiting room.
 - No one, except Reception and the Doctor, can decide where patients go next.
- 

Question

- What problems did you see?
- How did the patients feel?
- How did the staff feel?
- Which steps added value for the customer? Which ones were wasteful?



5 principles of Lean:

1. Define the value of a product or service from the customer's point of view



2. Identify the value stream and eliminate waste



3. Create a continuous flow whenever possible

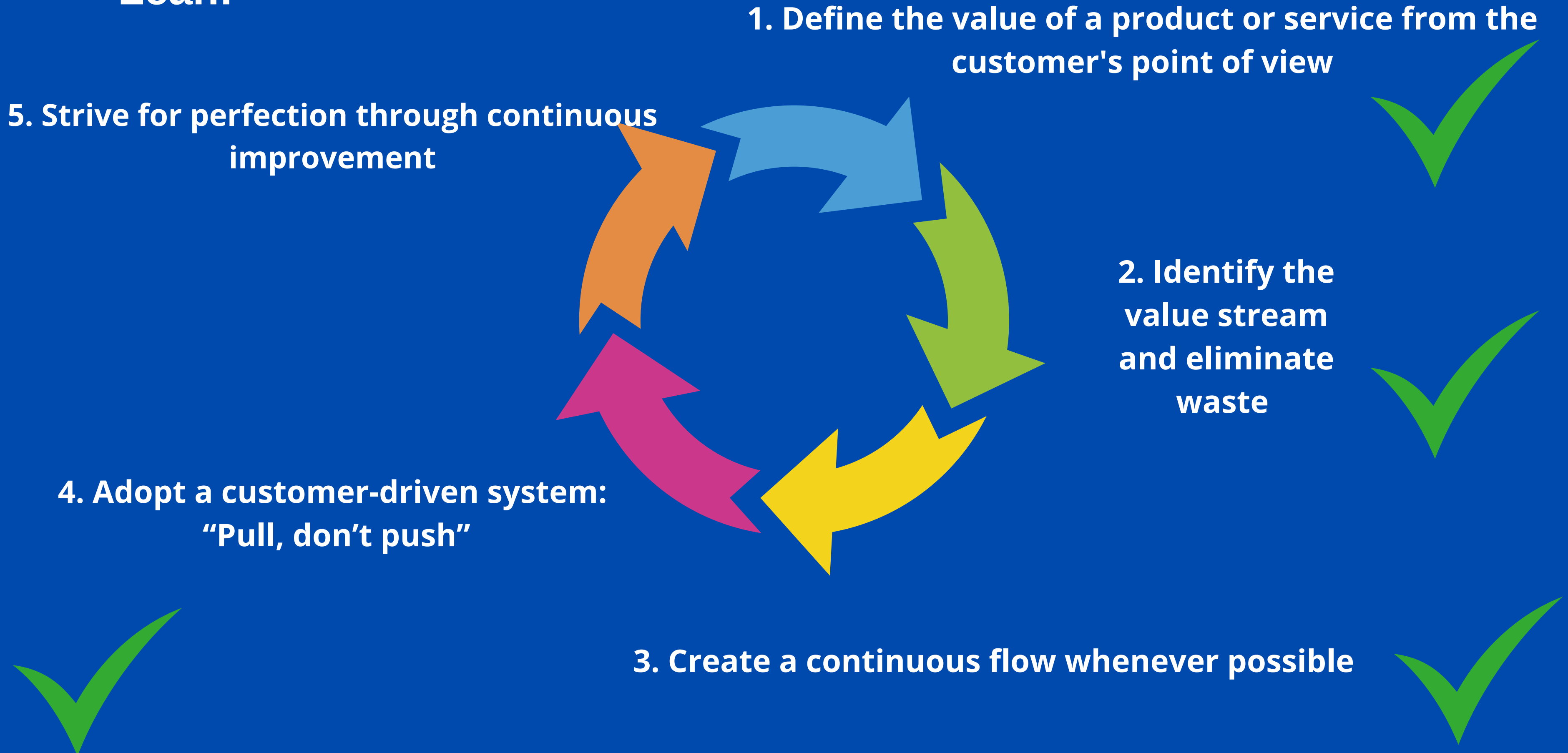


4. Adopt a customer-driven system:
"Pull, don't push"



anfiteatro

5 principles of Lean:



K A I Z E N





**Do you want to
know what results
Kaizen leads to?**

K A I Z E N

**Do you want to
know what results
Kaizen leads to?**

$$(1.00)^{365} =$$

K A I Z E N

**Do you want to
know what results
Kaizen leads to?**

$$(1.00)^{365} = 1.00$$

K A I Z E N

Do you want to
know what results
Kaizen leads to?

$$(1.00)^{365} = 1.00$$

$$(1.01)^{365} =$$

K A I Z E N

Do you want to
know what results
Kaizen leads to?

$$(1.00)^{365} = 1.00$$

$$(1.0\underline{1})^{365} = \underline{37.78}$$

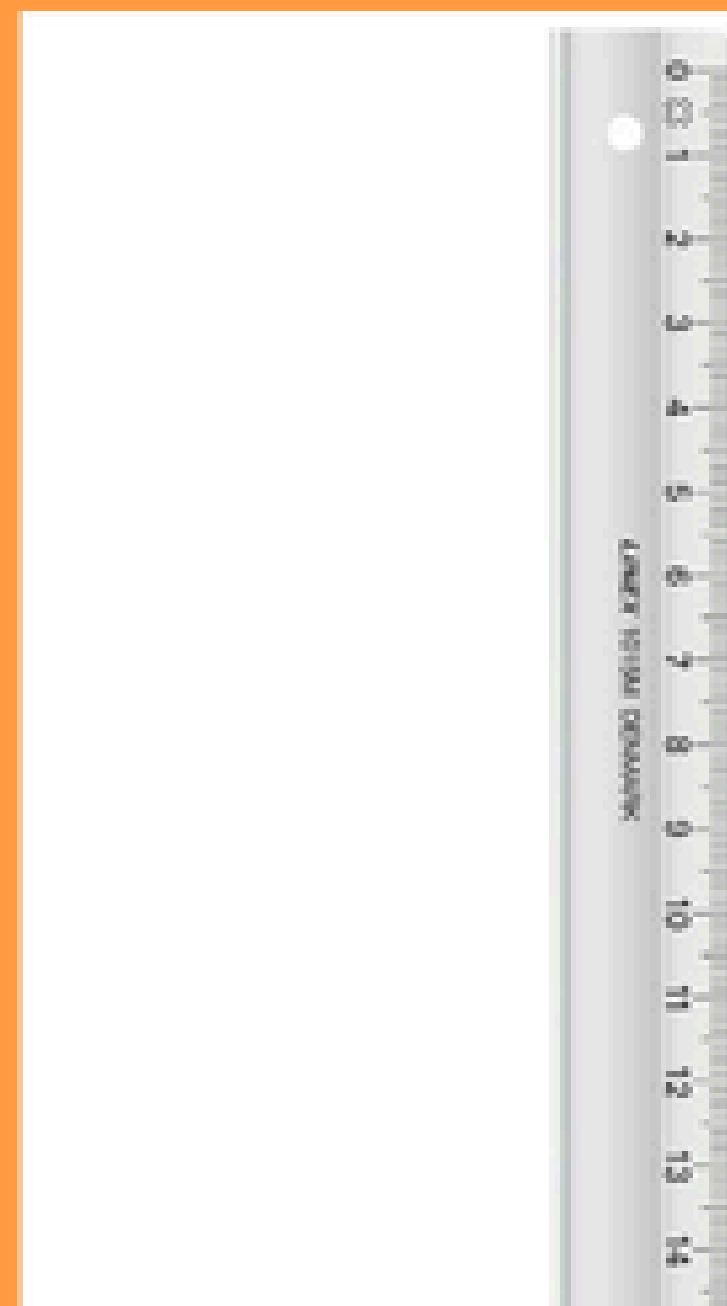
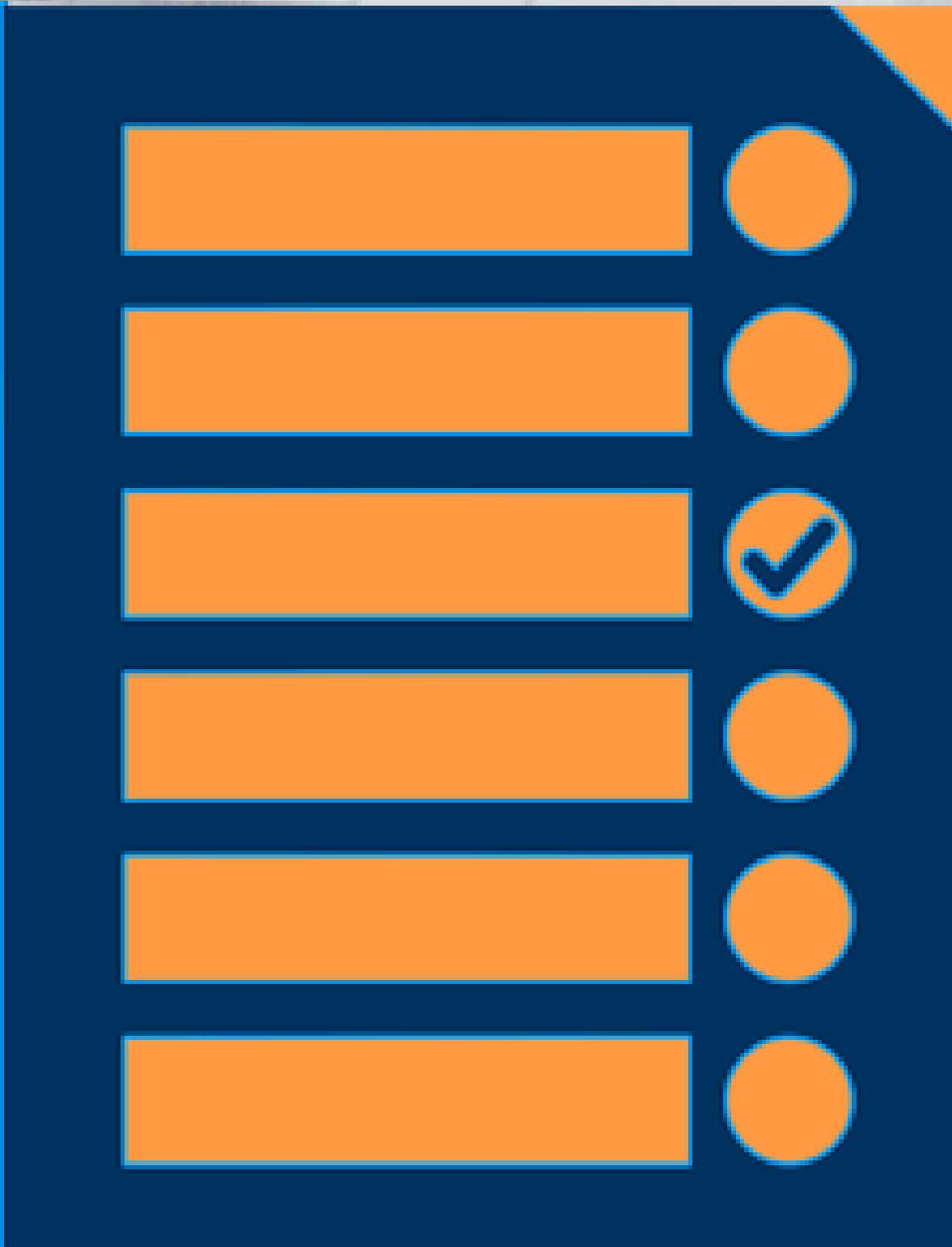
How are problems
discovered?

So where do you begin?

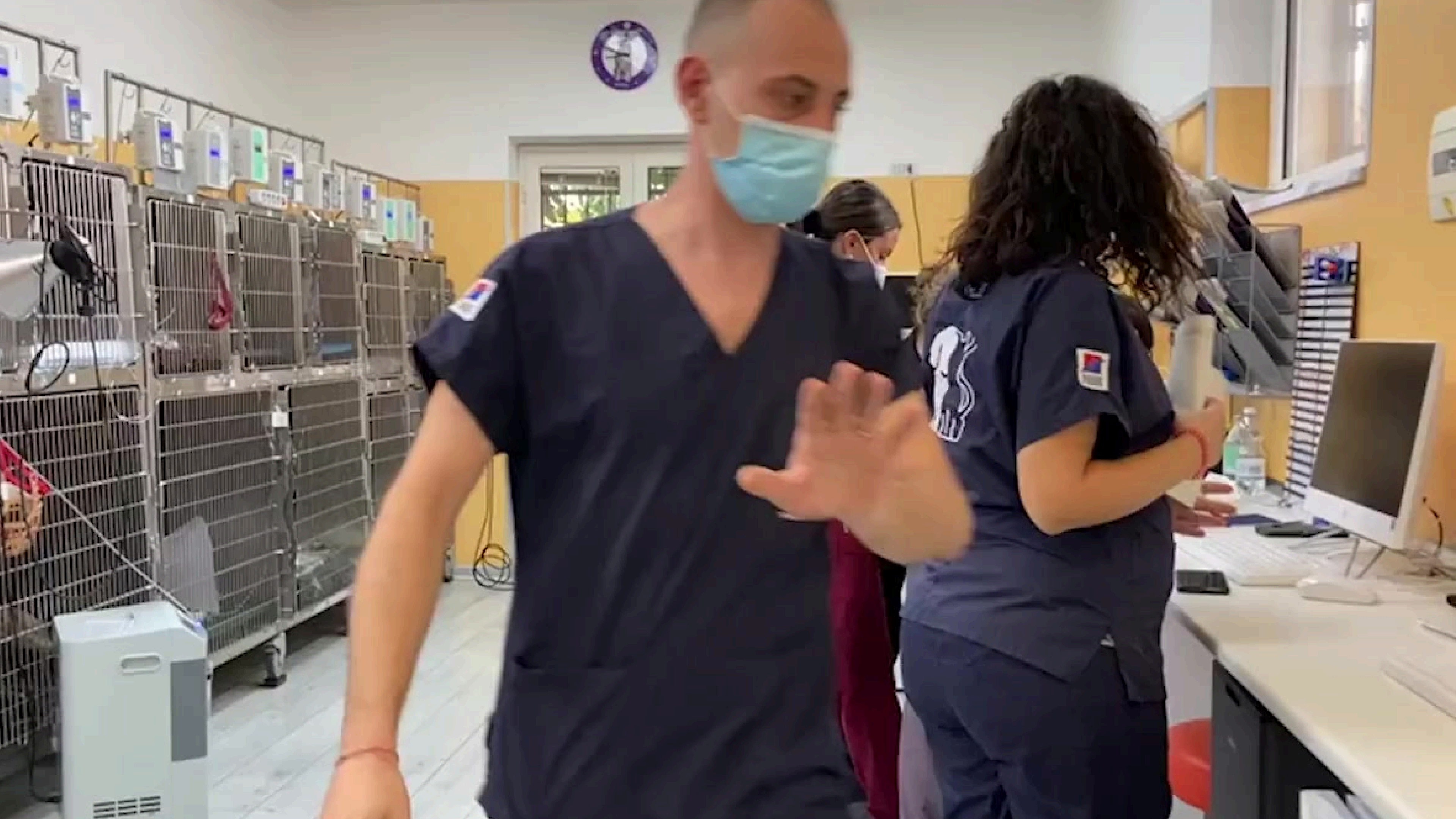


**LET'S GO
TO**

GEMBA!!!









