



TOCICO 2012 Conference

TOC in Healthcare Broadening the shoulders of our giant

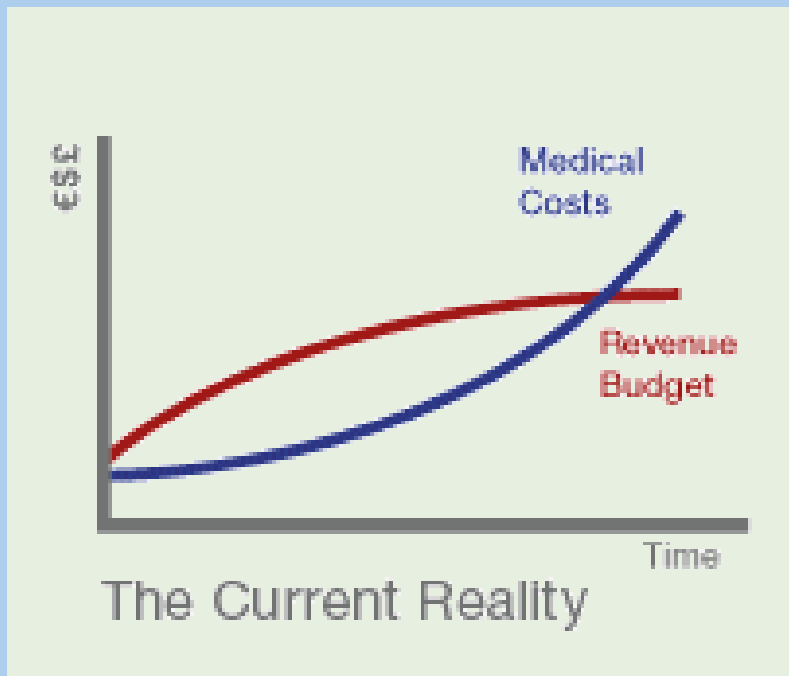
Presented By: Alex Knight QFI Consulting LLP

Date: 5th June 2012

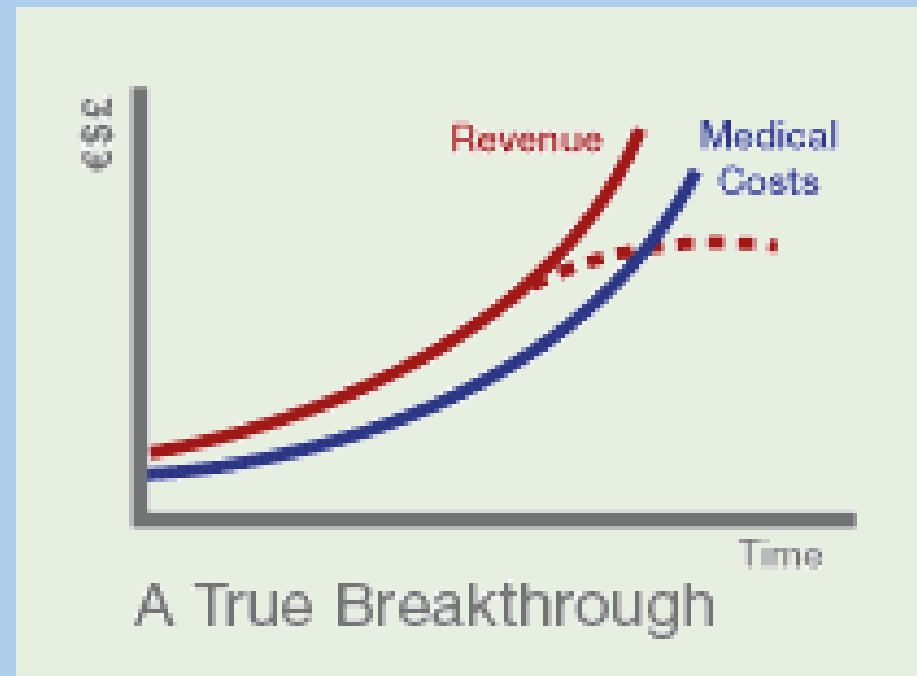
A reminder of the core problem and direction of solution in healthcare

TOCICO 2012 Conference

The core problem



Direction of solution



Latest results in a new and important environment - mental health

TOCICO 2012 Conference

- **St Ann's Hospital – part of Barnet Enfield and Haringey Mental Health Trust providing acute mental health care over three hospital sites to a diverse population in North London**

	6 February 2012	16 March 2012
Length of stay	48 days	25 days

“I am delighted we are at the forefront of productivity initiatives in NHS Mental Health Services.”

