

Abermed Limited is a market leader in remote medical and occupational health services across the UK. For 25 years, Abermed has been servicing North Sea Oil and Gas operations and has expanded into a wider range of clients including heavy industry and public and energy sectors. Abermed's purpose is to protect, maintain and improve the physical, psychological and social well-being of people.



### Lean Team

Jane Kelman – Commercial Contracts Manager

Ashleigh Ewen – Contracts Manager

Patricia Schooling – Group QHSE Co-ordinator

Karen Brown – UKOH Management Accountant

### Overall Objective

The overall objective was to introduce Lean techniques to Abermed operational activities and a cross functional team was selected that could engage with all the UK sites.

### Project problem/Muda statement

"Currently, our client billing is costly and complicated; a lack of communication and cohesion through internal processes resulting in a large number of credited invoices."

### Objective statement

"To effectively engage all colleagues in the creation of a streamlined and straightforward client journey that ensures timely and accurate billing for all work completed."

### Lean tools utilised

A high level **process map** was created which was divided into 8 sections across the business. This was further developed to show specific details across all operational areas. The team communicated across numerous sites and process wastes were documented from staff feedback.

Numerous **Pareto charts** were produced from live data collated during the project. This specified the volumes of inefficiencies in various parts of the business.

Waste classification became apparent as the team used the **7 Wastes** to identify where inefficiency was affecting business processes.

**Ishikawa diagrams** were used to involve staff in identifying where problems occurred – this led to action planning for improvement.

**Data analysis** – the team used questionnaires and tally sheets to find out how colleagues were actually performing tasks on a day-to-day basis. Existing system reports were also modified where appropriate and used to provide statistical analysis.

### Addressing the issues

In order to completely investigate the true source of wastes, the team visited several sites across the UK to fully engage colleagues in Lean Management Thinking principles. As the project grew, the team had to prioritise ideas for change. Many solutions were suggested and discussions with staff took place to confirm that the actions being implemented were the right ones.

### Solutions

Various process improvements have been derived through the Lean Management process, from both an operational and strategic perspective.

### Business Benefits

Implementing the solutions identified during the project, will deliver an initial cost saving of 72% against the original objective.

However the additional knock-on benefits resulting from the sharing of Lean Management principles during the briefing sessions that the team conducted has had an even greater impact on the organisation.

### The future

As the team implements this project, they have already identified future projects and have been

able to assess the expected financial impact of these. They have documented further business benefits as below:

- Lighter workloads
- Increased staff motivation
- Reduced work related stress
- Improved service to clients
- Improved environmental impact

"Incorporating LMT into Abermed is promoting the personal and professional growth required to strengthen our core procedures, further aiding the continued growth and development of individuals and the organisation. The hard work and effort experienced at the beginning of the programme has proved worthwhile and enjoyable! "