

**Case study: Klinik Dr. Hancken, Radiology network, Germany**

# How a value stream analysis enables change

A Lean methodology that unlocks opportunities  
to transform care delivery

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# The solution

## Transforming care delivery: Reorganization of administrative and medical processes through a value-based approach

When hospitals and medical practices optimize their processes, there can only be winners: providers secure their future viability, staff satisfaction increases, and optimally, higher treatment quality is delivered to patients. Even for providers that are already successful, the improvement potential is enormous, especially if improved patient care is seen from the angle of a holistic value add across departmental boundaries and professional groups. To reach this goal, methods originating in manufacturing, such as Lean management, can be applied in the healthcare sector.

Process optimization at Siemens Healthineers adapts this Lean concept. The Radiology Performance Management Service (RPMS), offered as part of the enduring, performance-oriented Value Partnerships concept, optimizes care delivery, enhances processes, and streamlines operations to create more value for our customers. RPMS guides health providers from process analysis through definition of key performance indicators

(KPIs) and concrete optimization measures, all the way to sustainable implementation and success control. Close involvement of staff is emphasized; they analyze the processes themselves and develop improvement measures, supported by the method competence of Siemens Healthineers Value Partners for Healthcare Consulting. The interdisciplinary team acts as supporting moderator and provides a communication and decision platform for employees, representing different disciplines and hierarchy levels through joint workshops. Their concerns and ideas are heard and adopted as appropriate, so that implementation can get started. This approach increases the willingness and motivation of staff to implement transformative changes.

In order to set a foundation of strategic and operative transformation priorities, a value stream analysis is conducted. This approach is a core tool of the Lean management methodology.

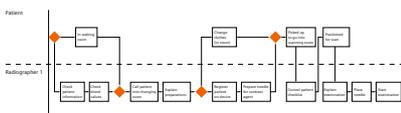
### Value Stream Analysis



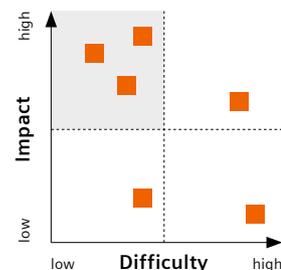
- Introduction of the Lean approach
- Creation of a swim lane diagram for the process description

- Observation and benchmarking of processes
- Identification of opportunities and process strengths

- Development of target state and comparison with current state
- Development and prioritization of fields of action



	Strengths	Weaknesses
Opportunities	SO	WO
Threats	ST	WT



Klinik Dr. Hancken, a leading northern German radiology network, is using this consulting service.

# The challenge

## Securing long-term success and sustainable growth

Klinik Dr. Hancken is a family business that applies the latest imaging technology for specialized and quality-oriented patient care at eight different locations. It is one of the leading northern German institutes for radiology diagnostics and therapy. In order to further expand its position, site managers and employees have taken a variety of initiatives to optimize clinical and administrative processes. For example, service hours have been extended and additional locations have been integrated into the network. Klinik Dr. Hancken focuses on fast availability of appointments, improved access to diagnostics and therapy, as well as the provision of consistently high diagnostic quality and a superior patient experience. To this end, all eight sites collaborate on best practices and standardize processes. This relieves the workload of employees while delivering better care. Building on the company's strong employee orientation, the staff has been closely involved in this transformation process. In this way, Klinik Dr. Hancken ensures both staff and patient loyalty and further expands long-term success.

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### About Klinik Dr. Hancken:

- Highly specialized clinical network for radiology, nuclear medicine, oncology, radiotherapy, and palliative medicine
  - 50 beds and 450 employees
  - Radiology departments and practices at eight northern German locations linked to different hospitals in the region
  - Dr. Christoph Hancken is leading the almost 100-year-old family business
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# The method

## Transforming care delivery by developing a change strategy and supporting organizational development

Klinik Dr. Hancken has relied on Siemens Healthineers as a medical technology partner for years and has engaged Siemens Healthineers Value Partners to broaden this value-creating partnership. In order to establish a meaningful basis for the company's further development, a value stream analysis from referral to report and billing was carried out, and actions were defined to optimize radiology processes.

About 15 staff members from different departments and locations were actively involved: management, medical site managers, radiographers, physician assistants, and administrative staff. This interdisciplinary group analyzed and compared CT and MRI processes at three of the network's locations and then elaborated concrete fields of action and optimization measures.