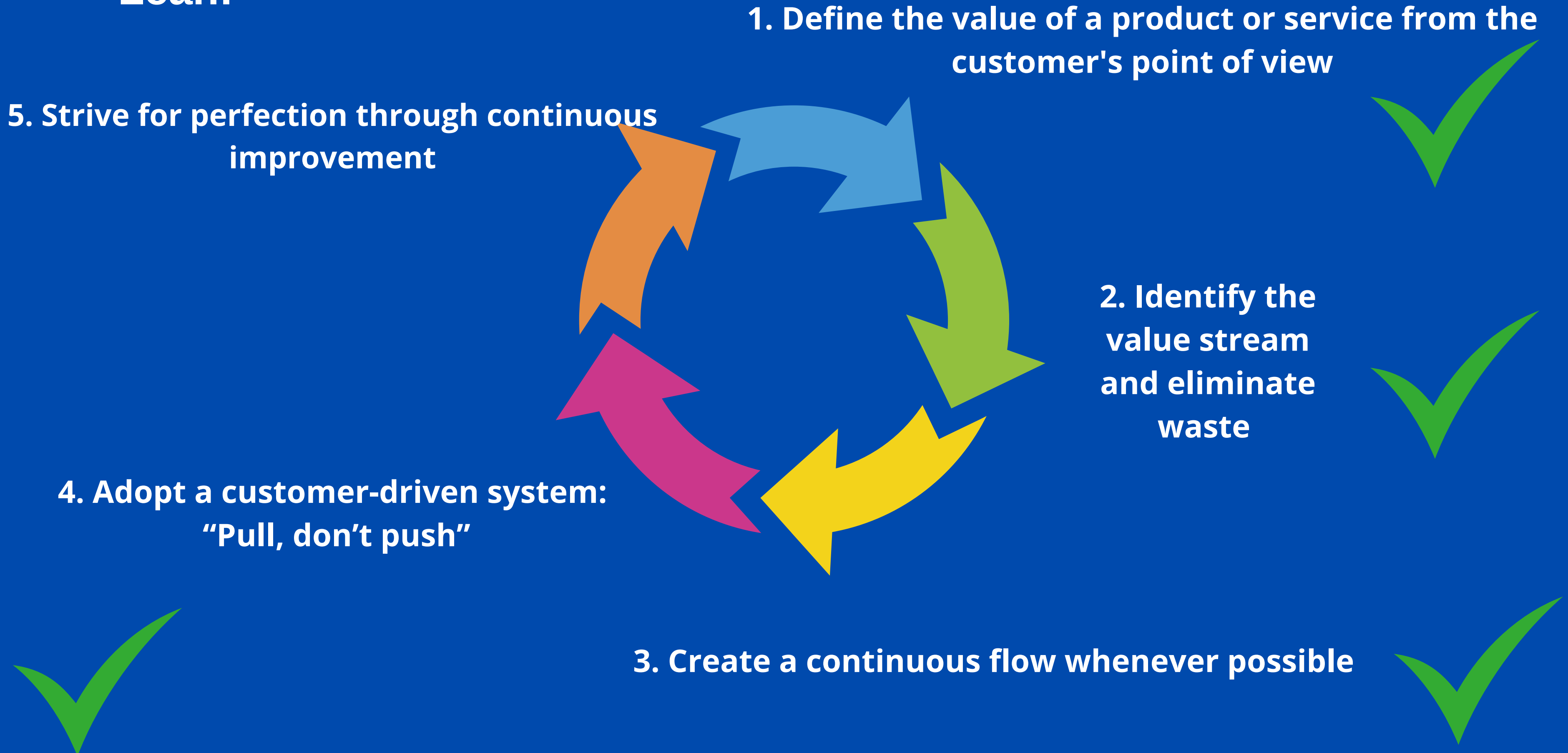








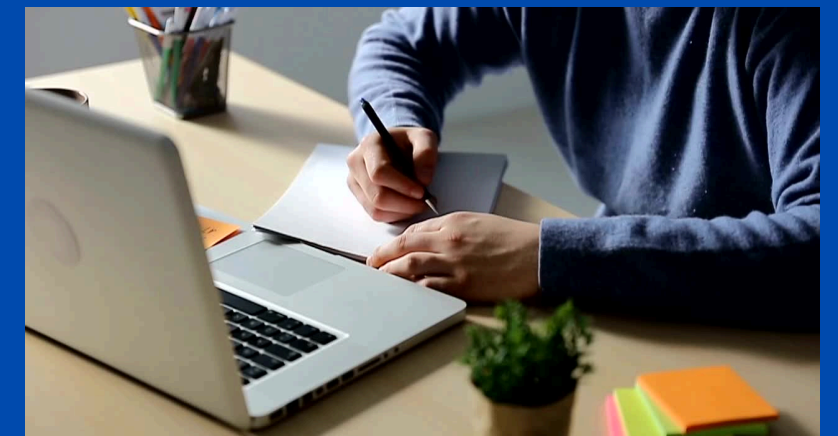
5 principles of Lean:



Questions?



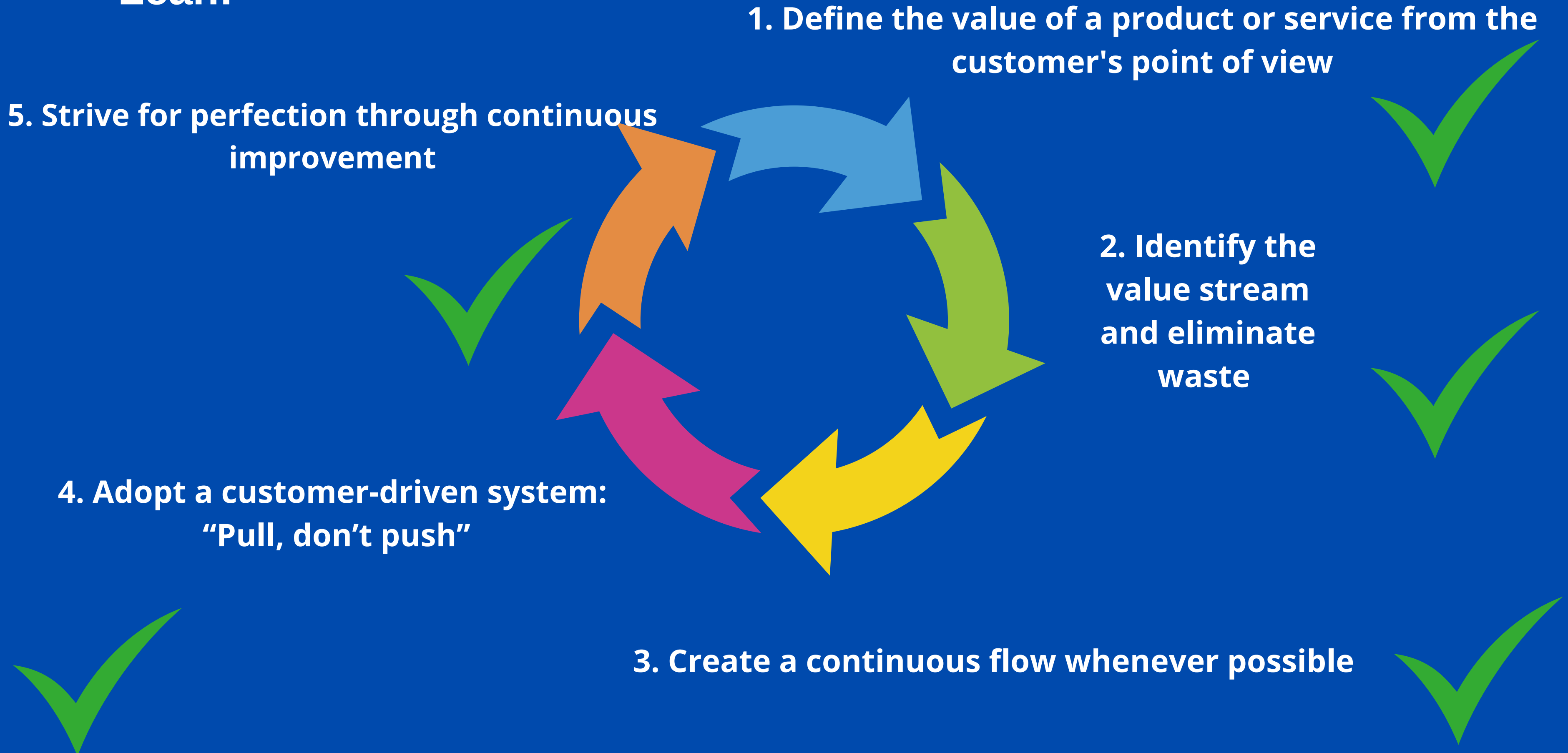
What should I take note of?



What do I want to

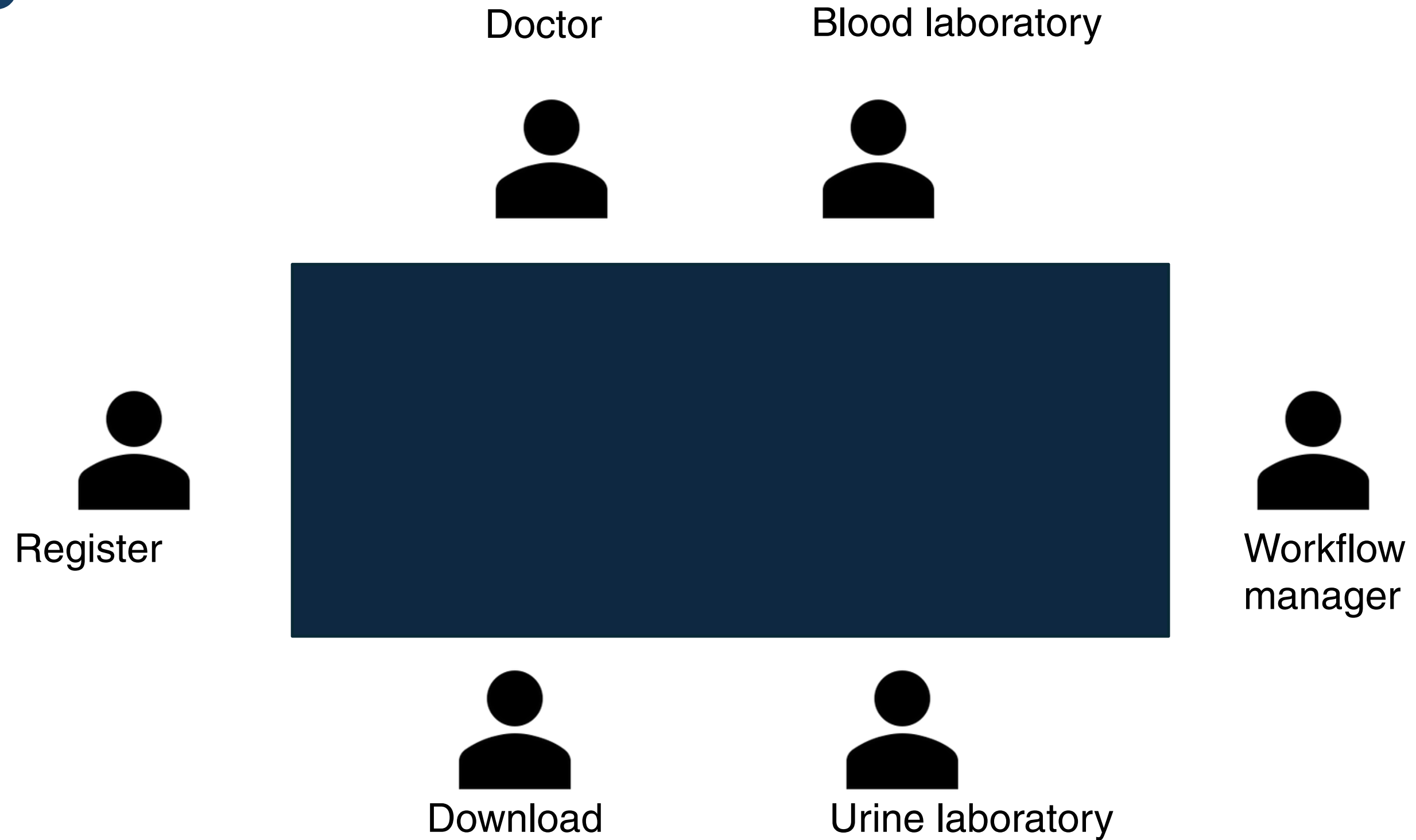


5 principles of Lean:



Let's Play...

Seat layout



Instructions

- **Script:**

Patients come to the clinic to have a blood test. The process they follow is as follows:

- **Register**

- Assign each patient a number (e.g., 101, 102, 103, etc.).
- Note the arrival time (e.g., 10:00, 10:05, 10:10, etc.).

- **Waiting room**

- Patients wait until called.

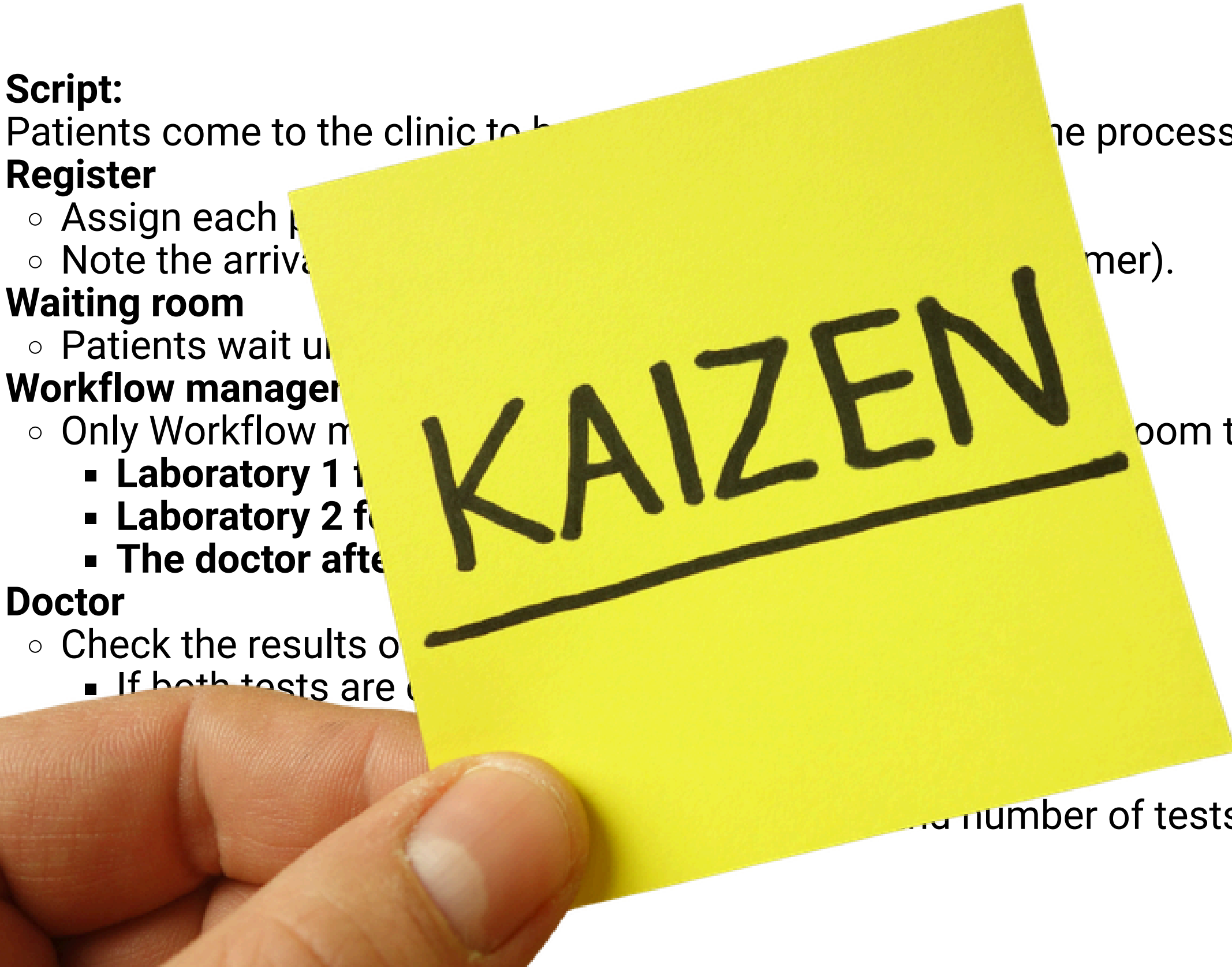
- **Workflow manager**

- Only Workflow manager can move patients from room to room to:
 - Laboratory 1 for blood test
 - Laboratory 2 for blood test
 - The doctor after the blood test

- **Doctor**

- Check the results of the blood test.
 - If both tests are OK, the patient can go home.

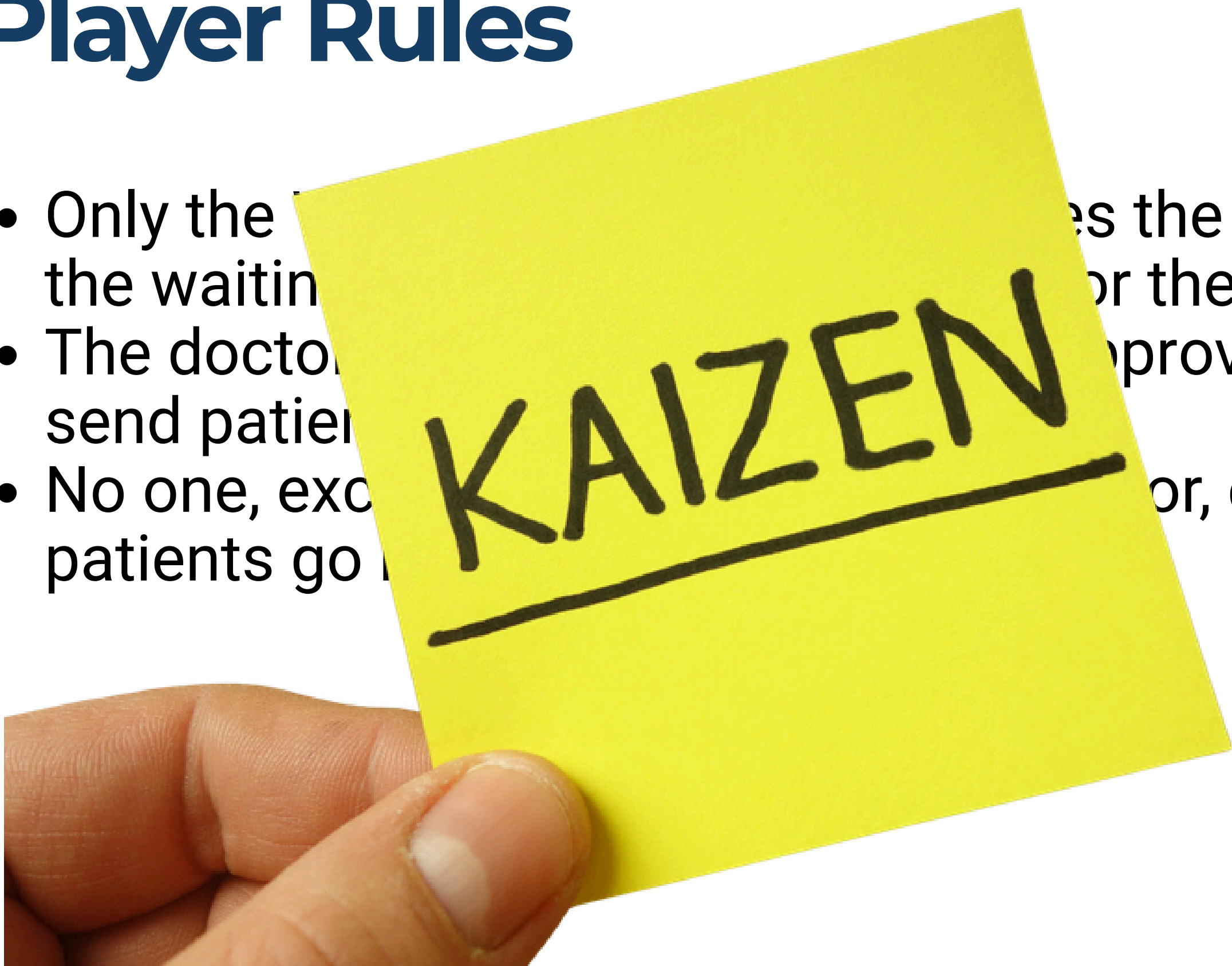
- **End of process**
 - Record the number of tests performed and close the process.



