

## Annex A:

‘The Learning Enterprise’ – The book features four case studies on how the following organisations build their workplace competencies and facilitate workplace learning:

---

**Kwong Wai Shiu Hospital:** KWSH began her Lean journey with SIT in 2018, and in the space of two years, more than 20 staff have been trained in the necessary Lean skill sets which empower them, as Lean Champions, to spearhead various transformation projects within the organisation. Having been appointed as a Community Training Institute (CTI) in Singapore, KWSH is now tasked with a greater role as Lead Enterprise, to catalyse the Lean and Innovation mindset among the Community Care sector. This case study looks into how the organisation has managed to reduce the workload for its staff.

A team of nurses from KWSH took part in a six-month Lean skills development programme with SIT, where they successfully improved the management of morning shift tasks, notably the bathing process of patients. Said Director of Nursing, KWSH, Ms Jessy Chang Yut Keng, “Through the application of Lean tools, my team learnt about redundancies in the bathing process, and came up with more efficient processes and workload balance. By the end of the programme, we cut down the bathing time of patients and also freed up nurses to work on other value-added tasks.”

---

**National Heart Centre Singapore:** In a bid to improve the patient experience and find an approach that would complement its ongoing quality improvement initiatives, NHCS decided to introduce Lean Thinking in 2017. The NHCS team has completed five Lean Skills Development Programmes delivered by SIT to date, each focusing on a patient-facing process. Among the issues addressed were long wait times for patients at the Specialist Outpatient Clinics, wait times for Echocardiography appointments, and wait times for patients to get their medication from the pharmacy. These Lean projects resulted in significant reduction in the wait time, better use of resources and improved patient satisfaction. The overall experience of NHCS with Lean Thinking was extremely positive, and two new projects were initiated in 2020.

---

**Four Seasons Catering:** As business grew, the catering company faced challenges in managing complex processes, including organising its warehouse and managing excessive inventory. Four Seasons Catering embarked on its Lean journey in April 2018 and the results have been astounding. In the warehouse, storage space was cut by more than half, and the time it took to pack one order was reduced by 5 minutes (a 20% gain). In the dry kitchen, the reorganisation translated to a marked reduction in work processing for ordering and restocking.

---

**Shalom Movers:** SMEs often find themselves struggling with ever-increasing operational costs in a tight labour crunch. These problems are more eminent in the logistics industry, which relies heavily on manpower and less receptive to technological innovations.

Shalom Movers participated in the Lean Skills Development Programme at SIT in October 2017 with the aim to improve operational efficiency and upskill its workforce. Thanks to the adaptiveness of its staff, the company reaped tangible results, such as increased

productivity and shorter process time. Redesign in warehouse operations resulted in the deployment of excess staff to higher functions. The greatest change as a result of Lean was the mindset shift in the people and their yearning for continuous improvement.