Maria Kane, Chief Executive

For further results in many health and social care settings in many countries see: www.qficonsulting.com/healthcare



Never say I know

TOCICO 2012 Conference

- **Having successfully implemented TOC in many healthcare environments in many different countries there are still some things that continue to bother me, even with our most proven and successful applications. The ones where we have a robust and fully tested process, including a thorough initial analysis of the client, an S & T tree detailed to level 5 and fantastic software with exceptional analytics capability:**
 - **Why is there still a significant gap between the actual results and the expected results from our initial analysis? Sometimes they are significantly better than our initial analysis expected and sometimes they are lower than our expectations.**
 - **Don't get me wrong, the results have been exceptional in all cases and way above client expectations but there is still a level of variability in the results that I cannot fully explain.**
 - **What bothers me the most is when the results, like in the example shown, are significantly better than I anticipated.**
 - **'Beware of the unintended outcomes of success.'**



The challenge presented one year ago

TOCICO 2012 Conference

- **Identify a giant, not a choopchick**
 - Intuition will guide you – important enough subject for you
- **Identify the enormity of the area not addressed by the giant**
 - Reality gives the signals that so much more can be done
 - You are aiming for a broader, not a more confined area than what was addressed by the giant
- **Get on the giant's shoulders**
 - Gain the historical perspective – understand the giant's solution better than he did
- **Identify the conceptual difference between the reality that was improved so dramatically by the giant, and the area untouched**
- **Identify the wrong assumption**
- **Conduct the full analysis to determine the core problem, solution etc**

The challenge presented one year ago

TOCICO 2012 Conference

- Identify a giant, not a choopchick
 - Intuition will guide you – important enough subject for you
- Identify the enormity of the area not addressed
 - Reality gives the signals that you are not addressing
 - You are aiming at the wrong target
- **Let us not forget Eli always told us that a year was a good timeframe to reflect on our progress and see if we have managed to significantly push forward the body of knowledge**
- **... between the reality that was improved and the area untouched**
- Identify a strong assumption
- Conduct the full analysis to determine the core problem, solution etc

Standing on the Shoulders of Giants

TOCICO 2012 Conference

“An application makes assumptions (sometimes hidden assumptions) about the environment and we should not expect the application to work in environments for which its assumptions are not valid.” Dr Eli Goldratt



Two key assumptions

TOCICO 2012 Conference

In project environments the touch time is relatively long and lead times are often only twice (or rarely three times) longer than the touch time. A different application, an application that directly addresses the relatively long lead time, is needed.