KAIZEN

Player Rules

- Only the doctor manages the flow of patients from the waiting room to the doctor.
- The doctor can improve the test results or send patients back to the waiting room.
- No one, except the doctor, can decide where patients go.

A hand is holding a yellow sticky note. The word "KAIZEN" is written in black, bold, capital letters on the note. A horizontal line is drawn underneath the word. The sticky note is slightly tilted and partially obscures the text of the list on the left.

KAIZEN

Question

- What problems did you see?
- How did the patients feel?
- How did the staff feel?
- Which steps added value for the customer? Which ones were wasteful?



16:30–18:00 Cocktail and open discussion: participant problems, Q&A, and peer discussion

09:30–11:00 Hoshin Kanri: focus, priorities, and alignment





5 principles of Lean:

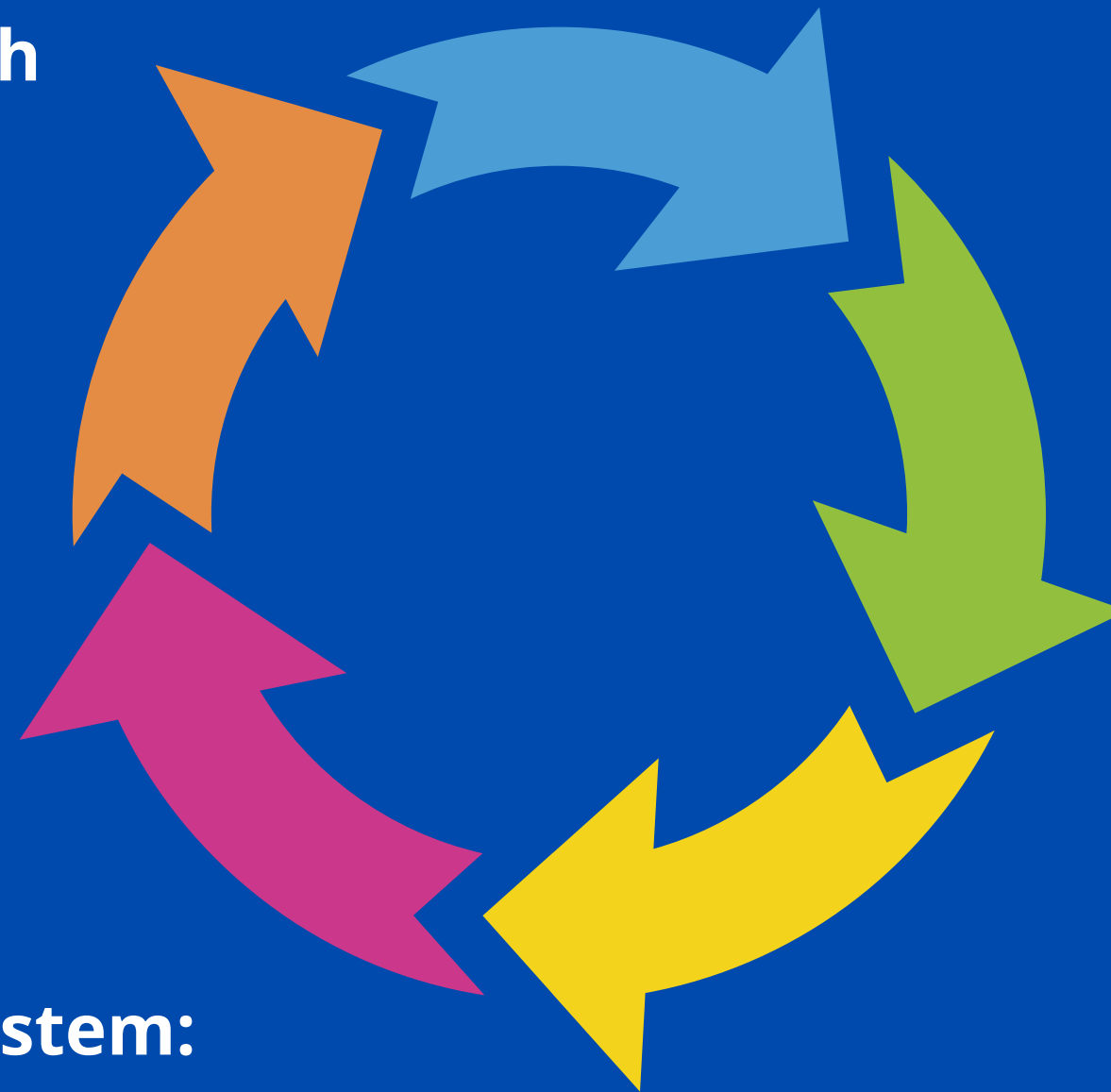
5. Strive for perfection through continuous improvement

4. Adopt a customer-driven system:
"Pull, don't push"

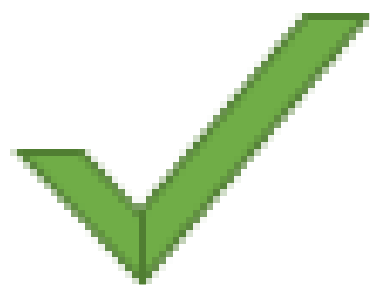
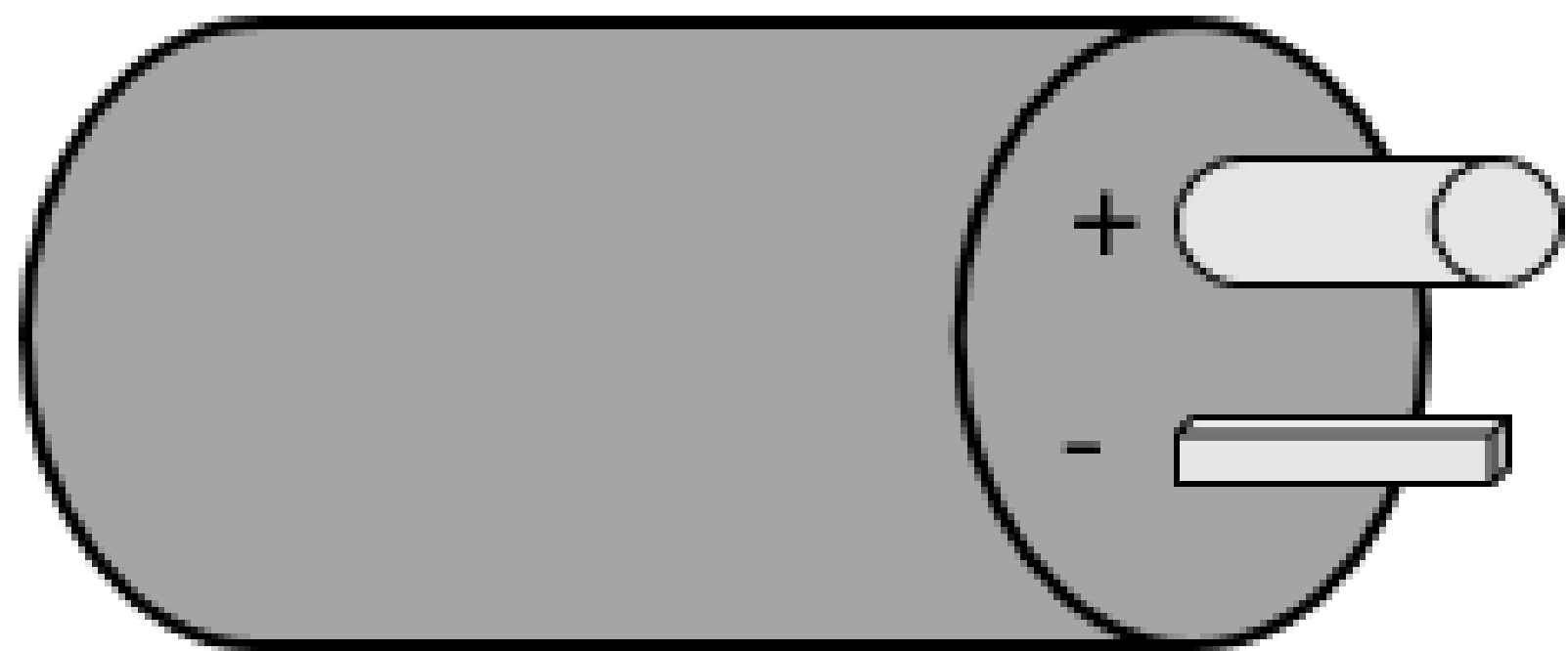
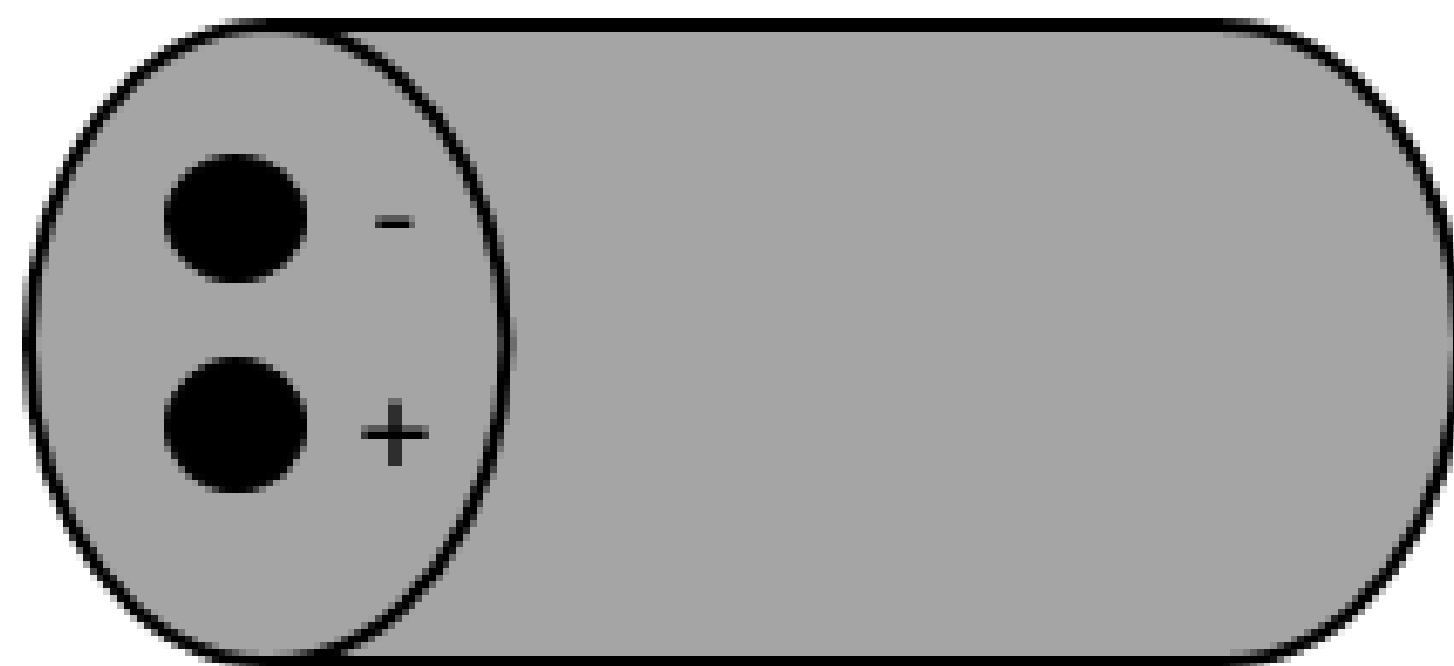
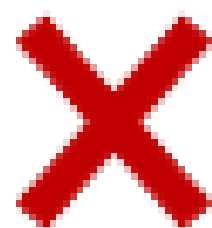
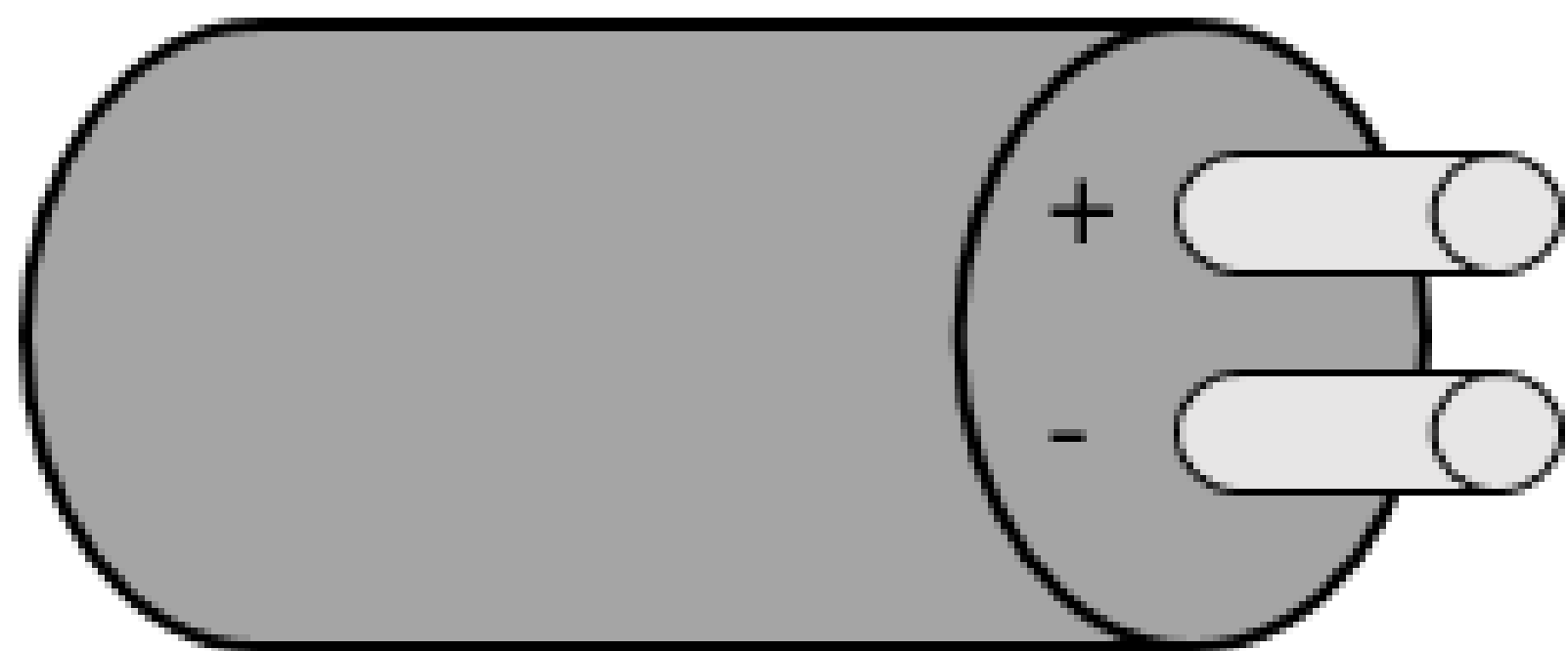
1. Define the value of a product or service from the customer's point of view

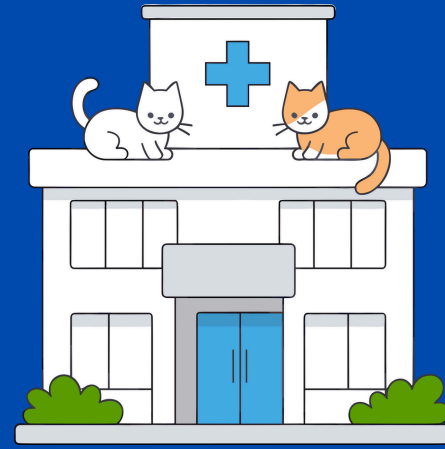
2. Identify the value stream and eliminate waste

3. Create a continuous flow whenever possible

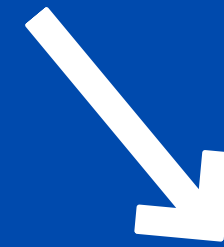


920%





100 revenue - 88 total costs = 12 operating margin



Prices

112 revenues - 88 total costs =
24 gross margin



Sales

200 revenues - 166 total costs = 100 revenue - (88-13%) total costs = 24 gross margin



