

Strengthening Management



The largest provider of disability and rehabilitative services in Tanzania, CCBRT serves upwards of 500 patients at its Disability Hospital in Dar es Salaam on a daily basis.

With patient demand on the increase, high volumes of people lead to long waiting times and congested space. In order to streamline our processes, improve patient experience, eliminate waste and promote organisational excellence, CCBRT has implemented a number of lean management strategies since 2011, most recently culminating in the transformation of our Eye Outpatient Department (OPD). These principles enable CCBRT to serve more and more Tanzanians in need of treatment without compromising the organisation's commitment to quality services.

What is 'lean' management?

Lean is a management practice that aims at creating a process for identifying and eliminating waste through continuous improvement. Waste is defined as anything that adds cost to the service delivered, without adding value to patients. Lean practice is all about superior quality of service, at the lowest possible cost and the shortest lead time.

The rules underpinning lean management are:

- Structure every activity
- Clearly connect each customer & supplier, internally and externally
- Specify and simplify every flow
- Continuously improve through experimentation at the lowest level in the organisation towards the ideal state

CCBRT's Journey

- **2011** CCBRT Senior Management Team introduced to concept of Lean Management
- **2012** CCBRT hires its first full-time Lean Manager
- **2013** Lean practices rolled out to CCBRT's maternal health capacity building partner facilities in Dar es Salaam Region
- **Aug 2014** CCBRT hosted John Toussaint, CEO of ThedaCare Centre for Healthcare Value & the leading expert on lean thinking in healthcare, for a strategy workshop on CCBRT's lean transformation
- **Late 2014** Eye Out-Patient Department (OPD) selected as the model cell within CCBRT
CCBRT receives grant from Human Development Innovation Fund to improve health management through lean techniques & an integrated management system
- **2015** Kabanga Mission Hospital in Kigoma Region selected as CCBRT's partner in lean transformation
- **Late 2015** New Lean Consultant hired & CCBRT's Lean Steering Committee established, whose weekly meetings work toward culture change & leadership development to support CCBRT's lean transformation
- **2016** Progress continues on the eye OPD model cell, with mapping of the current state of service delivery, identification of inefficiencies & mapping of an 'ideal' state of service delivery
- **Late 2016** Eye OPD transformation takes place over 1 week of construction work and intensive staff training, resulting in 20% more patients seen in week 1
- **2017** Work to be done on the next area for transformation: Eye Theatre, and preparing for restructuring of whole Disability Hospital around Value Streams

