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LEAN Healthcare: Transforming Operations through LEAN Practices

Core Competencies

- Strategy Development and Execution
- Financial Analysis and Alignment
- Funding/Capitalization Strategies
- Supply Chain Optimization
- Lean Process Design and Implementation
- Process Improvement
- Systems Design and Implementation
- Procurement and Bid Process Support
- Organizational and Human Systems

Industries

- Automotive, Aerospace and Transportation
- Chemicals, Polymers and Allied Industries
- Energy and Environment
- Engineering, Procurement and Construction
- Financial and Legal Services
- Food, Beverage, Consumer Products and Retail
- Government
- General Manufacturing, Distribution and Logistics
- Healthcare
- Microelectronics and Information Technology
- Pharmaceutical, Medical Device and Equipment
- Printing, Publishing and Broadcast Media
- Training and eLearning

The revenue cycle is at the heart of any medical facility or healthcare deliverer's financial performance, and today's highly competitive environment and the growing fiscal demands placed on organizations, both public and private, require an unparalleled focus on revenue cycle efficiency and productivity. Applying LEAN practices to healthcare operations can successfully drive customer satisfaction, reduce costs, increase productivity/throughput, enhance worker engagement and satisfaction, drive bottom-line results, increase asset/resource utilization, and create sustainable competitive advantage.

Each of Criterion's practitioners has at least 25 years of experience delivering real results across a broad spectrum of core competencies and industries. We are operators, not career consultants. And we have a solid reputation for helping drive bottom-line growth. We have a proven track record of successfully applying LEAN practices in manufacturing and non-manufacturing environments, including office operations, servicing, distribution, project management, procurement and construction.

The implementation of LEAN healthcare practices can successfully transform both front-office and back-office performance across the revenue cycle, including:

- Up-front patient referral and scheduling
- Patient registration and insurance verification
- Patient admissions
- Medical records coding
- Utilization management
- Billing and reimbursement management
- Procurement
- Patient discharge

In addition, LEAN practices can effectively be applied to activities well beyond the revenue cycle, including:

- Emergency room operations
- Patient/practitioner interface
- Supply chain management
- Medical informatics
- Healthcare delivery operations

A patient who is ill measures their satisfaction not only in whether they feel better as a result of the healthcare received, but also in overall experience. Any errors, delays in admissions, testing and treatment, discharge, or lack of or repeated procedures only add to their anxiety or unease. By understanding the 8 Wastes of Healthcare (overproduction, correction, material or information movement, processing, inventory, waiting, motion, unused human intellectual capital) and eliminating these wastes, the hospital or medical practice can ensure that the patient is treated more quickly and accurately and discharged sooner. A lower average LOS costs the hospital or practice less, and the overall satisfaction of the patient increases. By reducing waste and increasing efficiency, hospitals and practices can provide health services to a greater number of patients with the same costs and resources. They will also be able to increase value-added services and attract more patients. More than just low cost, patients value speed and accuracy. Hospitals and practices generate profits by treating patients at a lower cost than the price set by the market and reimbursability guidelines. They have limited healthcare assets and resources such as beds, equipment, support personnel and skilled practitioners. When these resources are fully utilized, hospitals and practices that are efficient can treat more patients and generate higher revenues and profits. However, inefficient processes that result in delays, duplication of effort and errors take away profits even at high occupancy rates. Just as many manufacturing and other organizations have proven, medical facilities can learn to establish LEAN systems that allow people to follow processes that maintain low costs while serving a higher volume of patients.

A LEAN healthcare facility:

- Increases flexibility and responsiveness
- Improves efficiency
- Reduces costs
- Reduces waste
- Reduces lead time
- Reduces errors and unnecessary processing
- Improves utilization of talent
- Reduces transactions
- Simplifies processes and intelligently leverages technology
- Reduces inventory
- Retains knowledge within the organization

These office improvements result in significant benefits to all stakeholders, including:

- Increased customer and stakeholder satisfaction
- Increased revenues
- Greater productivity
- Faster turnaround
- Greater throughput
- Improved fiscal performance and asset utilization
- Improved bottom-line performance
- Improved employee engagement, satisfaction and morale

Criterion follows a proven, ten-step process, which includes:

- Opportunity identification
- Establishment of performance goals and critical success factors
- Engagement of the client team in training and implementation workshops, with a heavy emphasis on culture change
- Assessment of current practices and procedures and development of a Current State Value Stream Map (information, material/paper and resource flows)
- Identification of all forms of waste (time, activities and resources)
- Development of a Future State Value Stream Map
- Use of the Future State Value Stream Map to guide the creation of waste-free processes, information flows and office layout
- Development of a comprehensive implementation plan, with clearly defined objectives, roles, responsibilities, accountabilities and incentives
- Full execution of the plan
- Establishment of a mechanism for, and a culture supporting, continuous improvement

LEAN is, at its core, a transformative way of thinking and seeing, NOT a set of tools to be implemented by outside parties.

That's why we work diligently to give you the mindset, perspective, skills, tools and resources to transform your own organization and to continue to improve performance long into the future.

Criterion can help you transform your healthcare operations to deliver real, sustainable benefits to all stakeholders. Call on us when you need a highly experienced team of experts you can rely on to deliver real results, not just talk. Your success is our only criterion.