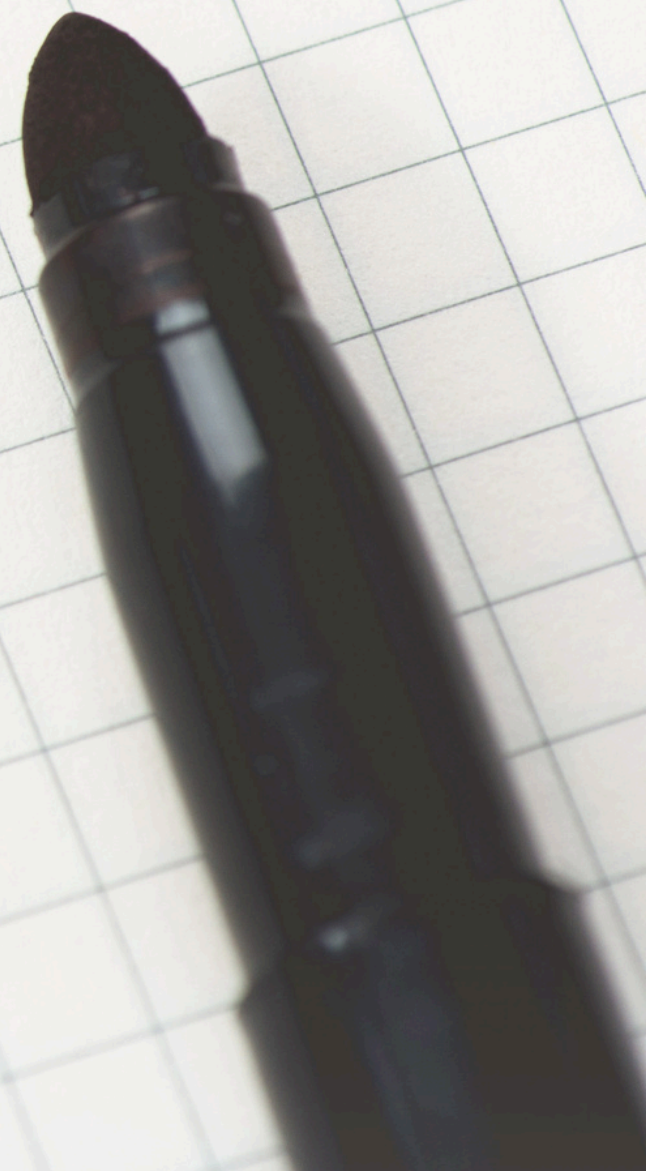
Costs



+391%



THINK
LEAN



**WHAT PROBLEM
DO I START
WITH?**



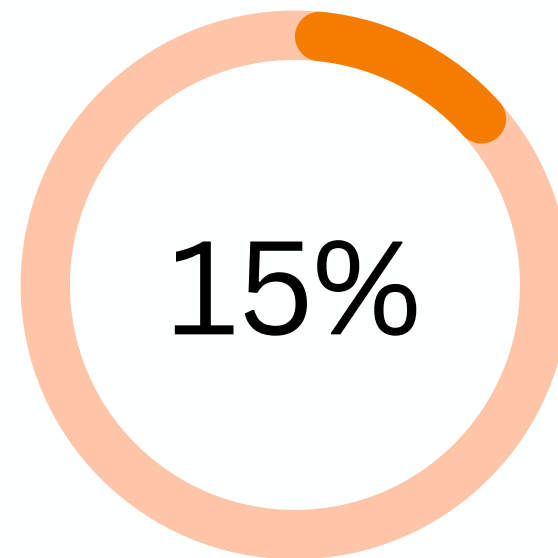


Alice, the owner of a clinic





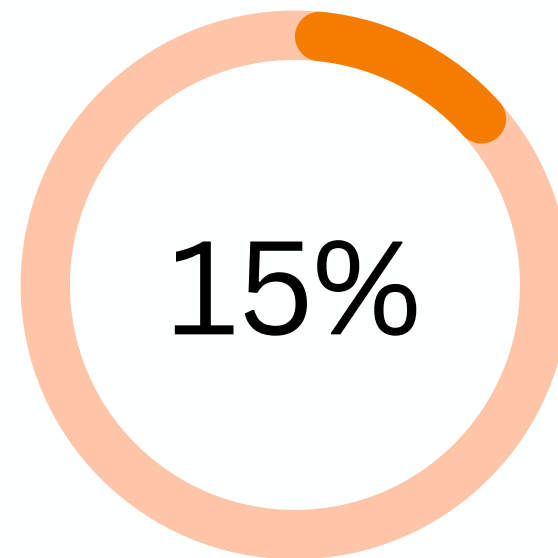
Alice, the owner of a clinic, decides to increase the prices of her services:



Price increase



Alice, the owner of a clinic, decides to increase the prices of her services:



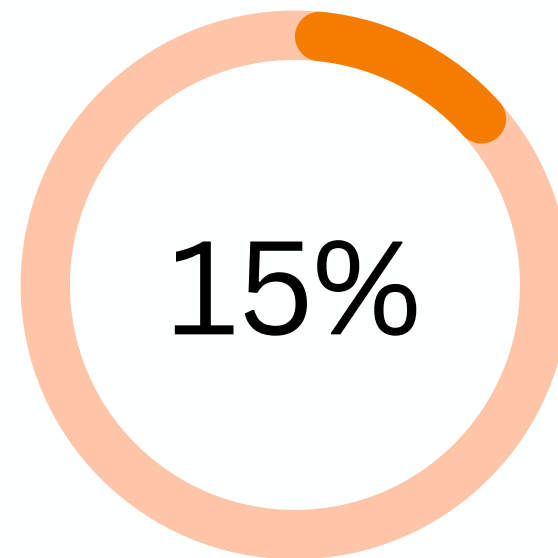
Price increase



The agenda is
starting to
empty



Alice, the owner of a clinic, decides to increase the prices of her services:



Price increase



The agenda is
starting to
empty



Regular
customers

How would you solve
the problem?



How would you solve the problem?

0

reducing costs of consultations
and vaccinations

0

By offering special discounts to
loyal clients.

0

I don't care, I'll keep going like this

0

By launching a marketing
campaign

How would you solve the problem?

0

reducing costs of consultations
and vaccinations

0

By offering special discounts to
loyal clients.

0

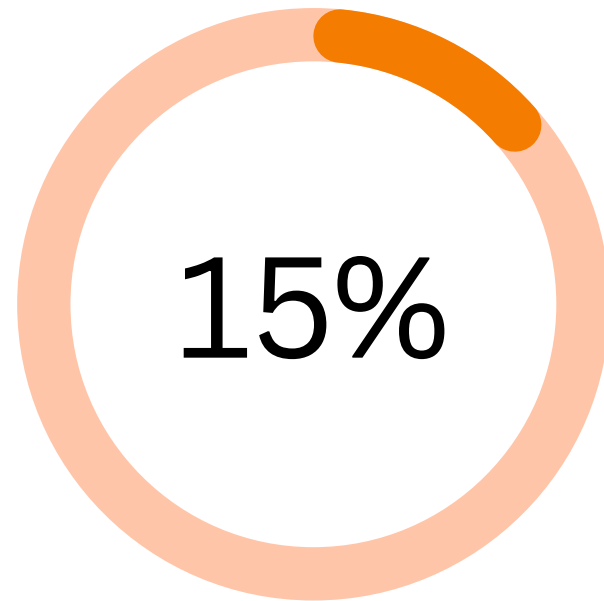
I don't care, I'll keep going like this

0

By launching a marketing
campaign

**IS IT REALLY A
PROBLEM?**

What's Missing?



Price increase



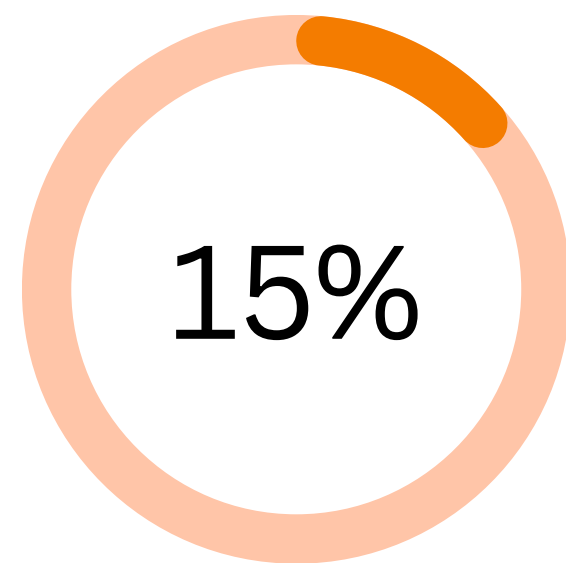
The agenda is
starting to
empty



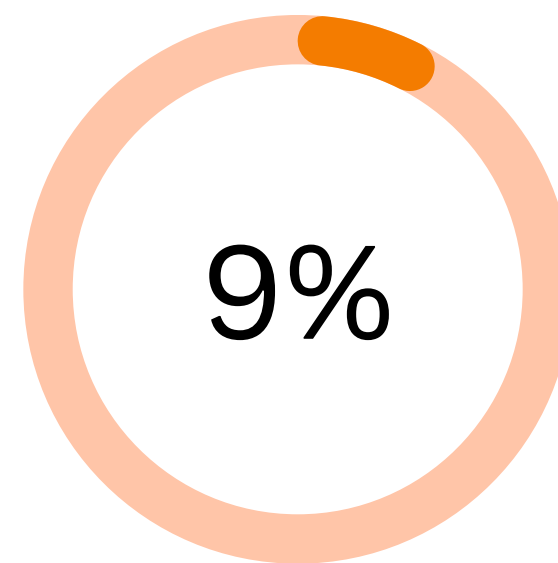
Regular
customers



Alice, the owner of a clinic, decides to increase the prices of her services:



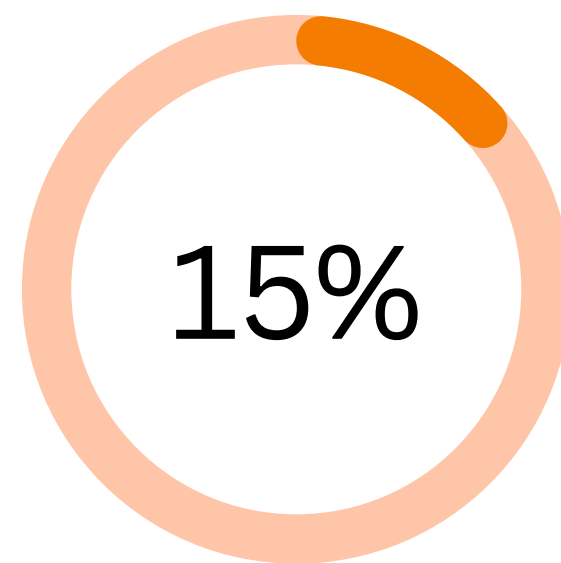
Price increase



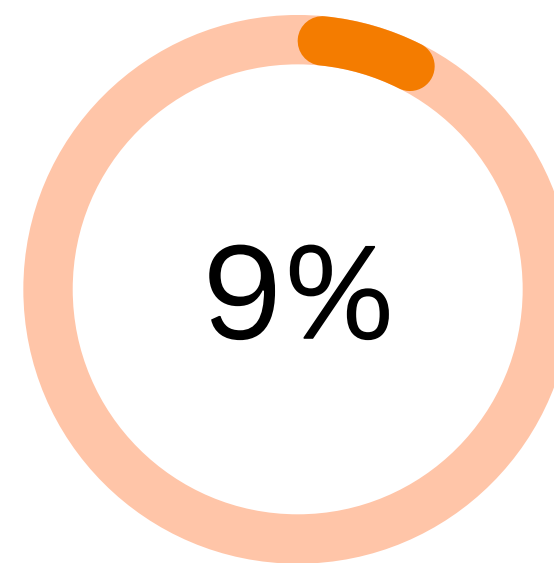
The agenda is
starting to
empty



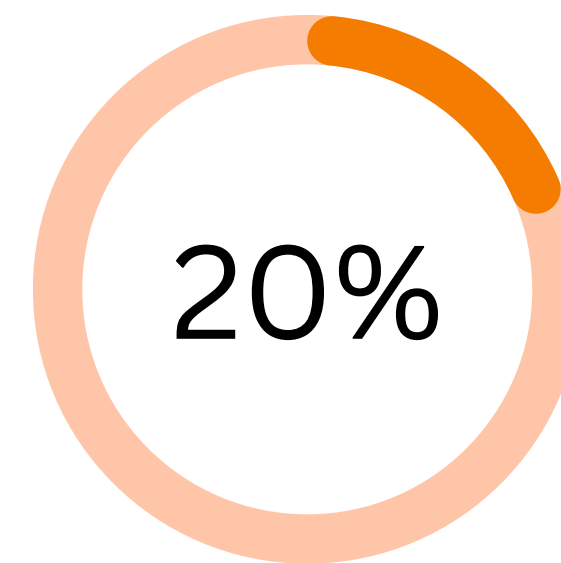
Alicia, the owner of a clinic, decides to increase the prices of her services:



Price increase



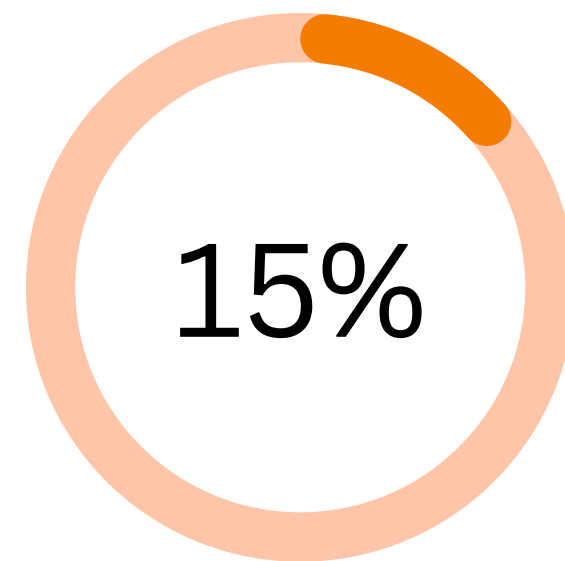
The agenda is
starting to
empty



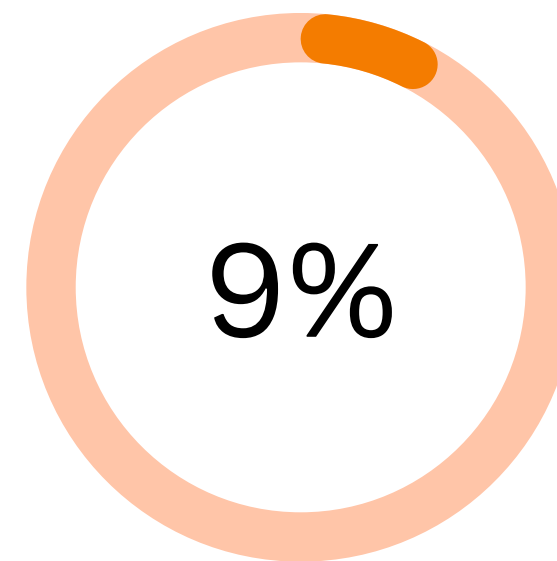
Regular
customers



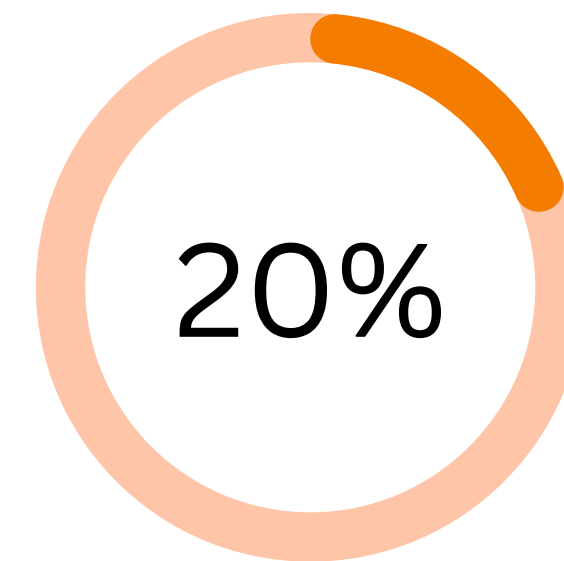
Alicia, the owner of a clinic, decides to increase the prices of her services:



Price increase



The agenda is
starting to
empty



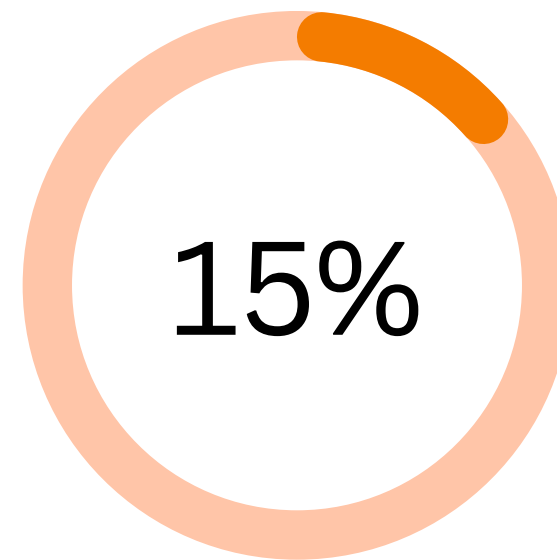
Regular
customers

+4.6% Revenue

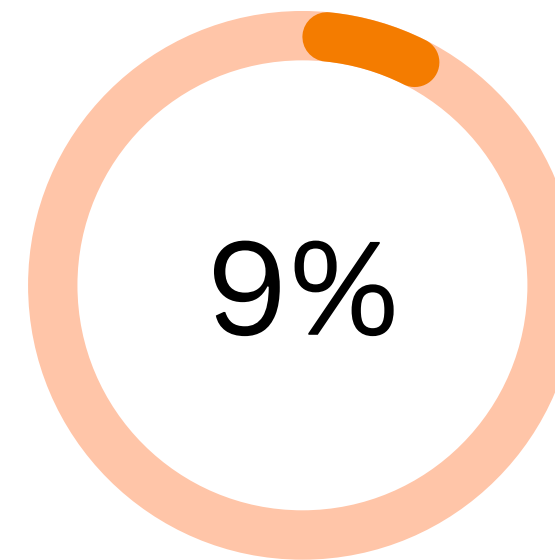




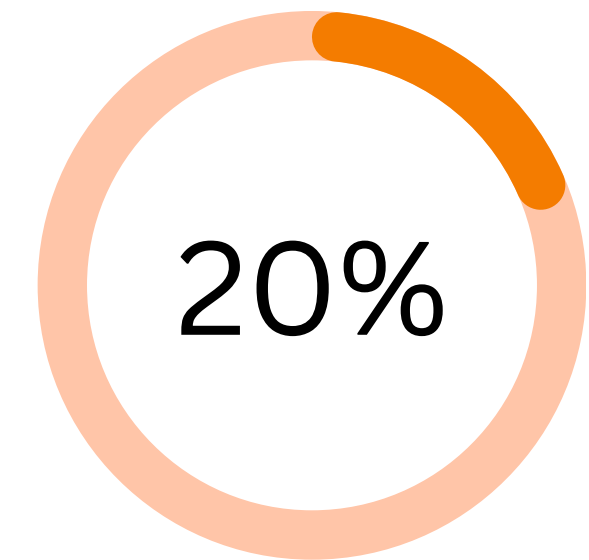
Alicia, the owner of a clinic, decides to increase the prices of her services:



Price increase



The agenda is
starting to
empty



Regular
customers

+4.6% Revenue +106% Profit

**IS IT REALLY A
PROBLEM?**

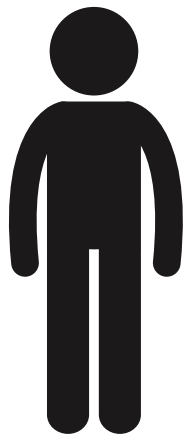


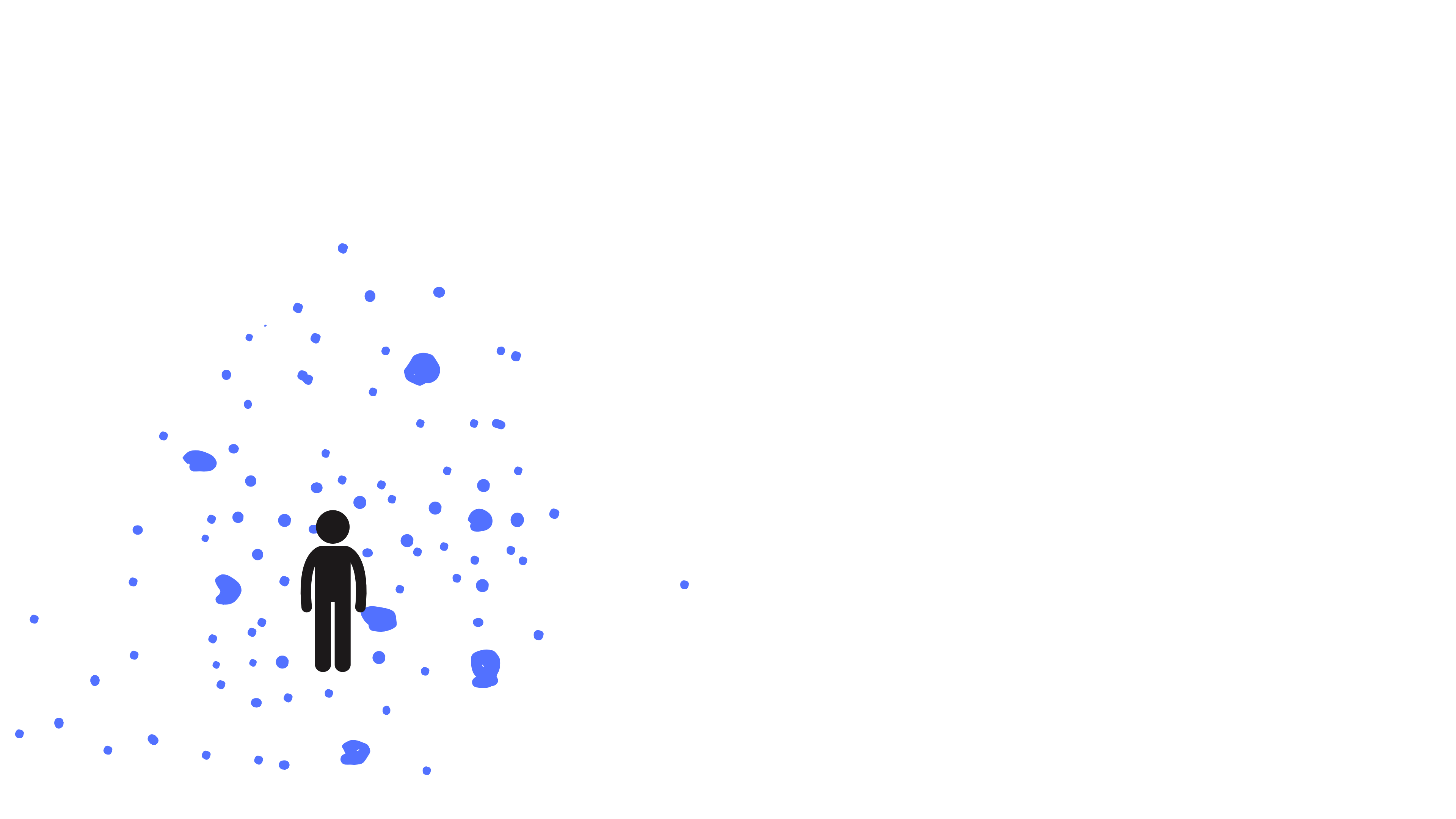
yes or no ?



It depends on
the goal!

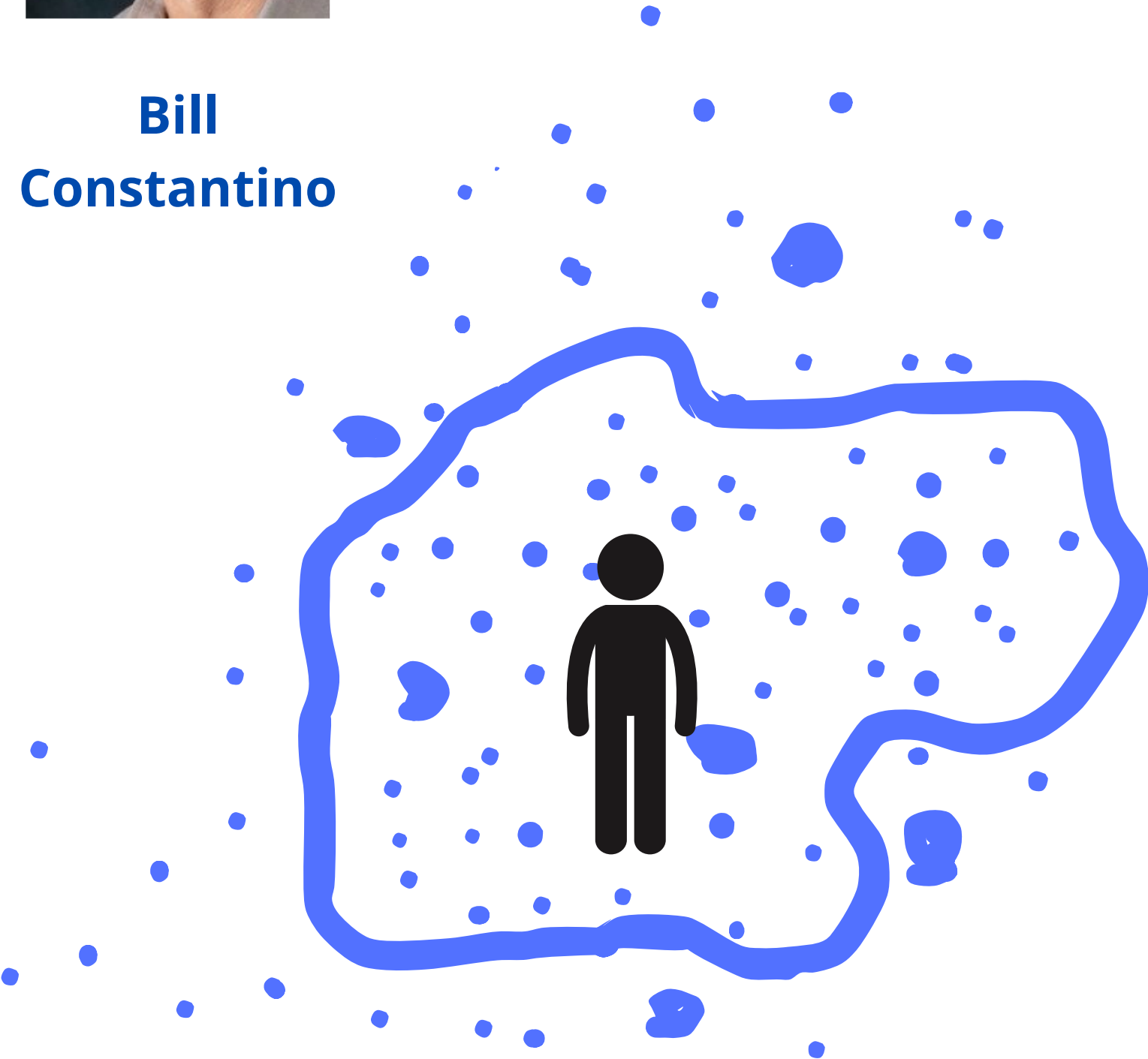




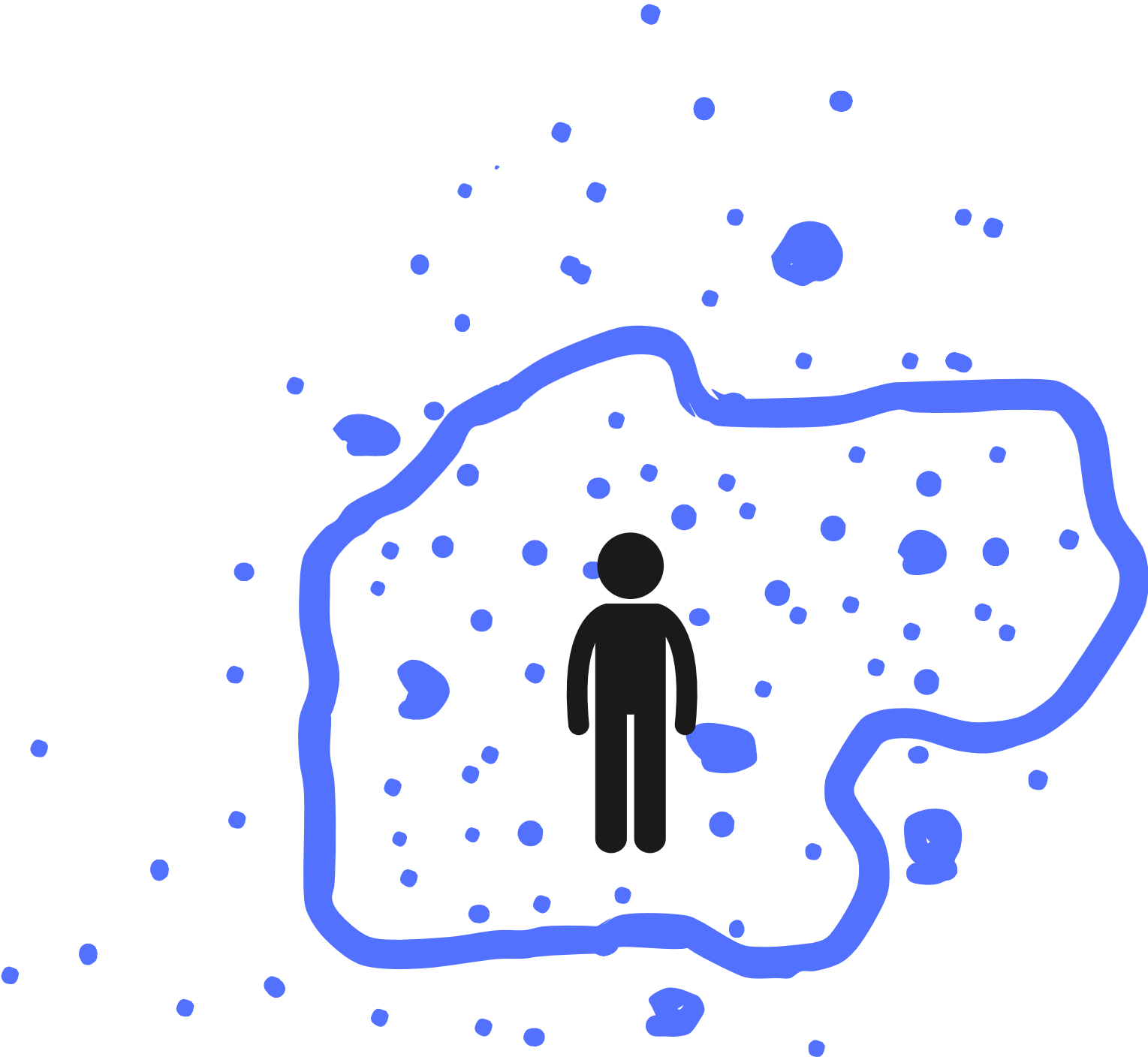




**Bill
Constantino**

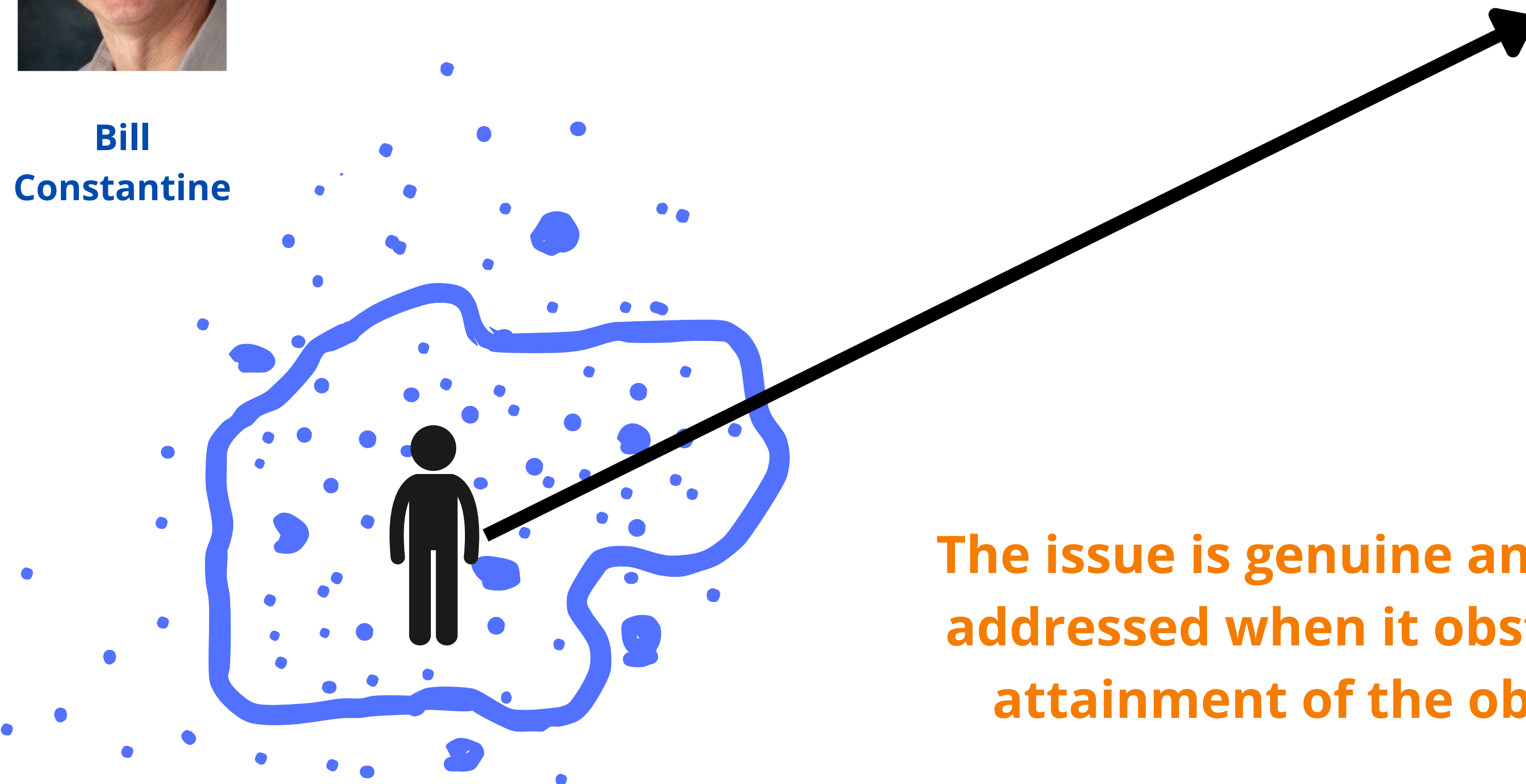


What problems am I starting with?





