



Singapore Healthcare Management 2016

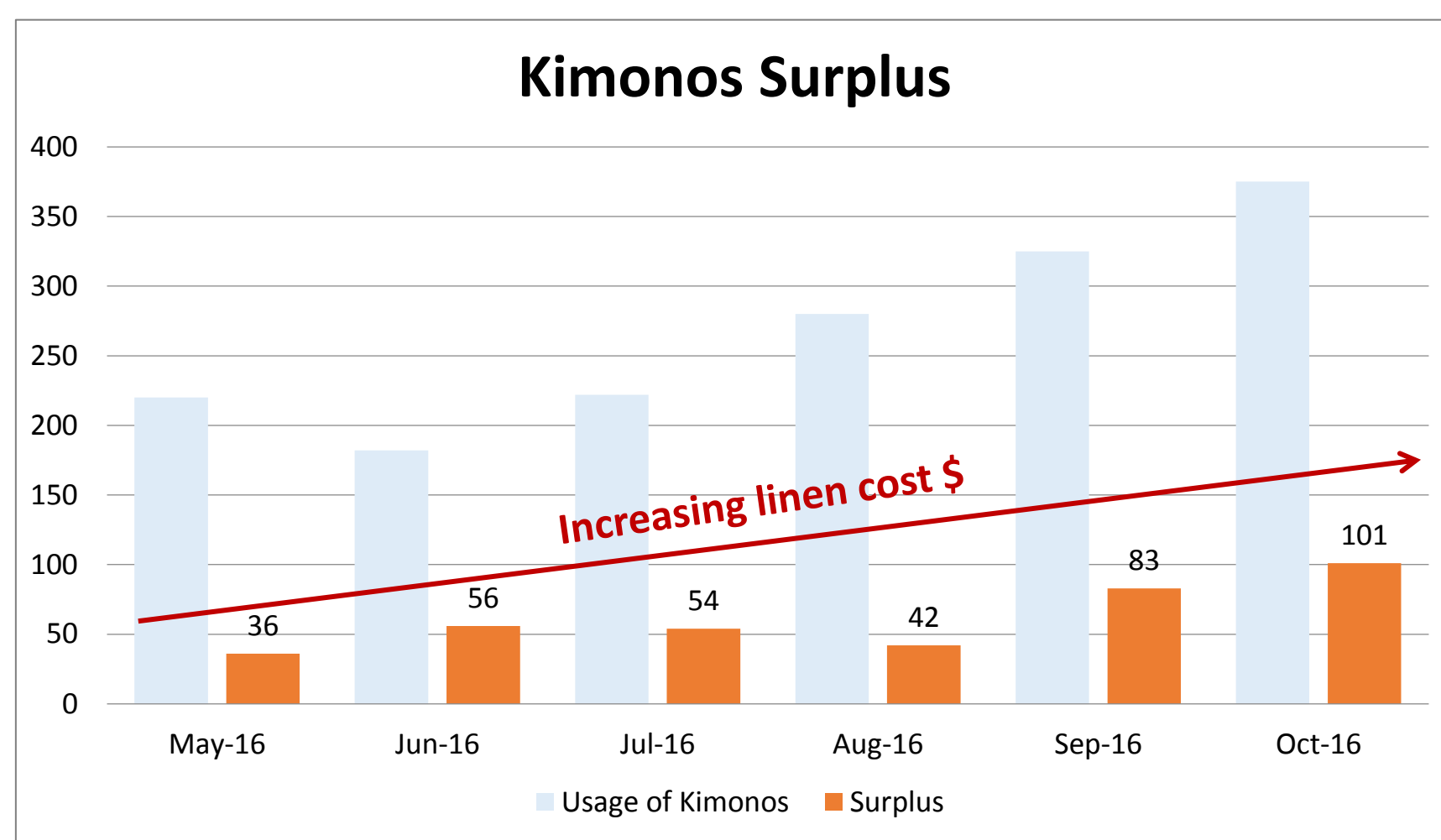
Cost –Effective LEAN Way to Manage Linen Usage for Cardiac Radiology

