

**ASSESSING THE STAGES OF LEAN
IMPLEMENTATION IN THE CONTEXT OF
HEALTHCARE SERVICES**

TH 20

A THESIS

SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR
THE FELLOW PROGRAM IN MANAGEMENT (FPM)

BY

N GOPALAKRISHNAN (FPM/06/09-Q)



**INDIAN INSTITUTE OF MANAGEMENT
KOZHIKODE
JULY 2017**

ABSTRACT

Purpose

In general, adopting Lean Thinking (LT) in an organisation consists of broadly three stages: getting ready for implementing LT by satisfying the prerequisites, implementation of LT principles and practices, and finally the post-implementation assessment of extent of leanness attained by the organization. Though several studies exist in literature discussing the implementation stage of LT in both manufacturing and service organization, relatively very few studies are available on the remaining two stages. It has also been stated that the concept of lean implementation has been clearly defined with the passing of time but the way to assess it has not been. Review of existing leanness assessment studies revealed that most of these assessment studies were recent and related to performing the leanness evaluation of manufacturing organizations. Hardly any research has been reported on assessing leanness in service sector. In specific, no detailed study has appeared in literature documenting the leanness assessment procedure to be followed for healthcare institutions. On the contrary, maximum number of lean implementation studies in service sector have been reported in the domain of healthcare. It is also supported by the existing literature review studies on lean implementation in healthcare. Hence, the purpose of this dissertation is to attempt to develop assessment procedures for these three different stages of LT adoption and assist the healthcare institution in its lean journey.