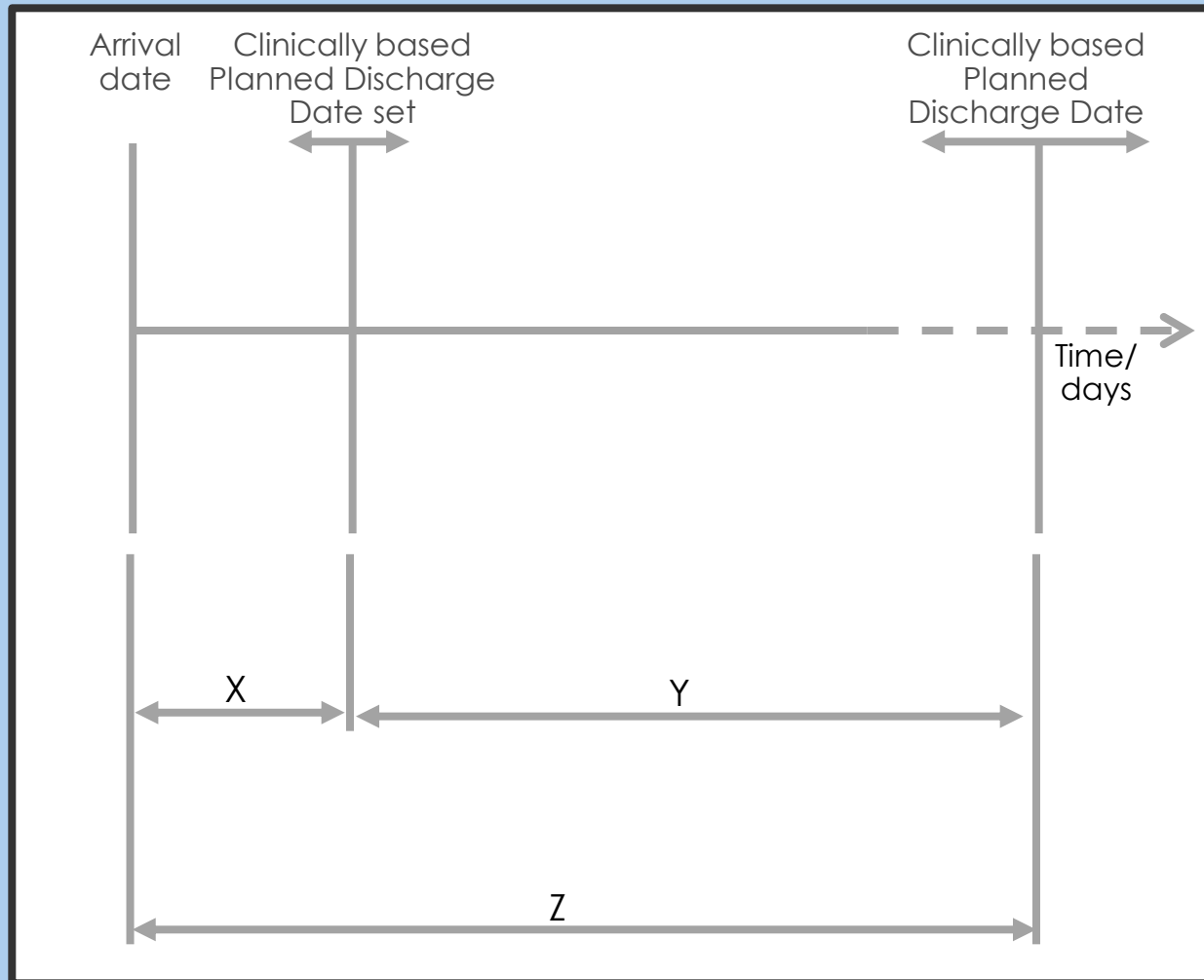
RRR and Consumer Goods S&T trees, parallel assumption: choking the release. In traditionally run plants touch time is a very small fraction (<10%) of the lead time.

