

# An Industry Approach Transforms Healthcare: A 7 Year Journey





## Executive Summary

The University Medical Center Groningen (UMCG) recognised the need to change their culture, processes and procedures in 2007. They were facing a growing demand of an aging population, with diminishing numbers of nurses, rises in medical materials and vast financial cuts from the Dutch government. They needed a solution to resolve their challenges, whilst maintaining and improving their service delivery to patients, academia and research.

IBIS UvA (part of the Amsterdam Business School) have 20 years of experience in industry and healthcare facilitating the Lean Six Sigma (LSS) process. They were invited to collaborate with UMCG and implement LSS, a scientific evidence based approach which complimented UMCG's operational methods.

In 2007, IBIS UvA committed to training and implementing LSS for 2 years. In 2008, UMCG began to take ownership, a significant advantage of the LSS methodology enabling sustainability.

In 7 years UMCG made a gross financial saving of €30,000,000. They trained 602 employees, implemented 223 projects, made significant improvements in nursing efficiency, diagnostics test and length of hospitalization, enhanced the care and experience for patients, and contributed to the learning and development of their employees.

The journey continues with UMCG facilitating the LSS method and continuing to positively transform their processes, procedures and culture.