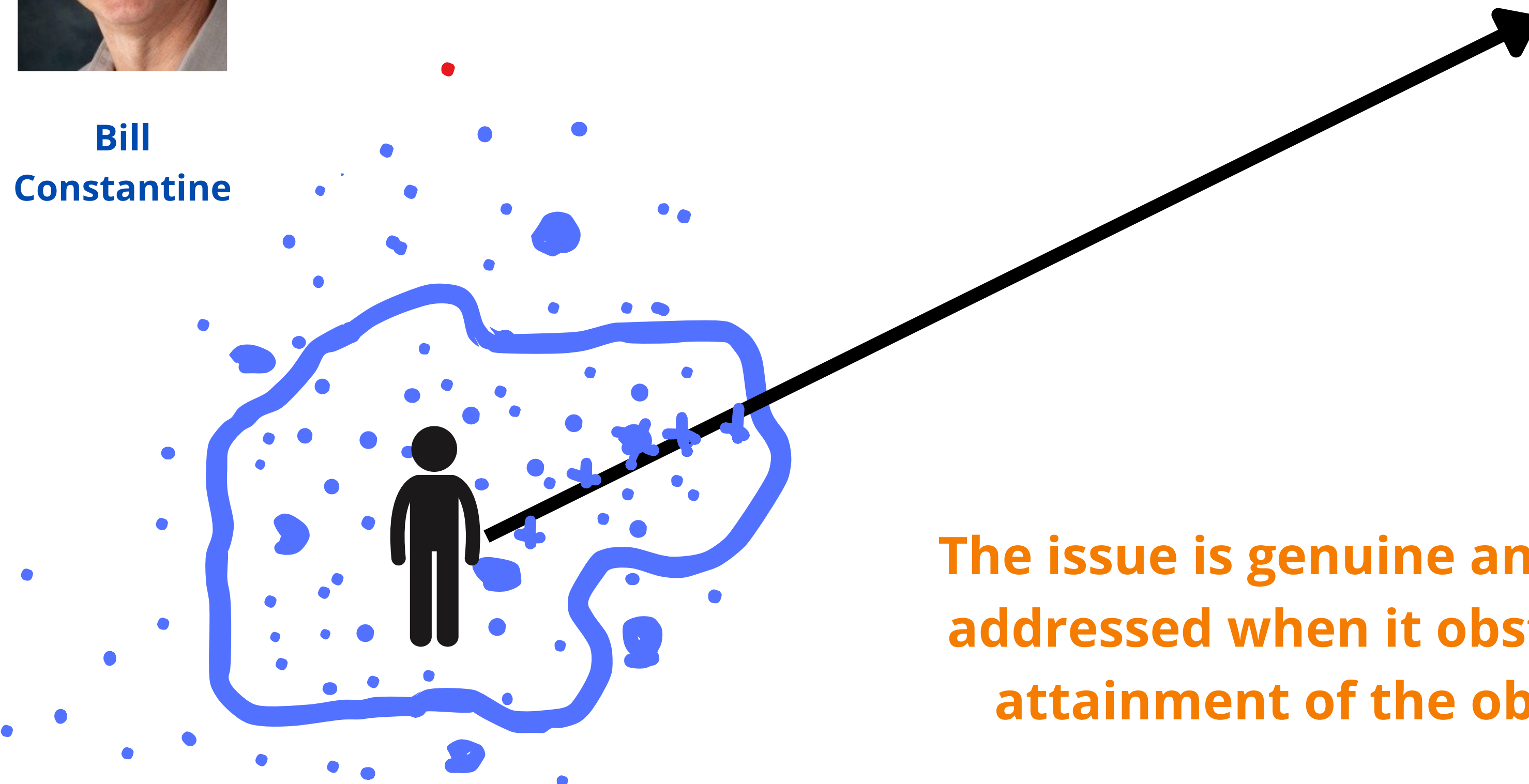
**Bill
Constantine**



The issue is genuine and must be addressed when it obstructs the attainment of the objective.



**Bill
Constantine**



**The issue is genuine and must be
addressed when it obstructs the
attainment of the objective.**

If everything depends
on the goal!

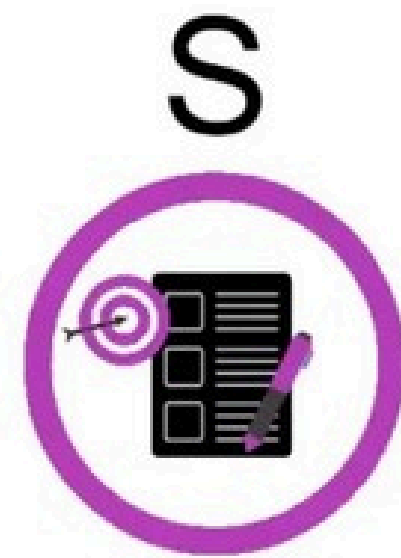


**If everything depends
on the goal!**



**Do you have clear
objectives?**

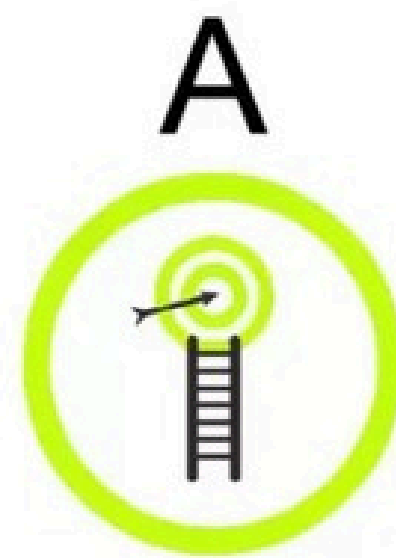
write the goal of your clinic



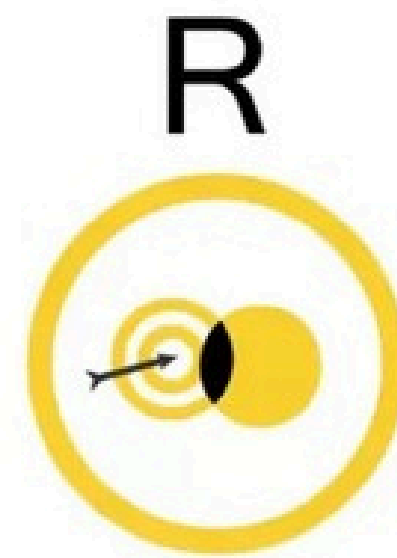
Specific



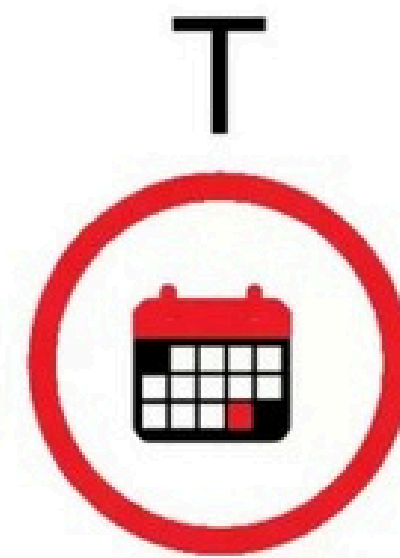
Measurable



Attainable

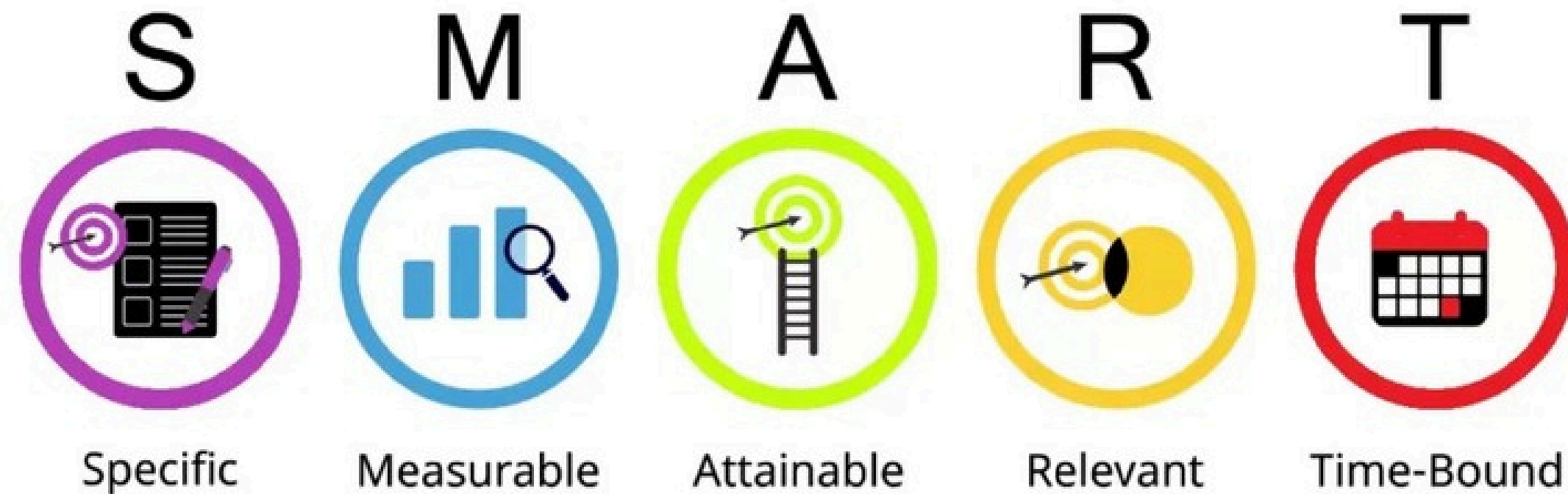


Relevant



Time-Bound

write the goal of your clinic



09:56

It depends on the goal!



- do you have clear objectives?
- What are the problems that prevent you from achieving your goal?