Dr Eli Goldratt



Patient-centred prioritisation for planned and unplanned care

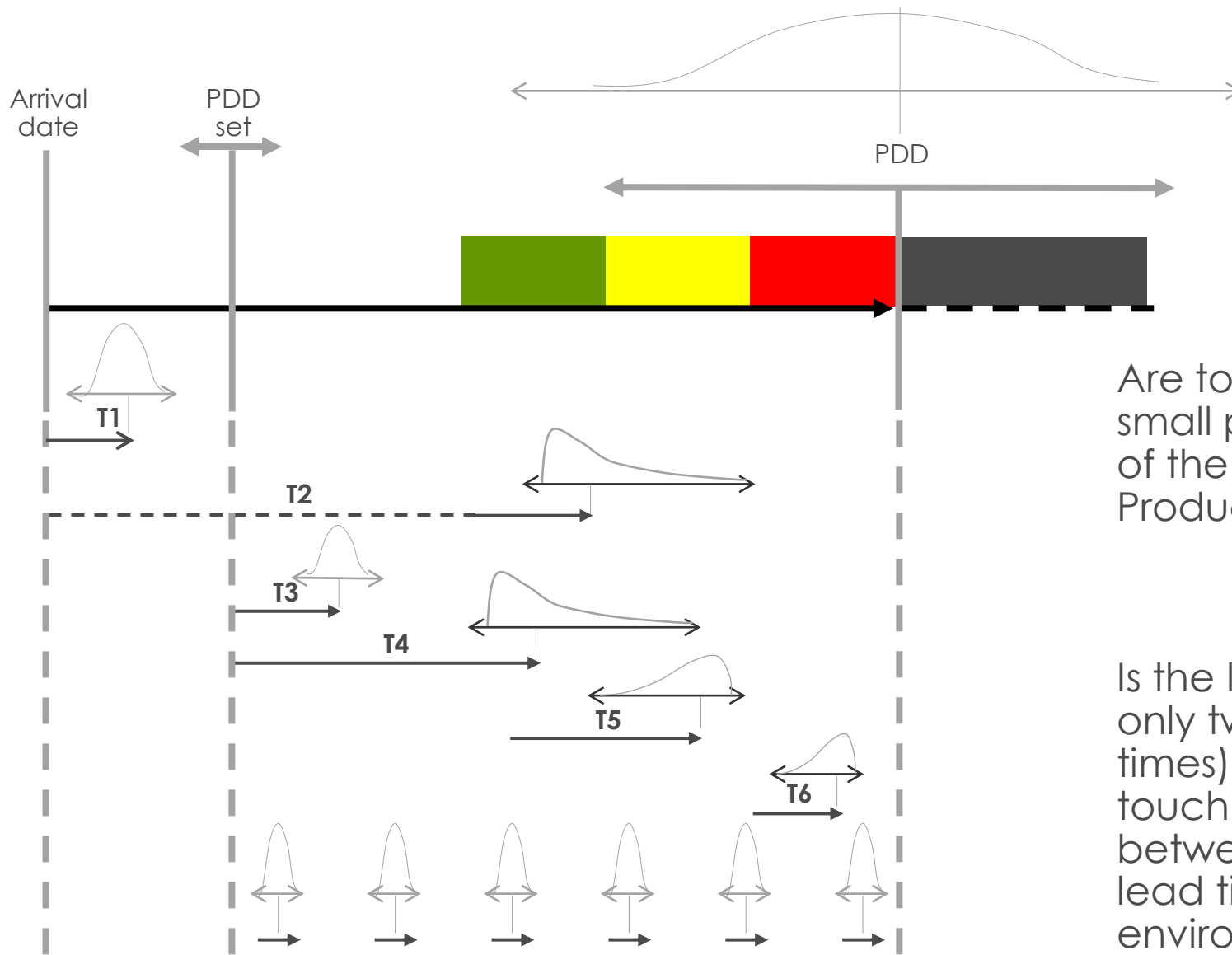
TOCICO 2012 Conference



X = time to create the plan

Y = remaining time until clinically fit

Z = total clinical recovery time

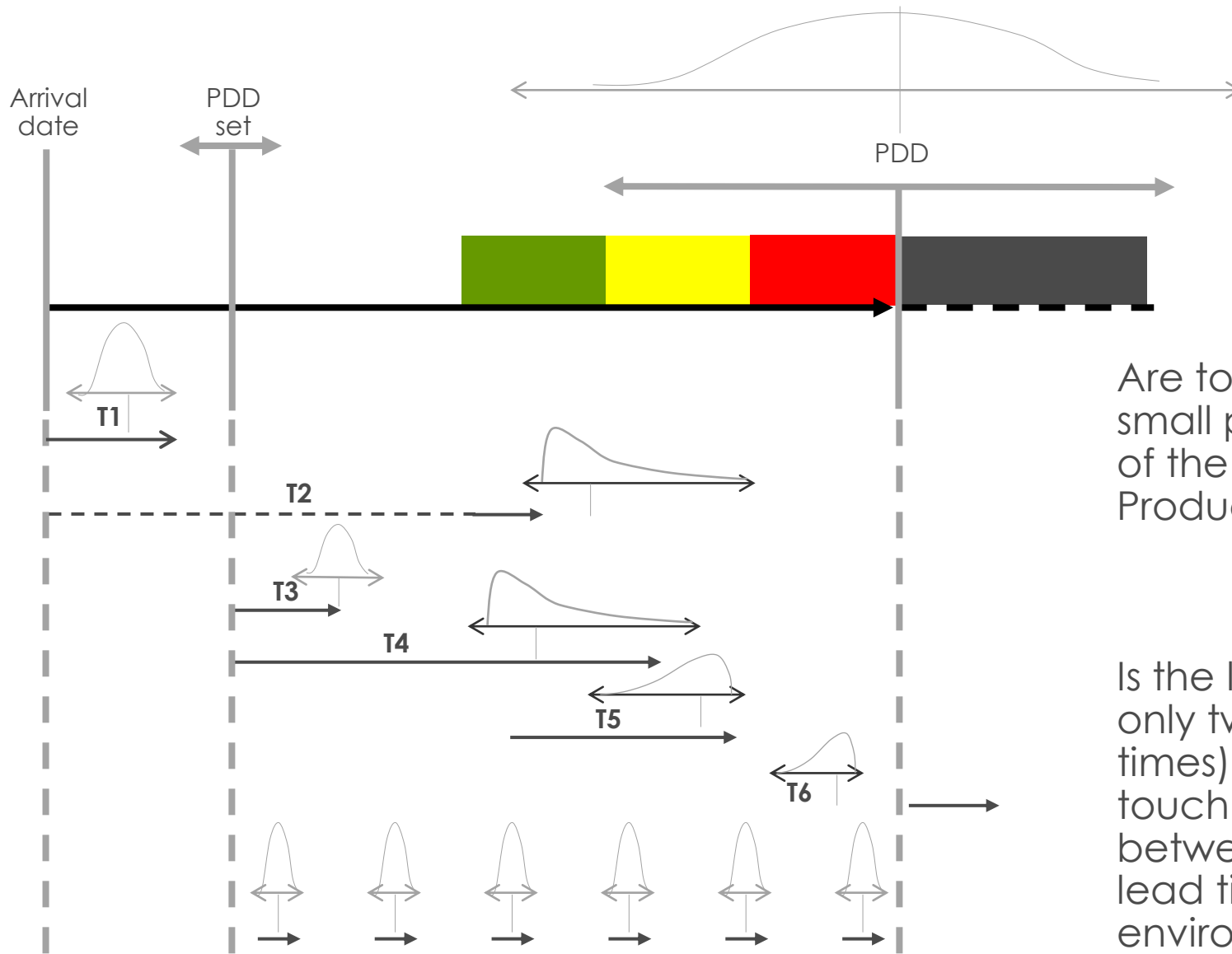


Are touch times a very small percentage (<10%) of the lead time?
Production environment.

Or

Is the lead time often only twice (or rarely three times) longer than the touch time (touch times between 30%-50% of lead time)? Multi project environment