Suhanthi Mohanadas, NHCS
Nancy Tay, NHCS
H.C Padmini, NHCS

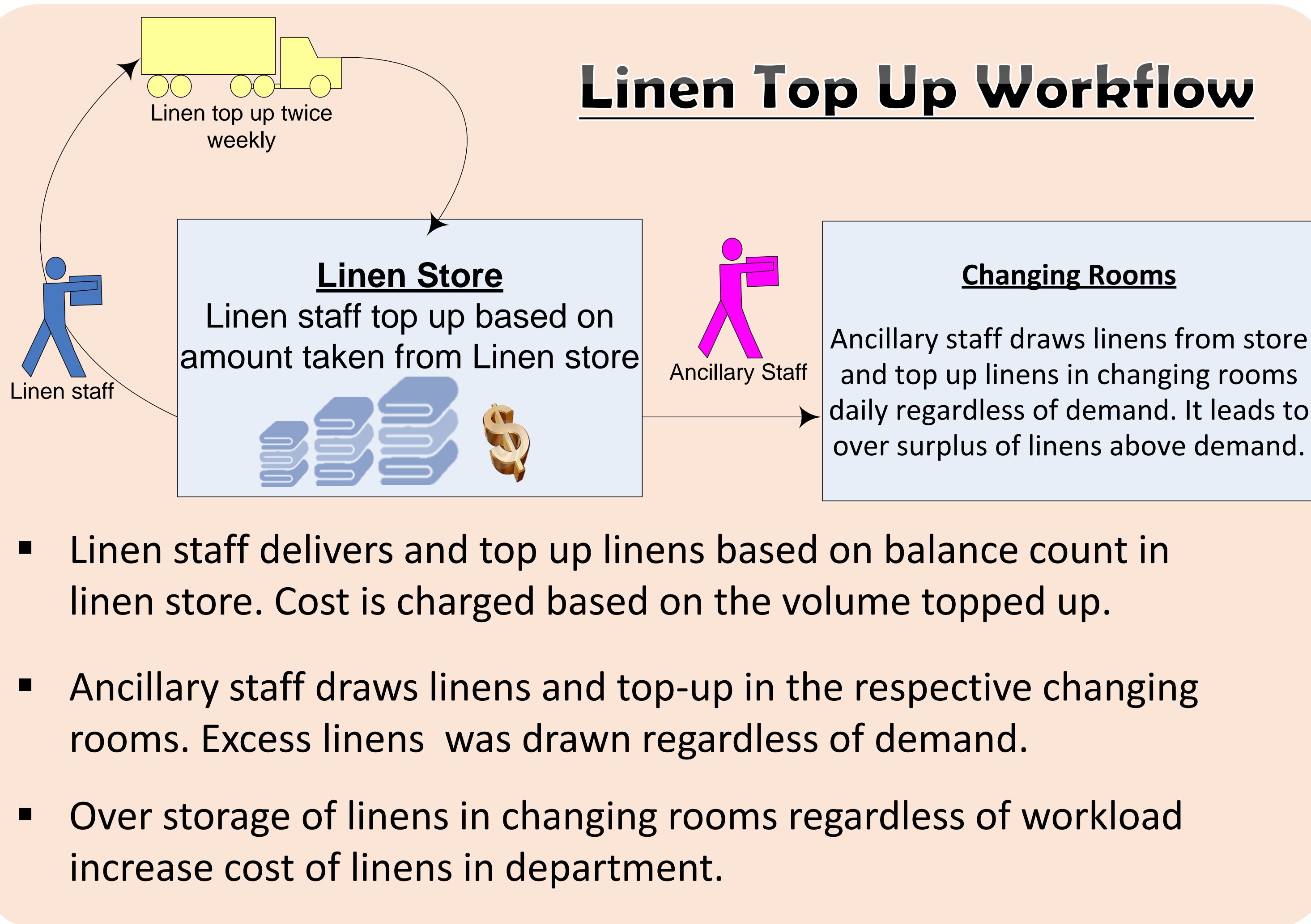


National Heart Centre Singapore
SingHealth

BACKGROUND



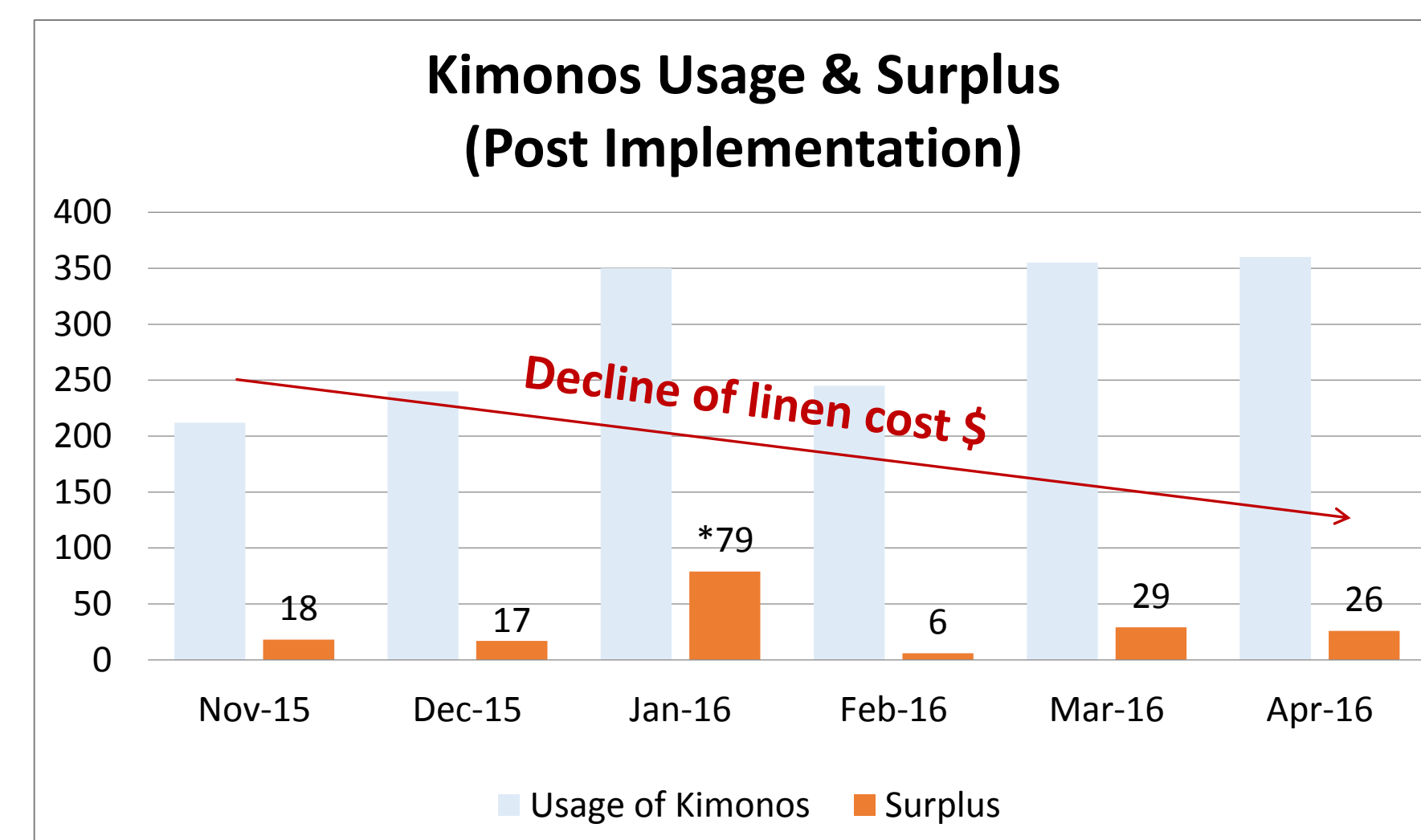
The project was suggested as part of LEAN exercise following encounter of unusually high laundry cost of x-ray kimonos.



RESULTS

Since the implementation of the just-in-time method of topping up, there is a **reduction of linen cost by 35%**.