**identify in the Gemba the
main problem**



**Close your eyes and imagine
Alexander Nevsky Cathedral in your
mind.**



ST. ALEXANDER NEVSKY CATHEDRAL

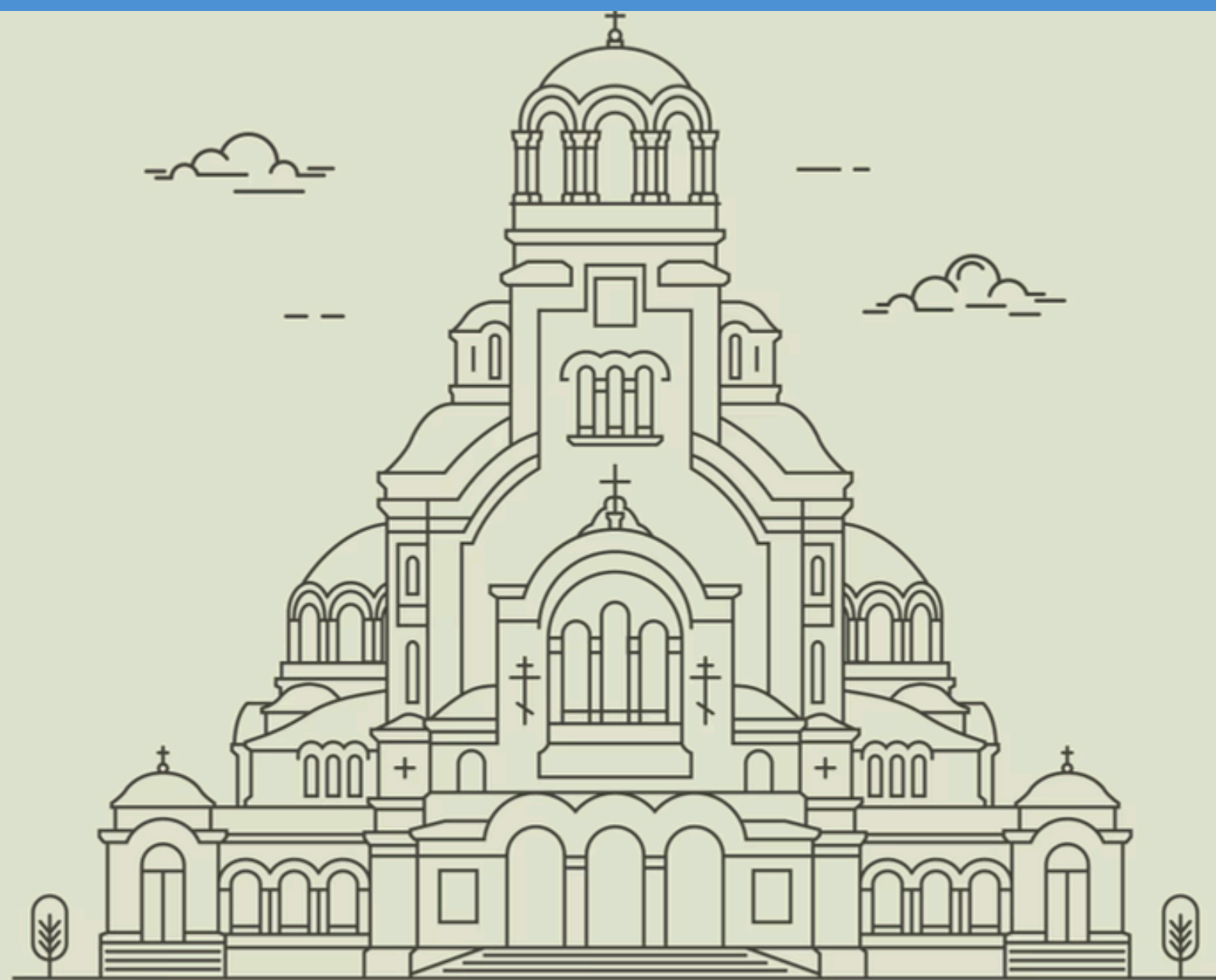


Sofia

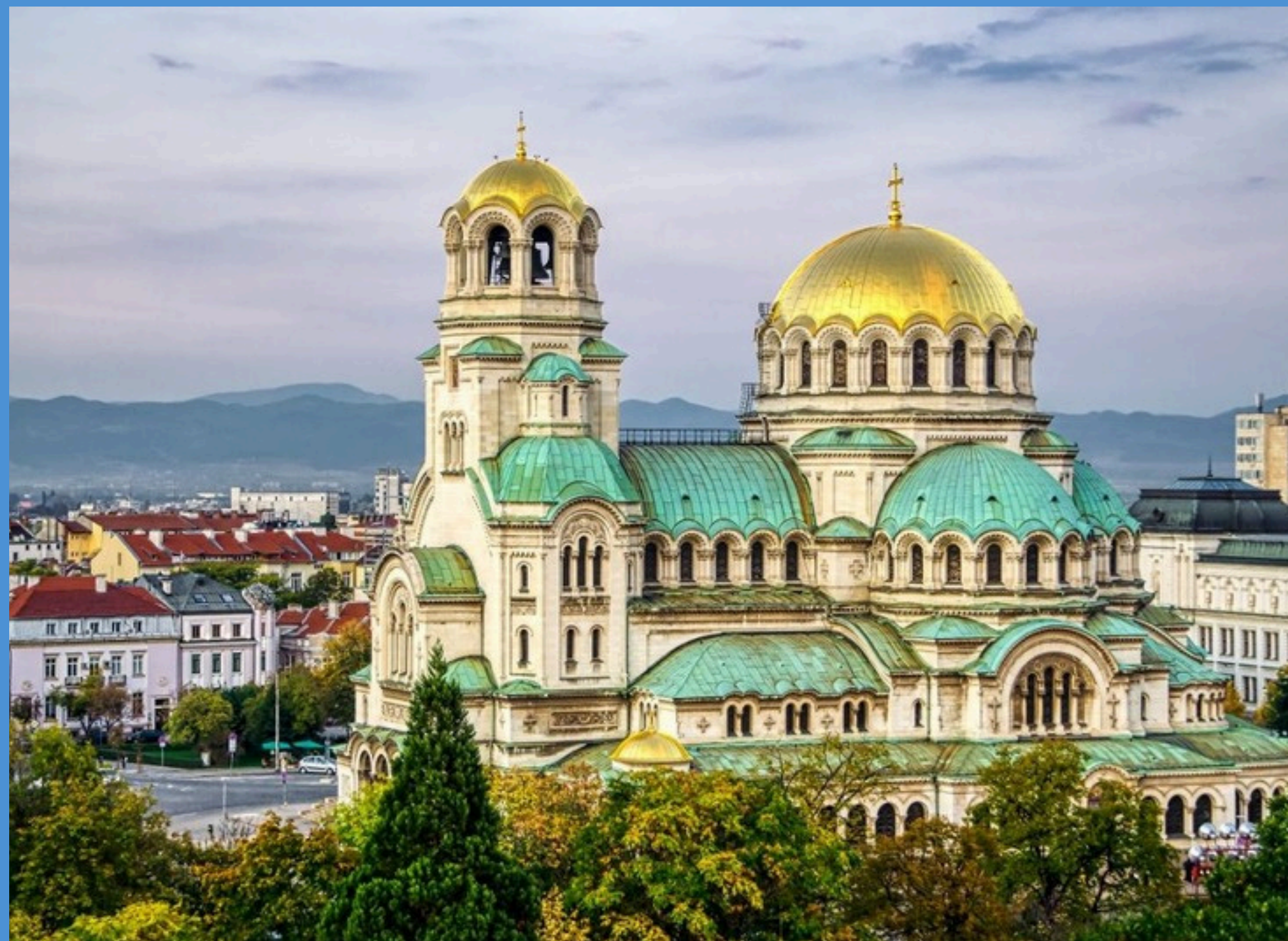


St. Alexander Nevsky Cathedral, Sofia





ST. ALEXANDER NEVSKY CATHEDRAL



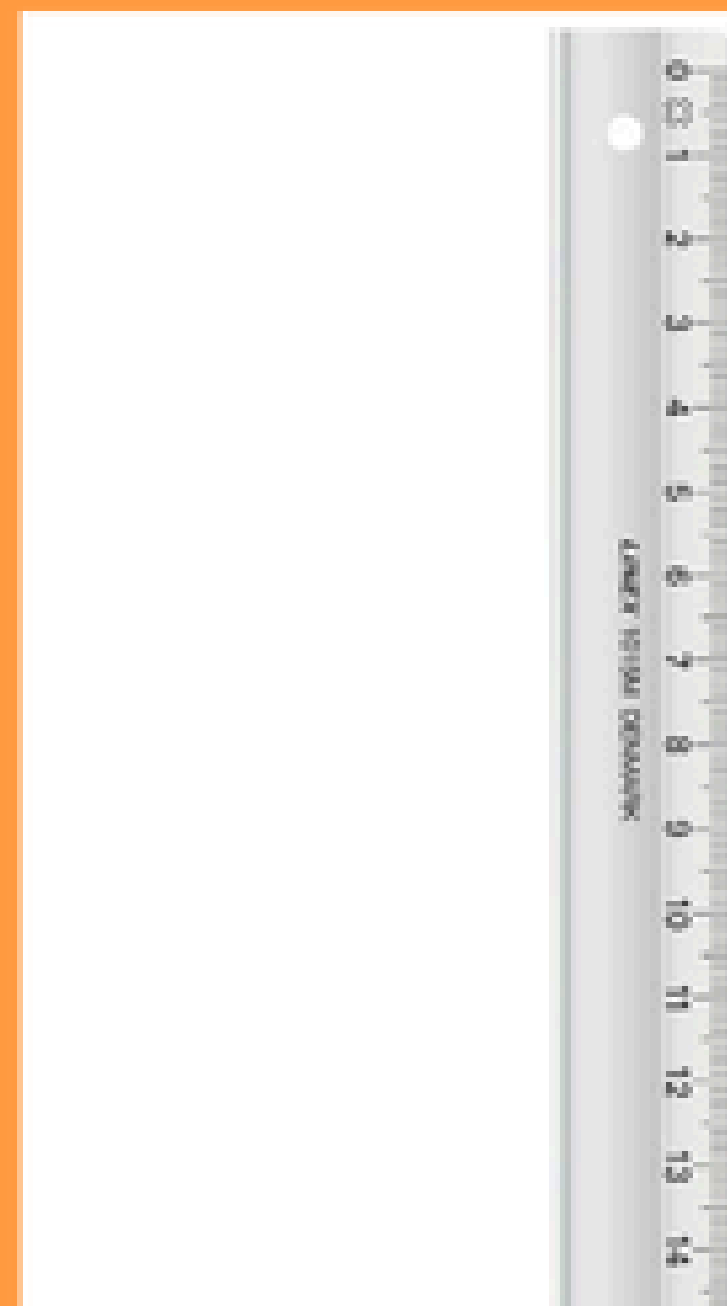
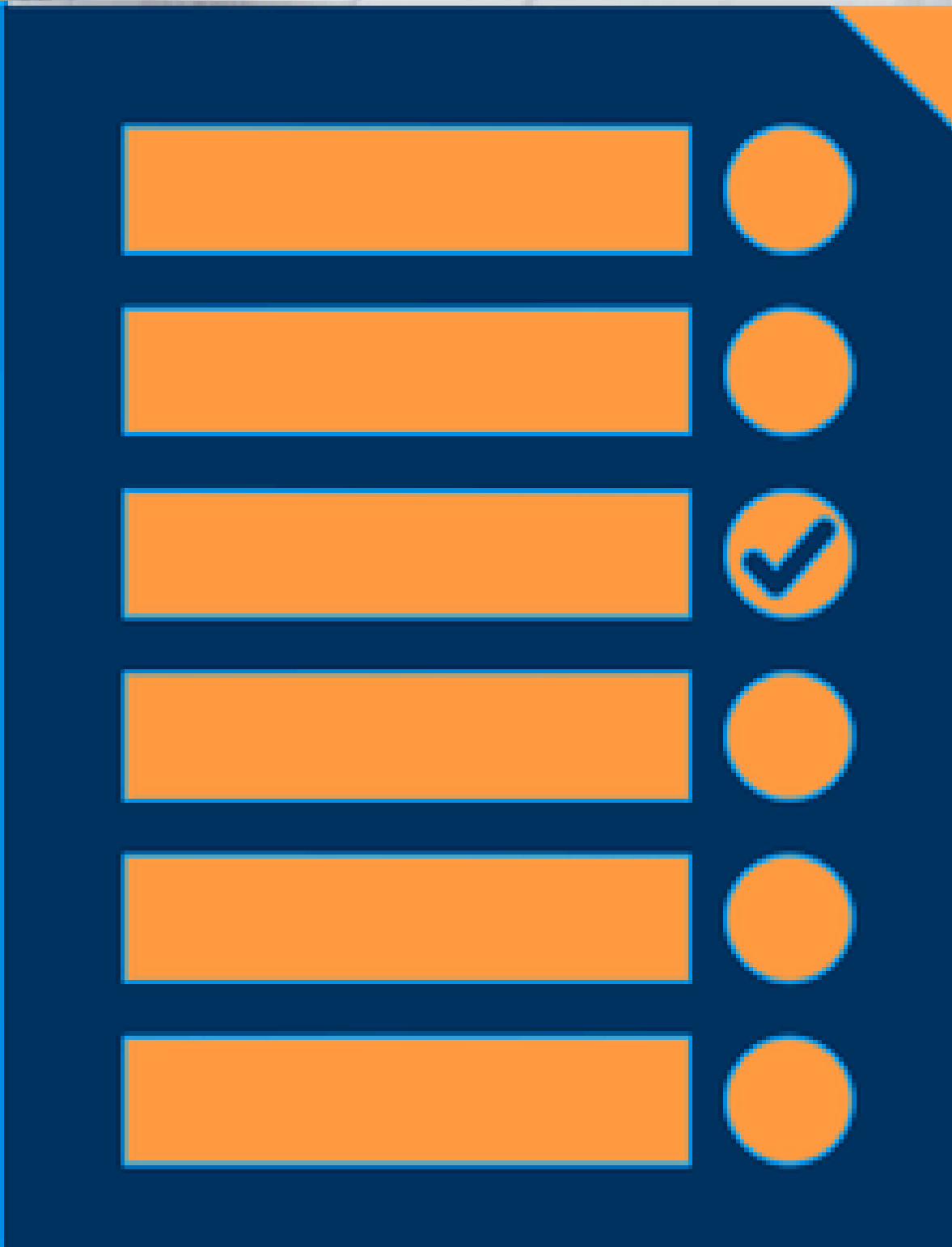






**LET'S GO
TO**

GEMBA!!!



**In theory there is no
difference between
theory and practice, but
in practice there is.**

Yogi Berra



establish a resolution plan



Make a deployment

**How do you write a manual for
a standard work?**



11:15–12:30 Standard Work and Visual Management for teams

Visual management

LEAN CLINIC GOAL

Prevent Surgical Infections

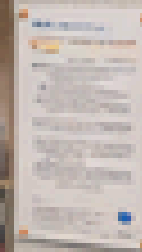
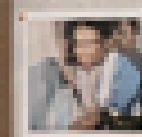
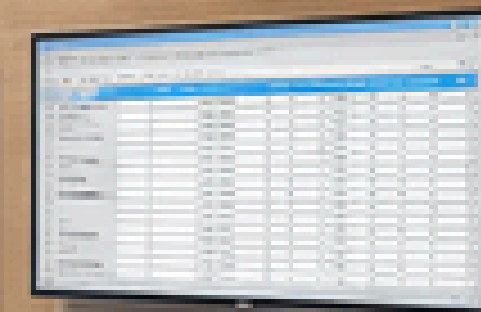
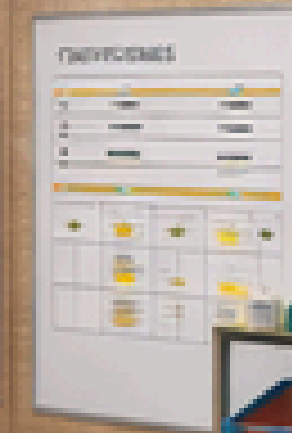
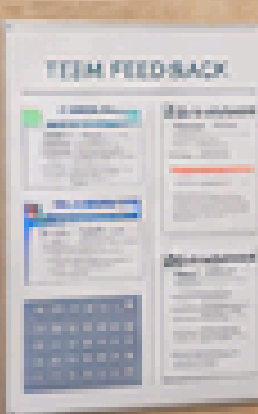
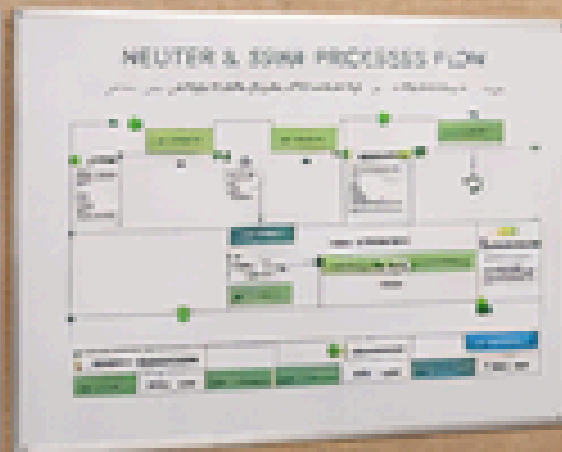
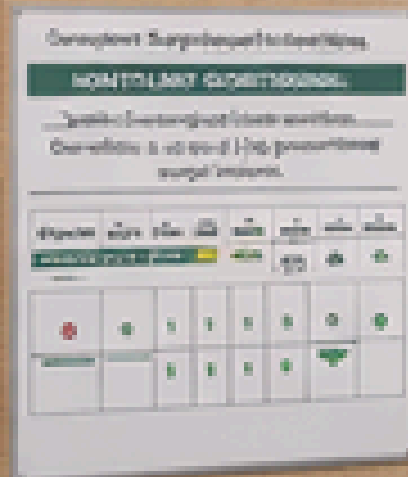
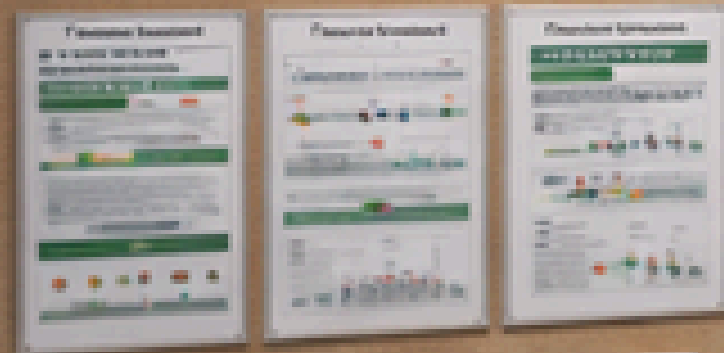
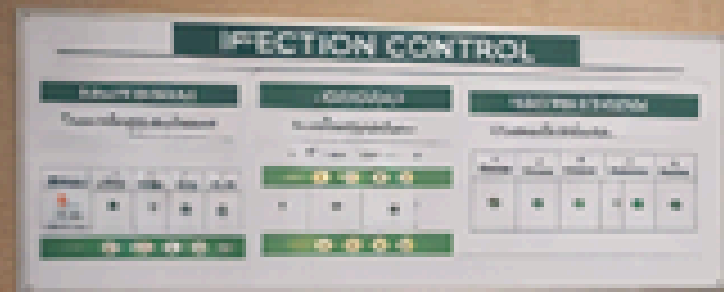
Our clinic is doing a good job preventing surgical infections.

Objective	8th Week:	-1 Week:	-1 Weeks	-3 Weeks	-4 Weeks	-3 Weeks	-2 Weeks	-1 Week:
0 weekly surgical infections	1	2	2	2	5	4	3	1

Remember: one is too many.

OBEYA

Veterinary Clinic



13:30–15:00 Leadership through The New Shop Floor: daily management in practice



Kiyoshi Suzuki

The New Shop Floor Management



EMPOWERING PEOPLE FOR
CONTINUOUS IMPROVEMENT

3 key principles:

1. Basic Stability
2. Jidoka
3. Respect and involve people

1. Basic Stability: No stability, no improvement.

1. Basic Stability: No stability, no improvement.



Medical
equipment

1. Basic Stability: No stability, no improvement.



+



Medical
equipment

Medical products

1. Basic Stability: No stability, no improvement.



+



+



Medical
equipment

Medical
products

Medical
Team

1. Basic Stability: No stability, no improvement.



+



+



+



Medical
equipment

Medical products

Medical Team

Minimum standards

1. Basic Stability: No stability, no improvement.



+



+



+



Medical
equipment

Medical products

Medical Team

Minimum standards

3 key principles:

1. Basic Stability

3 key principles:

1. Basic Stability



3 key principles:

1. Basic Stability



2. Jidoka

2. Jidoka

2. Jidoka

It means 'autonomation',
**a Lean principle that gives people
the power to stop a clinical process
as soon as they see an error or
something abnormal.**

2. Jidoka



**Immediately detect
abnormalities or errors.**

2. Jidoka



Immediately detect
abnormalities or errors.



Stop production

2. Jidoka



Immediately detect
abnormalities or errors.

Stop production

Quickly solve the problem

2. Jidoka



Immediately detect
abnormalities or errors.



Stop production



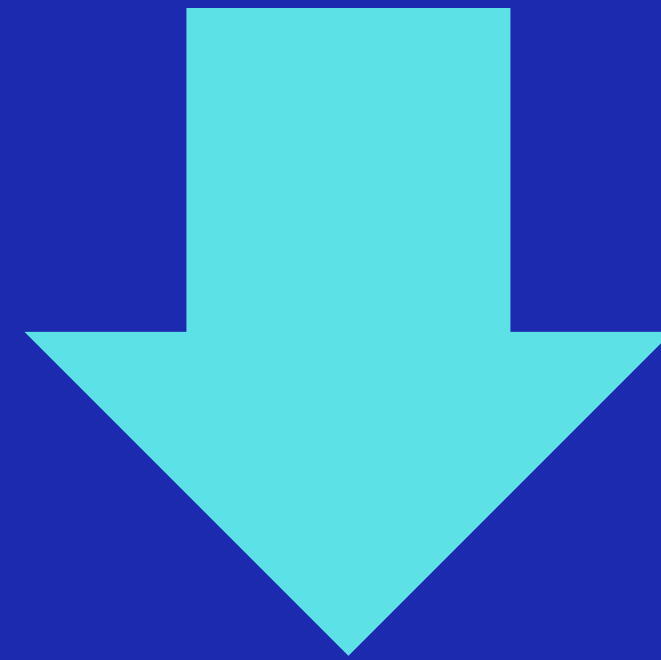
Quickly solve the
problem



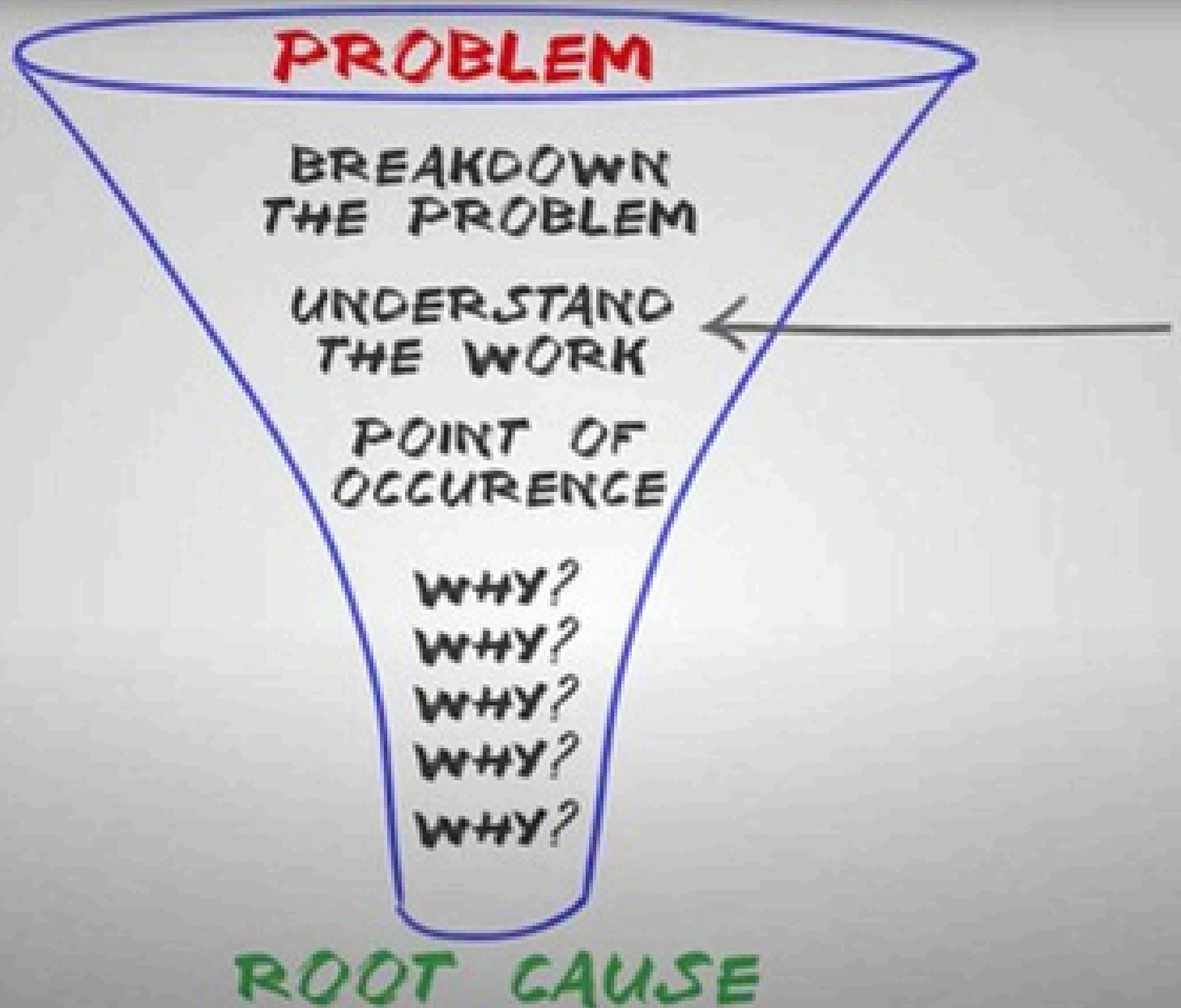
Prevent it from happening again



**Prevent it from happening
again**



**Identify the root
causes**



Problem :
**Doctors don't call the owners of
hospitalized patients**

WHY?