Are touch times a very small percentage (<10%) of the lead time?
Production environment.

Or

Is the lead time often only twice (or rarely three times) longer than the touch time (touch times between 30%-50% of lead time)? Multi project environment

Key:

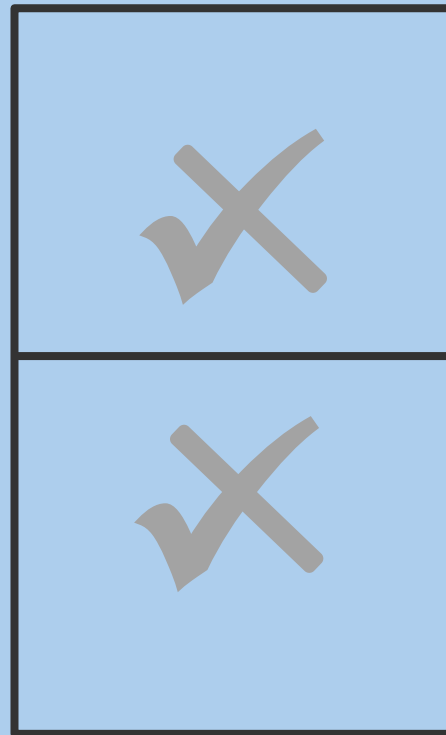
- Task identified and started → Task complete
- Task identified and not started → Task started
- Task started → Task complete

Identify the conceptual difference between the reality that was improved so dramatically by the giant, and the area untouched

