Initiating and Sustaining
King Hussein Cancer Center Lean Journey

Introduction
As a leading comprehensive Cancer Center in Jordan and the middle east region, King Hussein Cancer Center management which was the leading driver to initiate and sustain healthcare improvement in Jordan. KHCC latest strategy strived for Operational Excellence. was the implementation of the innovative lean principles.

Aims and Goals
• To introduce and implement the innovative Lean methodologies in the different KHCC departments and units
• To engage as many employees at all levels in the improvement initiatives
• To extend the clinical excellence to all areas of KHCC including the managerial areas
• To make objective data driven decisions in term of project selection, monitoring, and award
• To acknowledge improvement efforts and to create a sense of teamwork and positive competition between the teams to drive excellence through the announcement of the Distinguished Lean Project Award.
• To reduce complaints, nonvalue added activities, improve satisfaction and KPI results.

Methodology

<table>
<thead>
<tr>
<th>Introduction</th>
<th>Methodology Cont.</th>
</tr>
</thead>
<tbody>
<tr>
<td>All employee propose 30 KHCC wide projects</td>
<td>Continued follow up</td>
</tr>
<tr>
<td>CEO/DG in a grand round, and announced in middle management meeting and an email to all KHCC employees</td>
<td>Distinguished Lean Project Award Announcement</td>
</tr>
<tr>
<td>Top Management prioritized 9 of the projects based on data and strategic goals</td>
<td>Presentation of all Project to the Quality Council</td>
</tr>
<tr>
<td>All KHCC employees invited</td>
<td>Award granted</td>
</tr>
</tbody>
</table>

| Review by Top Management | Top Management prioritized, combined some duplicated efforts, and supported projects in the data driven problem prone areas. The sources of data were: Patient satisfaction reports, Patient complaints reports, Employee engagement reports, Key Performance Indicators, Strategic Goals of KHCC |
| 9 KHCC Wide projects selected | Group 1 2.5 days workshop Group 2 2.5 days workshop A total of 5 days of alternating groups to cover Concept and ideas Hands of exercises Group work on the lean project |
| Hands on Workshop | |

Methodology Cont.

Continued follow up
- The management wanted to support progress. Giving clean scoring criteria for the Distinguished Project Award

Findings

- Decreasing Turn Around Time in Lab (minutes)
- Decreasing Length of Stay in the ER

Results

- 1st place winner
- Returned Medication to Pharmacy Project 80% reduction in discarded medication. Savings of $120,500
- 16% improvement in patient satisfaction for outpatient pharmacy waiting time
- 67% decrease in waiting time

Conclusion

• Support and follow up by management played a major role in the success
• The system wide involvement using hybrid model worked well, matching top management goals with the suggestions of all of the employees at KHCC
• Involvement of the major stakeholders internally and externally (Jordan Breast Cancer Program and the University of Jordan)
• Sometime in the first iterations it gets worse before it gets better
• Not all project will progress with the same success rate, higher improvement is proportional to satisfaction but not at the same rate
• Recognition by management for the Distinguished Lean Project Award created positive competition
• To sustain improvement a category for the Sustained Distinguished Lean Project Award is in place for the next year in order to improve, spread and sustain.

Acknowledgment
To the executive team, managers, project sponsors and all team members who worked towards the success of their projects and the overall KHCC lean journey.