WHY?

WHY?

WHY?

WHY?

WHY?

We are too busy

WHY?

WHY?

WHY?

WHY?

WHY?

We are too busy

WHY?

they had to shave a dog

WHY?

WHY?

WHY?

WHY?

We are too busy

WHY?

they had to shave a dog

WHY?

the clipper wasn't cutting

WHY?

WHY?

WHY?

We are too busy

WHY?

they had to shave a dog

WHY?

the clipper wasn't cutting

WHY?

there were no replacement blades available

WHY?

WHY?

We are too busy

WHY?

they had to shave a dog

WHY?

the clipper wasn't cutting

WHY?

there were no replacement blades available

WHY?

Make a proper blade supply plan

**Doctors don't
call the
owners of
hospitalized
patients**

**Doctors don't
call the
owners of
hospitalized
patients**



**Make a proper
blade supply
plan**



3 key principles:

1. Basic Stability



2. Jidoka

3 key principles:

1. Basic Stability



2. Jidoka



3 key principles:

1. Basic Stability



2. Jidoka



3. Respect and involve people

3. Respect and involve people

3. Respect and involve people



Respect for
people

3. Respect and involve people



Respect for
people



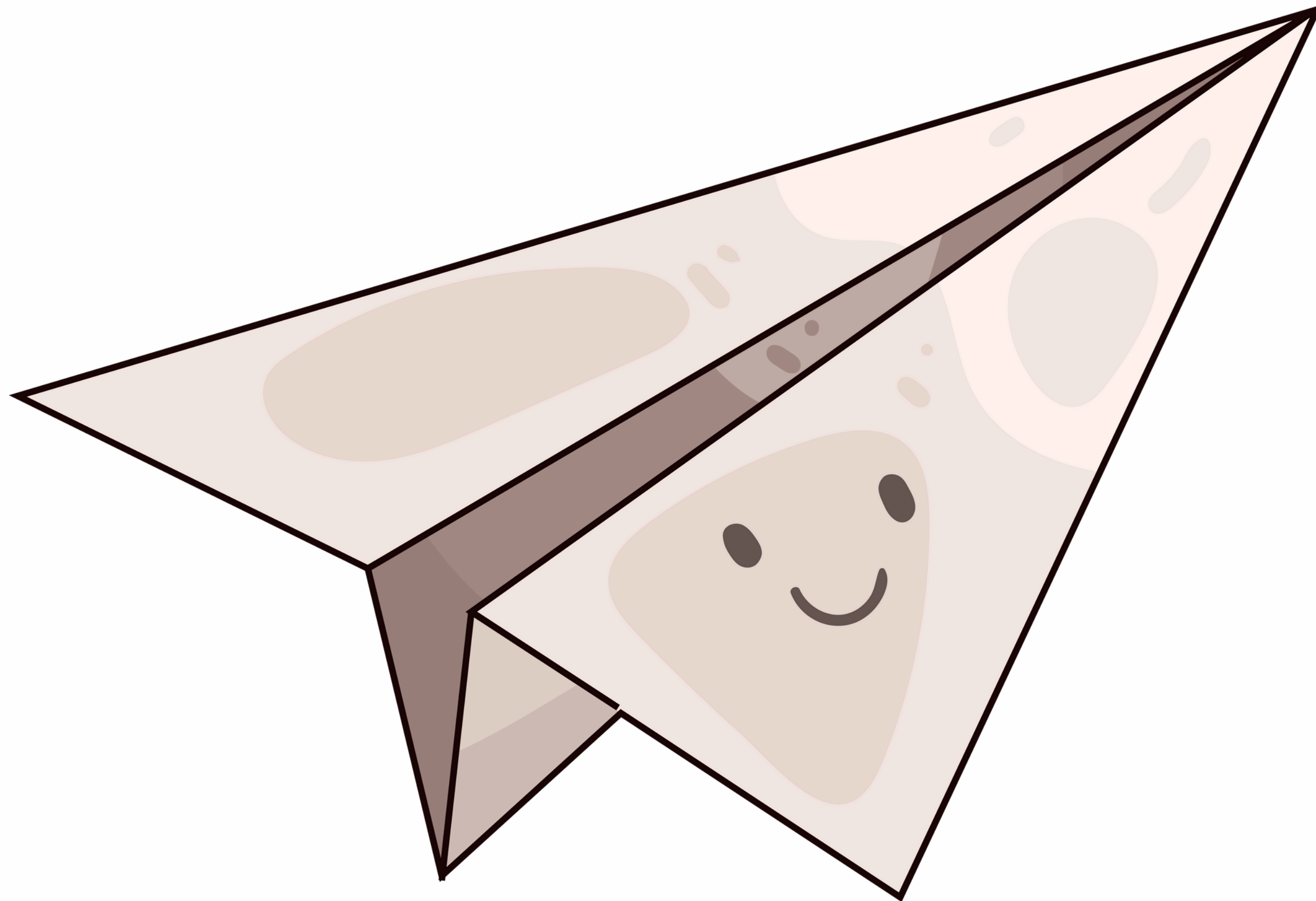
Make good use
of their talent

Respecting talent means valuing people's minds.

If you don't, it's the greatest waste of all.

Taiichi Ohno

Paper aeroplane



3. Respect and involve people



Respect for
people

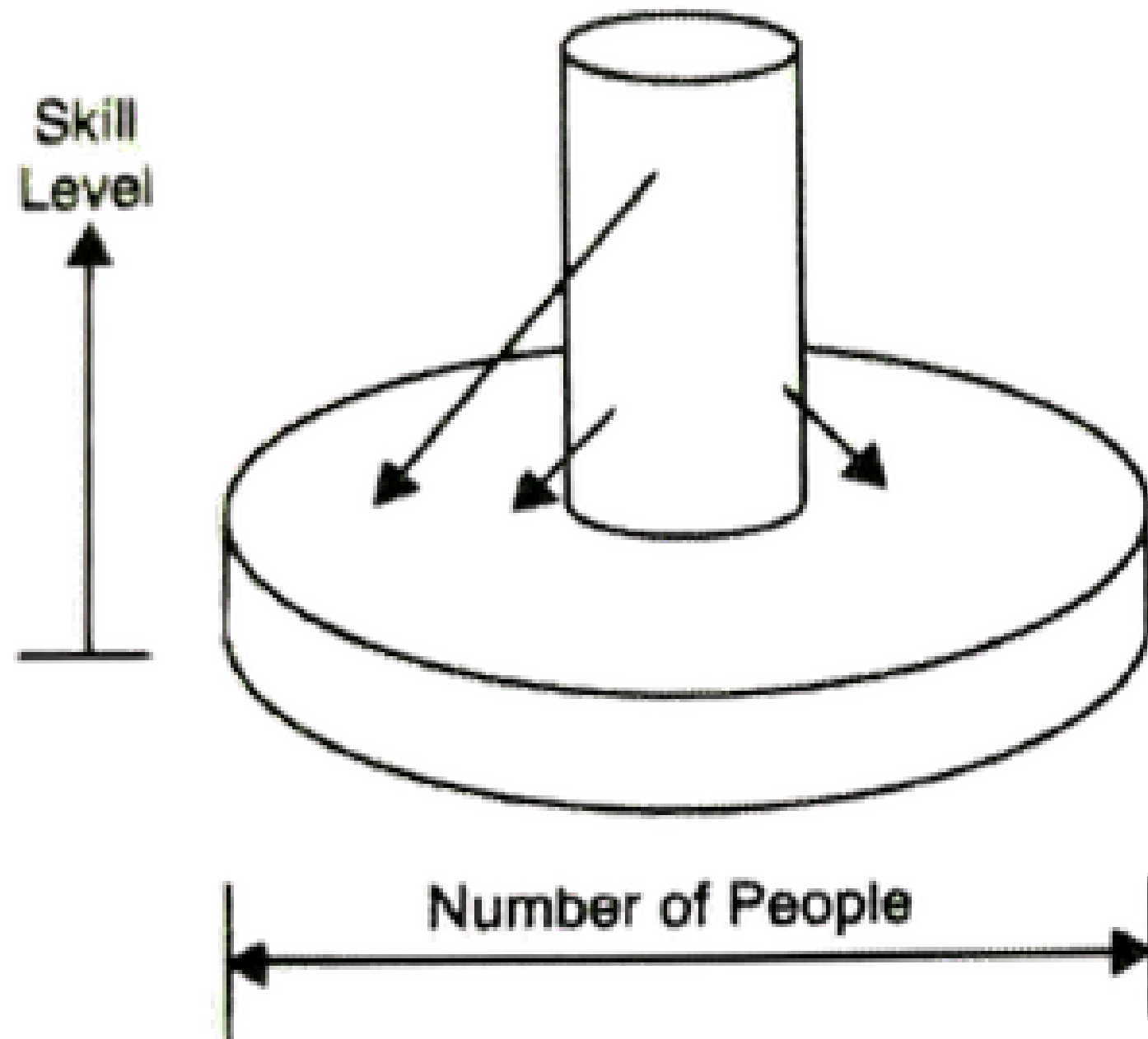


Make good use
of their talent



Let them
solve it on
their own

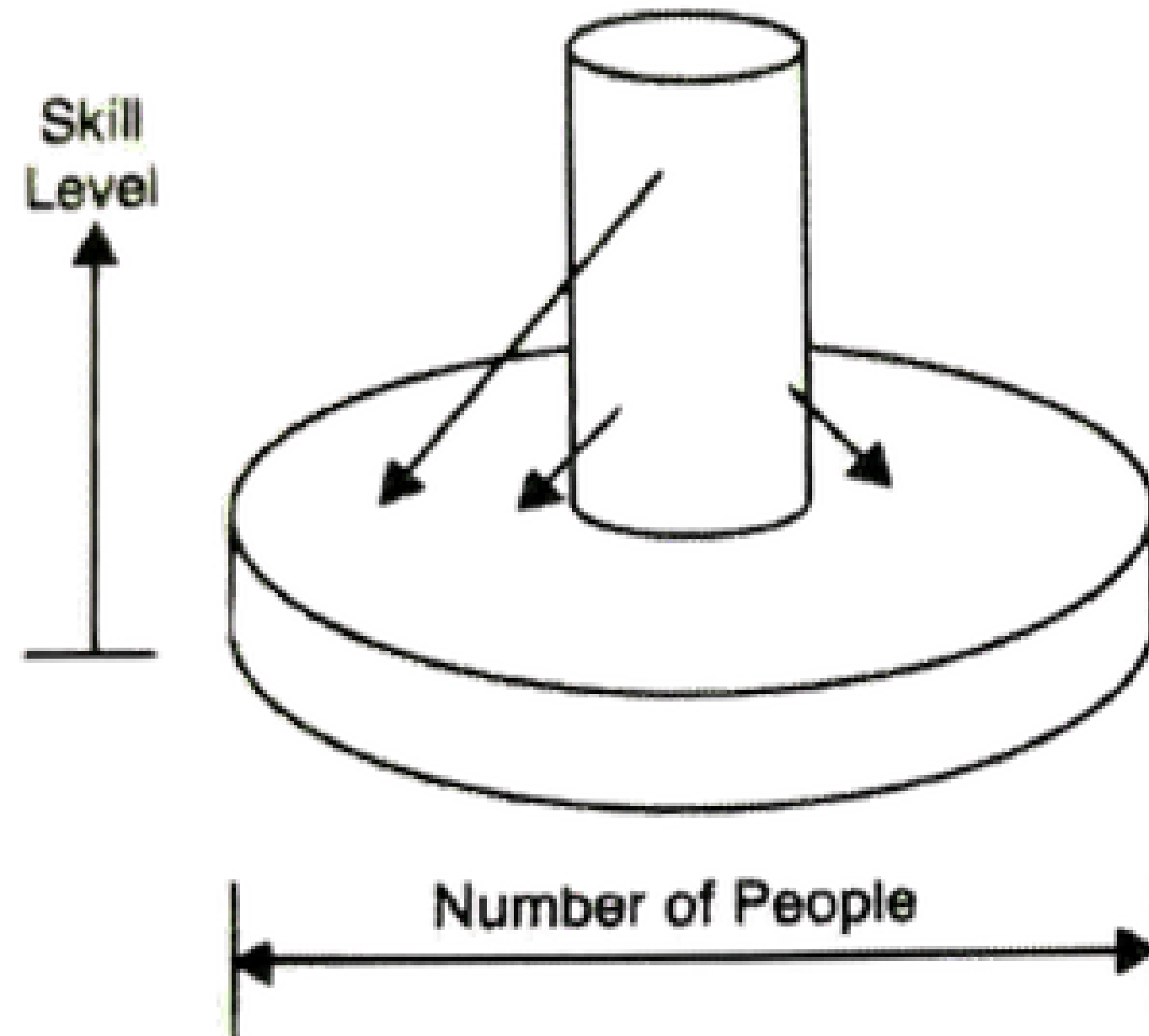
Traditional Organization



Small number of people possess skills, and they direct low-skilled people

People's potential is not well utilized

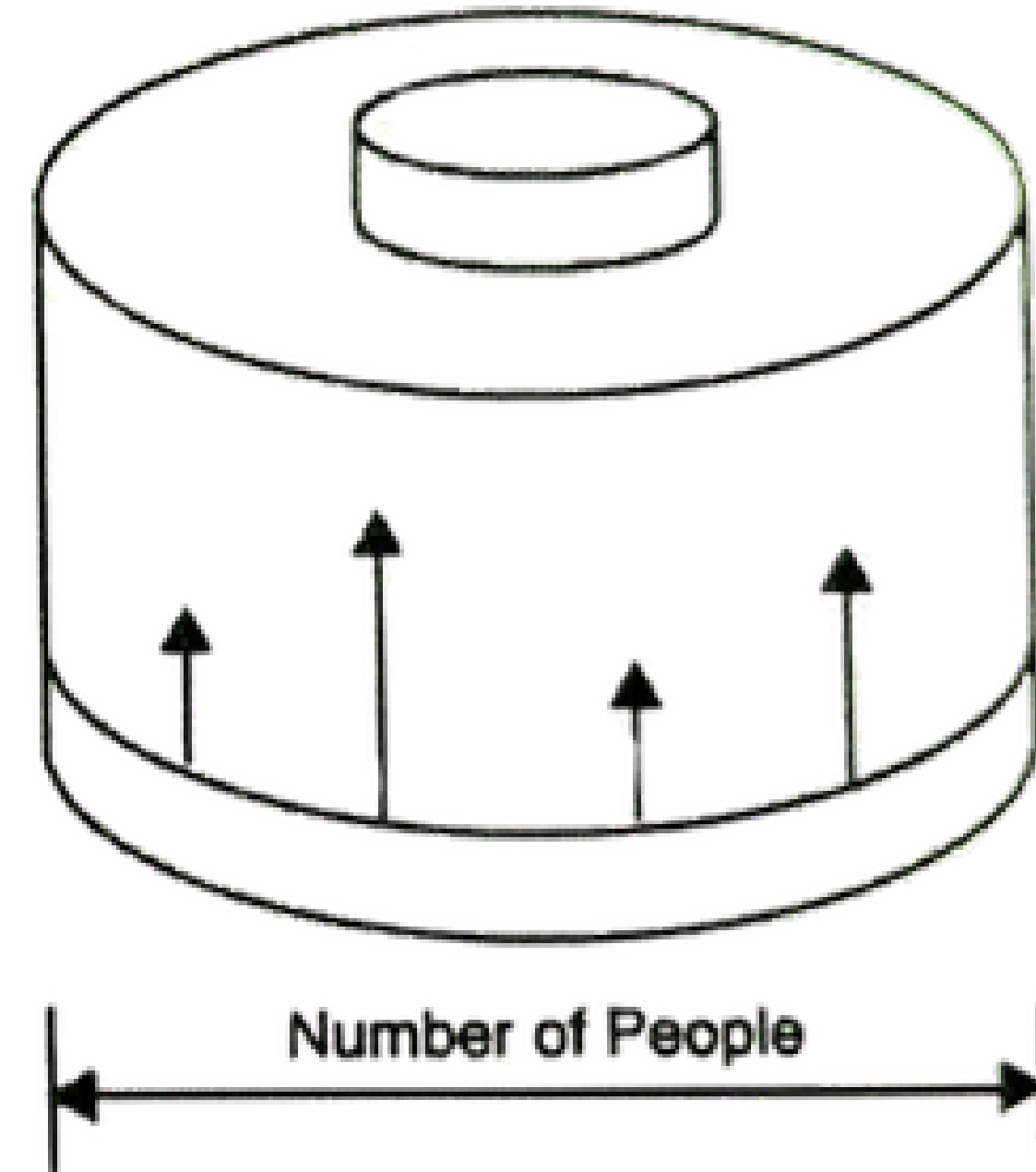
Traditional Organization



Small number of people possess skills, and they direct low-skilled people

People's potential is not well utilized

Progressive Organization



Large number of people possess skills.

They are self-controlled, self-thinking, and self-motivated

3. Respect and involve people



Respect for
people



Make good use
of their talent



Let them
solve it on
their own



Turn the
experience into
shared learning
and celebration

3 key principles:

1. Basic Stability



2. Jidoka



3. Respect and involve people

3 key principles:

1. Basic Stability



2. Jidoka



3. Respect and involve people







**It's not
something
you do
just once.**



After 15:00 Coffee, discussions, and farewell to participants



Questions?



DR. PAOLO PEPPUCCI



Telephone

+393471761697



Mail

Paolopeppucci@gmail.com



Website

www.vetfriendlyconsulting.com

