

# Table of Contents

## SUMMARY OF MASTER'S DISSERTATION

Student Identification Number	81733261	Name	Wan-Ling Clarissa Ko
Title			
Evaluating Japanese Hospitals' Approach to Lean Healthcare			
Abstract			
<p>Lean is a management concept derived from the Toyota Production System (TPS) improvements in quality and efficiency, to reduce the ever-rising healthcare expenditures. However, since the publication of this proposal, only one further research of Lean Healthcare has been performed in Japan. The purpose of this thesis to improve the Japanese hospital system by proposing Lean as a solution. The main research question is: Can Lean improve the Japanese hospital system? How Lean improves healthcare systems, Japanese hospitals' Lean approaches, and the effect of Lean methods on patient wait time in Japanese hospitals are discussed through surveying both Japanese and American hospitals, observations at Japanese hospitals and interviews with medical staffs, hospital administrative staffs, and patients. Since there are Lean tools of Japanese origin being used in Japanese hospitals, these hospitals do not realize what they are doing is "Lean". This is the first study to compare Lean approaches and results in different Japanese hospitals. Through a survey of US cases and Japanese cases, Japanese hospital observations, and interviews with Japanese medical staffs and patients, the author aims to evaluate Japanese hospital's approach to Lean initiative and its efficiency. During hospital observations, quantitative data of value-added time and wait time are collected to calculate the efficiency. The result of this study shows that there is a difference in levels of Lean deployment in hospitals resulting to differences in efficiency, as reflected in the value-added time.</p>			
Key Word (4 words)			
Lean Healthcare, Japanese Healthcare System, Lean Hospital, Patient Flow			