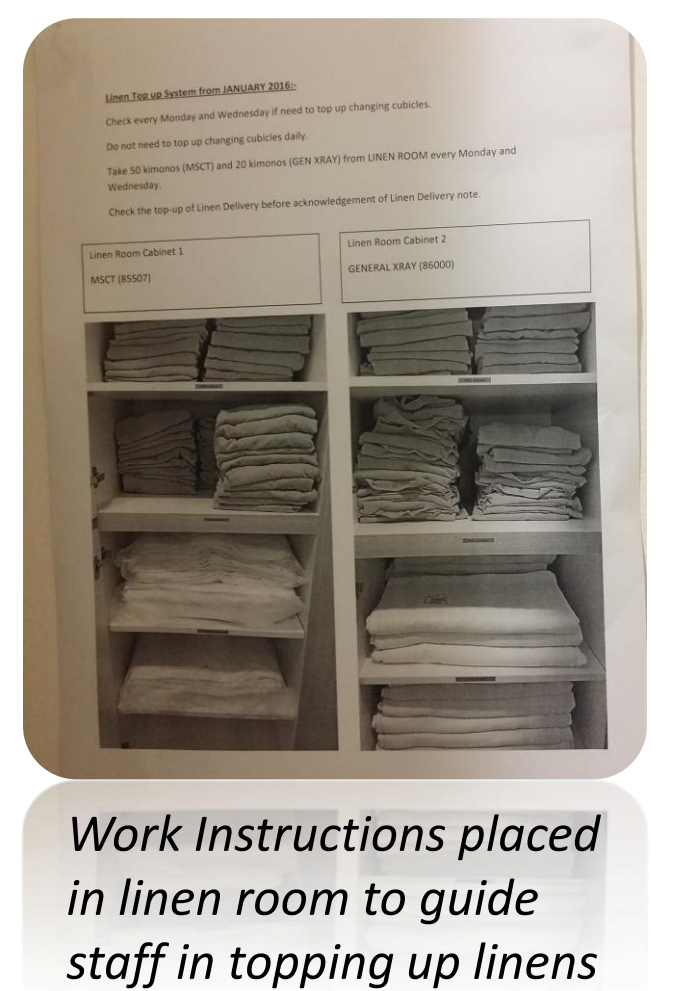
Saving of an average cost of 60 kimonos each month, which translates to \$130 savings per month.



*Process was re-audited for the spike in January 2016 & briefing was conducted to ensure compliance.

Follow up & Sustainability

- Work instruction was revised for Laundry and Linen supply for the department based on the new workflow. Spin-off to include all other linen use e.g. blankets and draw sheets.
- Ancillary staff was briefed on the new workflow. Observed and ensure proper compliance of top-up and distribution of linen following implementation of new workflow.
- Monthly linen count summary checked and counter-verify to ensure correct billing based the actual usage of linens.



Methodology

Lean 5S methodology was applied to re-organise linen storage area.. The location of the types of linens were standardised. Linens are sorted and stored according to their types with clear signage to indicate separate compartments for different types of linens.

Standardise topping of linen to just one location instead of multiple locations to enable efficient usage tracking based on area of operation.

New storage are made easier for linen staff to count linens. It facilitates better usage tracking leading to time savings for staff.

Sorting has been made to make it easier for linen delivery staff to count specific linen types which will facilitate usage tracking based on area of operation.

The **Just-in-Time Storage** concept was practiced. Storing of linen workflow was revised from daily just-in-case to store-upon-demand for the weekly operation to reduce wastage.

The pull on demand method of topping up eliminates excess cost due to waste of over stocking. Storing processes was standardized to ensure cost-effectiveness in linen use in the department.

Linen supply is based on the new workflow to ensure compliance. Ancillary staff was briefed and practiced the new method from 07 November 2015.

Ancillary staff check every Monday and Wednesday if need to top up changing rooms, monitor usage pattern and top-up upon projected usage.

Verification and monitoring of weekly linen top-up is done by ancillary staff upon delivery of linen every week. Monthly linen count summary was counter checked to verify correct quantity based on actual usage to ensure accuracy.

