

LEAN HEALTHCARE FROM THE INSTITUTIONAL, PROFESSIONAL AND PATIENT PERSPECTIVE

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Lean is a management philosophy derived from the Toyota System, widely applied in the industry and adapted to the health area in order to reduce costs and optimize resources by reviewing processes to generate value for the patient.

It is an integrated system of principles, practices, tools and techniques focused on reducing waste, synchronizing workflows and managing its variability, which applied in the health área is called Lean Healthcare. This study aimed to analyze the scientific evidences in the literature on the evaluation of Lean Healthcare after its implementation.

Integrative review that sought to answer the research question: what were the results after the implementation of Lean Healthcare in healthcare institutions?

The search for the studies was carried out between the months of July to September 2019, performed in the databases CINAHL, Scopus, WOS, Embase and in the PubMed portal, resulting in 126 articles published in English, Spanish and Portuguese, in the period from 2008 to 2019. The following MeSH were used: "Total Quality Management", "Quality Improvement" and the keyword "Lean healthcare".

A total of 126 articles were identified in the databases, in addition to four articles included manually, retrieved from the verification of the reference lists, totaling 130 documents, that after the exclusion criteria, resulted in 18 articles. The findings were categorized into results for the institution, professional and patient. The predominant category was institutional, with cost analysis and increased productivity, followed by professional, with job satisfaction and leadership, and finally patient, with satisfaction, attitudes and behaviors.

This study reinforces the need to establish, for the management, a systematic method of monitoring the results achieved in the implementation phase of Lean Healthcare. It is worth mentioning that the value is defined by the patient and that this aspect in the results is still barely explored in the studies.

Descriptors: Total Quality Management, Quality Improvement, Health Management

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