

INFORMATION OF THE DOCTORAL THESIS

Thesis title: **LEAN MANAGEMENT AT SOME PUBLIC HOSPITALS IN HANOI CITY**

Specialty: Business Administration

Code: 9.34.01.01

Ph.D. Candidate: **Nguyen Tien Thanh**

Scientific supervisors:

1. Assoc. Prof. Nguyen Dang Minh

2. Ph.D. Nguyen Thuy Dung

Training institution: Posts and Telecommunications Institute of Technology

NEW FINDINGS OF THE THESIS:

1. They propose a model to apply Made in Vietnam lean management in public hospitals' medical examination and treatment activities. The model is proposed based on studying the current situation through the theoretical basis of Made in Vietnam lean management, which is suitable for the context of Vietnam, absorbing successful experiences in the world and the results of the current situation of piloting the mechanism. Comprehensive autonomy and self-responsibility at some public hospitals today. The model meets the requirements for applying lean management in public hospitals in Hanoi city.

2. Determine the conditions for applying lean management in medical examination and treatment activities at public hospitals in Vietnam. According to the research results, of the five initial conditions given, two conditions are "Hospital's personnel policy, inspection, supervision, reward, and discipline" and "Training and fostering program." knowledge for all doctors and nurses at the hospital" has a substantial impact on the effectiveness of applying lean management in public hospitals in Hanoi city. These two conditions differ from studies on applying lean management in hospitals in some countries worldwide. They will be the conditions for proposing an overall solution and specific solutions in the thesis Judgment.

3. Develop a framework to identify waste in medical examination and treatment activities at public hospitals in Vietnam, according to the Vietnamese context. The framework of garbage, according to Made in VietNam, lean thinking includes waste of waiting, waste of movement, waste of redundant operations, waste of excess clinical requests, and waste of non-lean thinking and non-improvement mentality. Waste can be synthesized in two forms: tangible (waiting,

moving, excess operations, excess clinical requests) and invisible (thinking, working methods, human mentality). And wastes in the value chain according to the medical examination and treatment process (seven steps: Initial reception; Registration for medical examination; Initial medical examination; Implementation of clinical and paraclinical indications; Summary of final examination results together; Purchasing medicine; and Payment before, during and after examination).

4. The study also identified waste in medical examination and treatment activities at public hospitals in Vietnam. According to Made in Vietnam lean thinking (three wastes: waiting, moving, and requiring excess clinical trials (excess operations), these three wastes exist a lot in medical examination and treatment activities), but this is only a tangible waste and still less than intangible waste (thinking, working methods, human mentality in medical examination and treatment activities at public hospitals) but because it is an exceptional health-related service, human life, and not having many options in the current economic conditions, so we have to be temporarily satisfied. According to the seven steps in the value chain of the medical examination and treatment process, "Payment before, during and after examination" is the most waste and must be eliminated first.

5. The thesis has proposed a comprehensive solution based on the conditions for applying the lean management model in medical examination and treatment activities at public hospitals in Vietnam and the importance of each condition. Three specific solutions have been tested for feasibility and urgency. The examiner rated all proposed solutions at the highest level as necessary and feasible.

APPLICATIONS, PRACTICAL APPLICABILITY AND MATTER NEED

FURTHER STUDIES:

1. The model, "Lean Hospital Management Made in Vietnam," proposed by the study is suitable for the culture, social characteristics, economy, and people of Vietnam, particularly developing countries. The model takes the factor "Mind" as the pedestal, lean thinking "Made in Vietnam" as the driving force, and the commitment of all stakeholders in the hospital and the training and maintenance policy. The proposed model adds pilot solutions when public hospitals transition to a fully autonomous and self-responsible mechanism, in addition to the pilot model that the World Health Organization has recommended for Vietnam: two hospitals, Bach Mai and K Hospital, today.

2. Lean management in hospitals, in particular, and hospital administration in general, is still a field of study currently vacant in Vietnam, while in countries around the world, especially in developing countries. This training is prevalent in Europe, significantly when public hospitals' governance model changes their operating model to a fully autonomous and self-responsible mechanism. Public hospitals in Vietnam are also piloting and will continue to pilot in the next two years. For the remaining two public hospitals that have not yet implemented the pilot, recent pilot experience and research results have shown the need for a good training and knowledge training program for all doctors and nurses at the hospital where it is applied. Therefore, the training field of Lean Management in hospitals, in particular, and hospital administration, in general, will be an attractive field that has not yet received attention in Vietnam. Still, the Posts and Telecommunications Institute of Technology, particularly, and Other universities in Vietnam may build and open this training major shortly. The research results of the thesis will be the initial secondary data used to determine some content when creating the program.

Confirmation of collective Scientific supervisor

Ph.D. Candidate

Assoc. Prof. Nguyen Dang Minh

Ph.D. Nguyen Thuy Dung

Nguyen Tien Thanh