TOCICO 2012 Conference

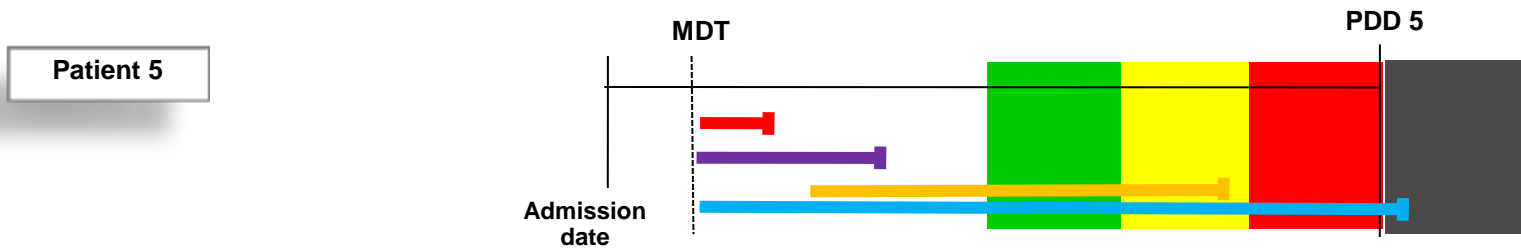
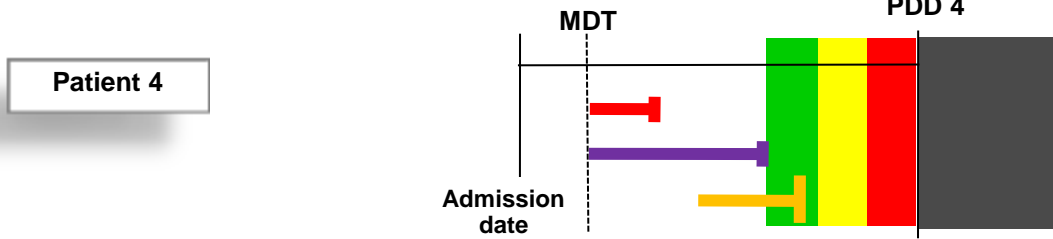
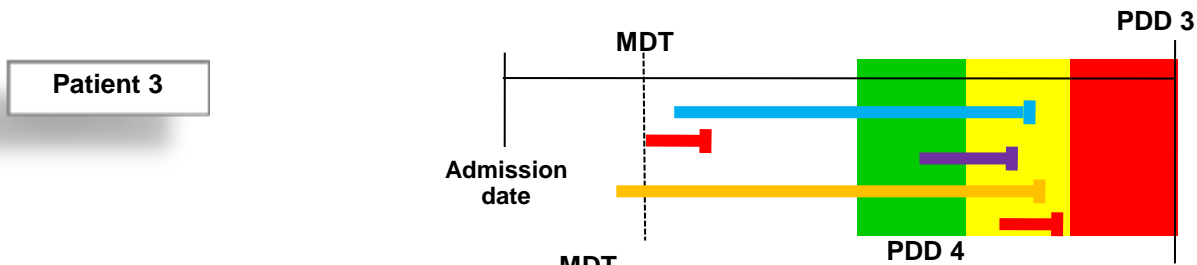
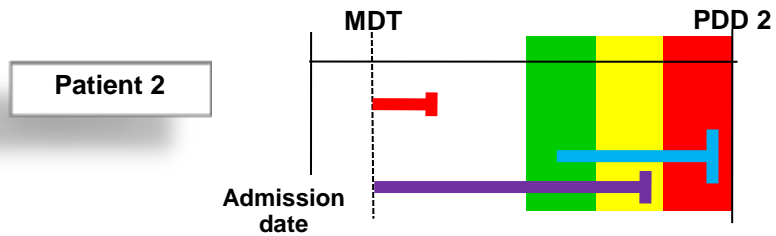
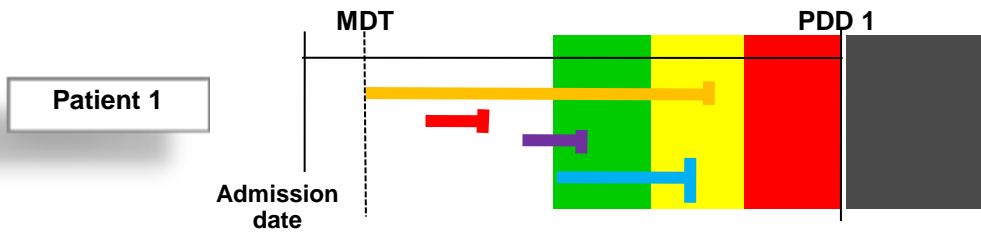
Is the lead time often only twice (or rarely three times) longer than the touch time?

