

# Operational Excellence in Action

## Daily Management: Reducing Booking and Purchasing Times

Daily management practice tracks trends against a standard to identify problems, then drives sustained improvements.



Improved patient experience



Better health outcomes



Improved staff experience



Lower cost of care

Quadruple Aim

### Helping our customers address the Quadruple Aim

### Challenge

Accelerated order delivery of Philips Vue PACS for Radiology customers puts the latest technology in hands of healthcare providers faster, helping hospitals improve outcomes sooner.

There was a pressing need to accelerate our booking and purchasing times which had unpredictable duration and unexpected delays.

Daily management provides focus and alignment to see what is not working.



### Daily Management

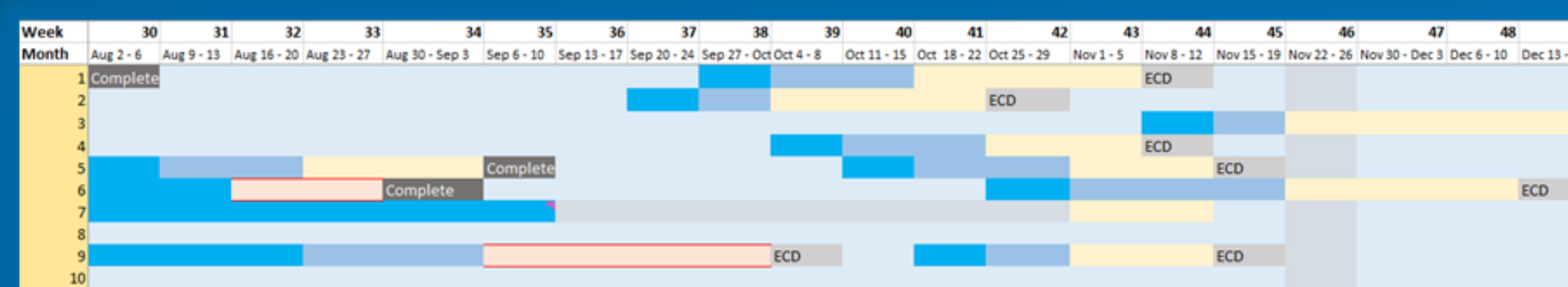
#### Implementation

The team started with the data and focused on how to streamline cross-functional processes where lag time and delay were occurring. Sustainment and continuous improvement are driven through daily management and tracking trends over time using run charts and moving range (MR) charts. The project key performance indicators (KPIs) are reviewed weekly and reported monthly.

#### Daily Management provides focus and alignment

Standards based on data creates a new way of working that includes continuous improvement. SAP® data forms the basis for weekly status reviews and KPI reporting. Through the data reviews, the team performs problem solving review and identifies corrective actions.

The “Big Board” brings quick and easy visual control of orders.

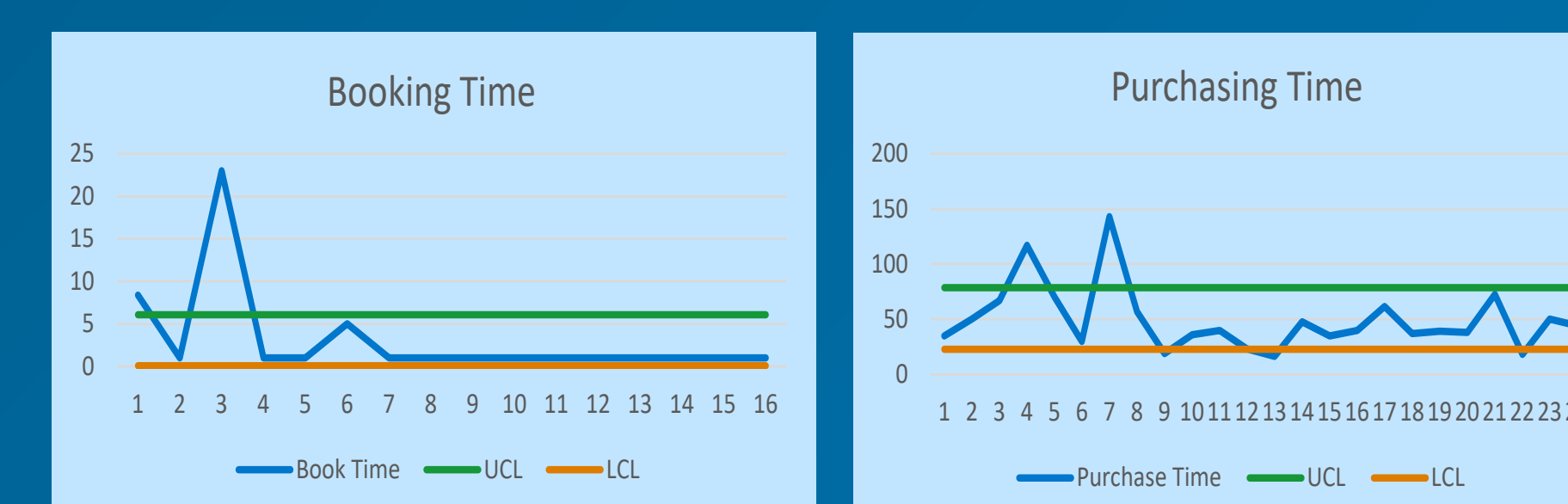


#### Daily Management drives new ideas

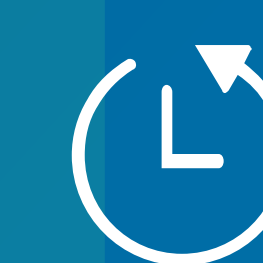
With the innovative “Big Board” daily management tracker in addition to the charts, we enable cross-functional review within Philips, with Philips leadership, and with our third parties. A weekly meeting cadence uses the Big Board to set project schedules and timing across the teams. All of the information is available on a SharePoint for easy access. The combination of KPI tracking, problem solving, and regular reviews drives new ideas and improvement initiatives.

### Impact

Daily management pushes decision making and transparency to the point of impact.



Using daily management, we reduced booking times by 70% and purchasing times by 40% in the first few months with successful sustainment.



**70%**

reduction in booking times



**40%**

reduction in purchasing times

#### Meet the team

