

## **Patient and material flows**

In order to be viable, flexible and lightweight, the system must not have rigid separations between one ward and another. Patients must flow smoothly and continuously through the system depending on the needs linked to their clinical severity. Clearly, flow velocity is measured in terms of hours, or better still, days, but there must be a measurable velocity, some degree of movement. The first step towards achieving the standards described here involves shedding the load we are carrying, in the mass production-based approach prior to the lean system which in health care corresponds to hospitals with divisions. The popularity of the flow system (based on intensity of care) is limited and hampered primarily by the radical management change that we have to implement, which implies changing the outlook of the hospital in which we are culturally immersed.