Are touch times a very small percentage (<10%) of the lead time?



Project environment?
Or
Production environment?
Or
'Projuction' environment!

'Never say I know'



Patient Centred Prioritisation

A vertical list of 10 horizontal bars of varying colors, representing a prioritisation scale. From top to bottom, the colors are: black, black, black, red, red, red, red, yellow, yellow, and green.

Considering the negative implications of the current approach

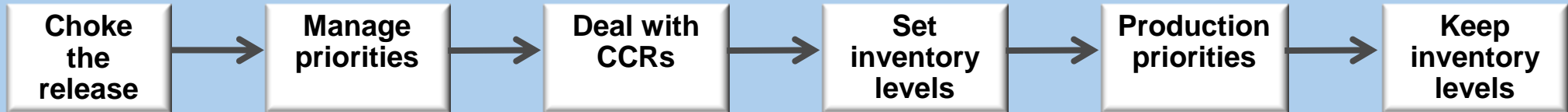
TOCICO 2012 Conference

- **There is a risk of instability in this environment which can have implications for:**
 - **Buffer management and resizing of buffers**
 - **Task management and the frequency of re-evaluating remaining durations of tasks**
 - **The importance and early initiation of a POOGI – which resource is most often causing the most disruption/delay across the most patients**
- **To investigate this further we are working with Eli Schragenheim to build and run simulations for this type of environment.**

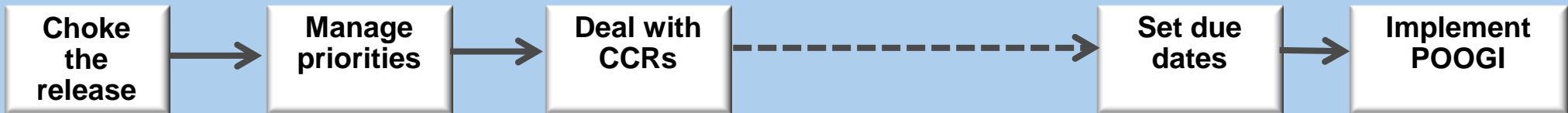
Implications for S&T Level 4

TOCICO 2012 Conference

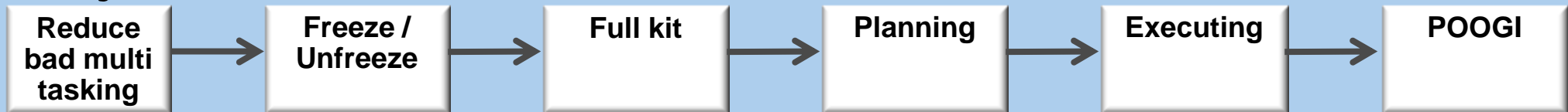
Consumer Goods



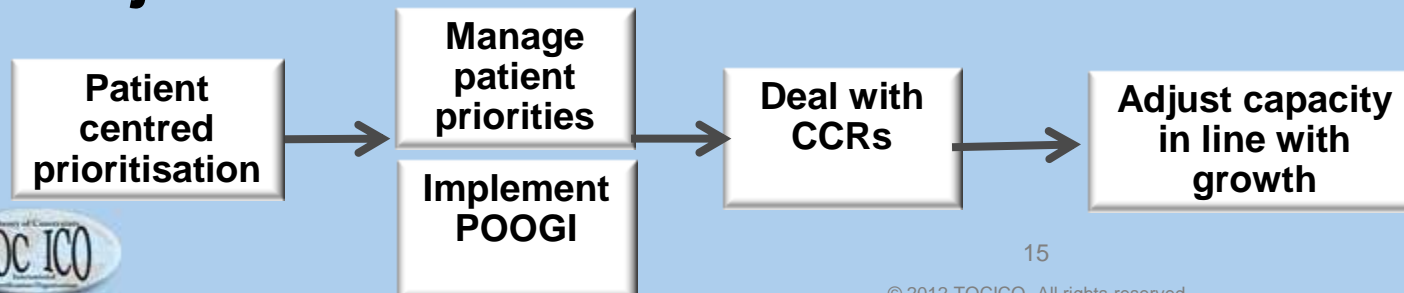
Production/RRR



Project environment

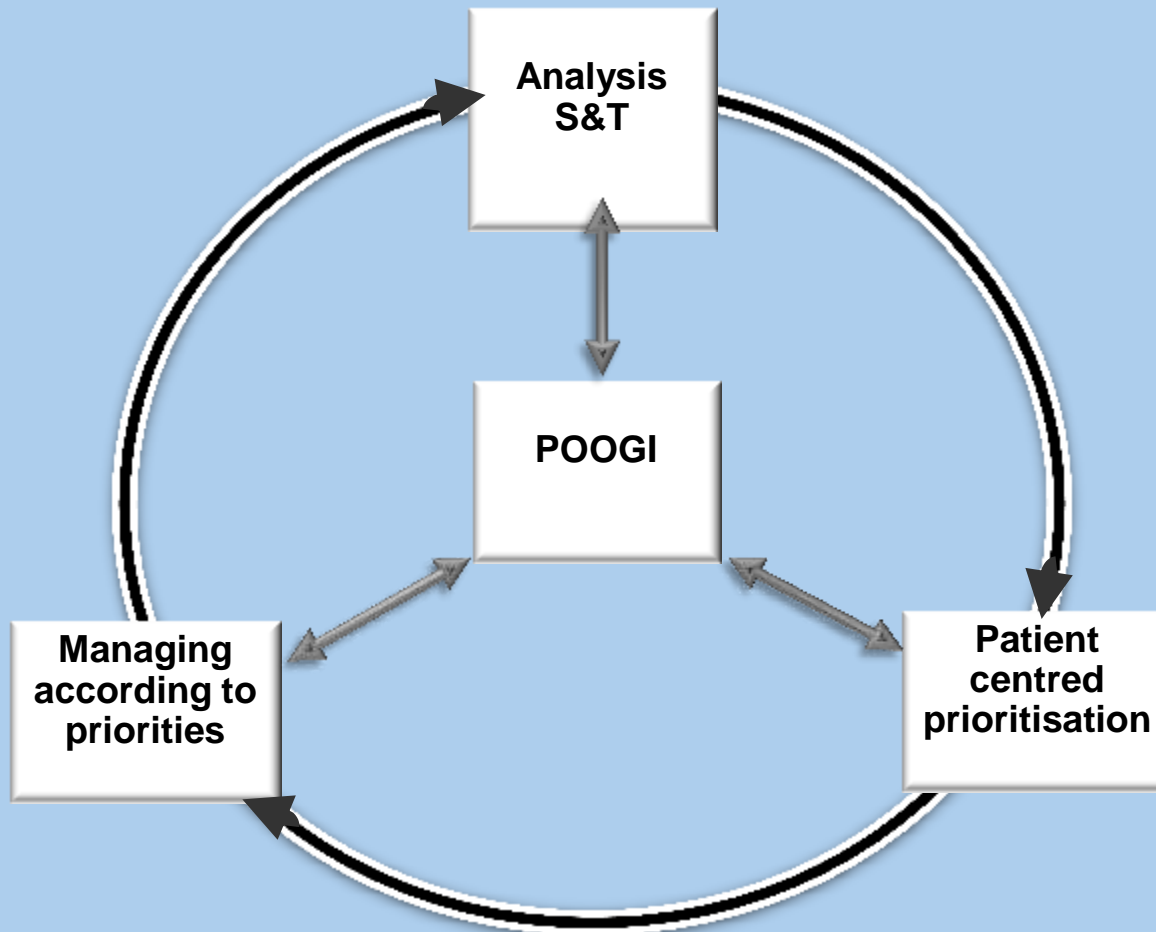


Projection environment



Broadening the shoulders of our giant

TOCICO 2012 Conference



Broadening the shoulders of our giant

TOCICO 2012 Conference

- Health and social care are just examples of a much wider service industry which has many of the characteristics described in this presentation.
- Our work in the legal sector has confirmed many similar issues exist.
- My aim has been to demonstrate how we have used the ‘Standing on the shoulders of giants’ process to help us check our understanding as we venture into these new areas.

Questions?

TOCICO 2012 Conference