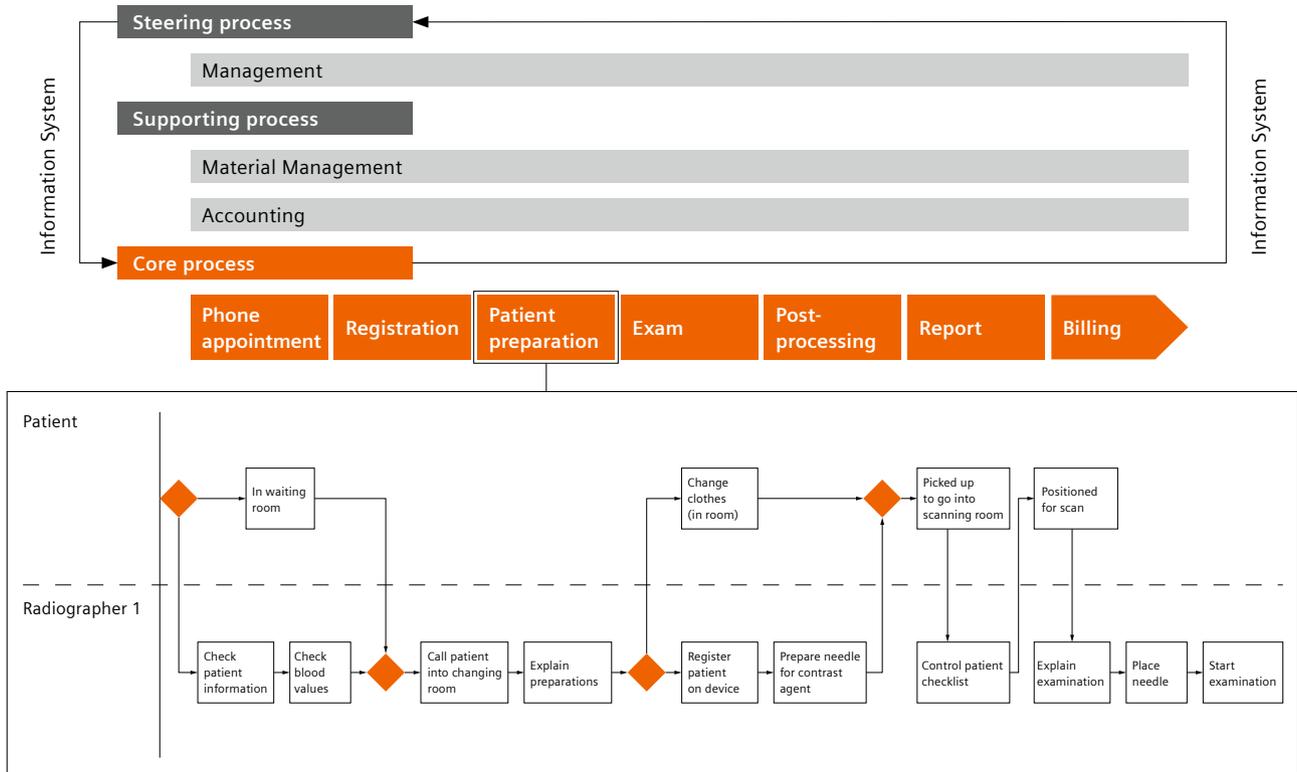


Image 1: Example of process, roles and tools considered



*“The joint process analysis fits our company’s philosophy, which is based on the expectations of our patients and the interests of our employees. The active participation and high motivation of all employees have convinced me! This enables us to recognize strengths and improvement potentials more quickly, identify concrete measures, and plan and realize their implementation in a timely manner.”*

**Dr. Christoph Hancken,**  
Managing Director, Klinik Dr. Hancken, Germany

# The result

## Optimized clinical operations through establishment of the Lean approach

The value stream analysis and the comparison of the three locations enabled the team to identify positive organizational aspects that need to be focused on:

### Areas of strength

- ✓ Colored path markings on the floor for fast orientation for patients
- ✓ Dedicated rooms for patient preparation, so that preparation can take place in parallel to diagnostic exams of other patients
- ✓ Close cooperation between physicians, radiographers, and physician assistants through strong, well-established communication channels with a strong focus on team spirit

### Fields of action

Fields of action have been identified, and their implementation will lead to even better streamlining and standardization of processes and thus will further increase both staff and patient satisfaction:



Observation	Measure	Process step
<b>Documentation</b>		
Transport of paper-based patient record among registration, control rooms, physician room, and billing	Use digital solutions and IT systems consistently	2-7
<b>Roles and responsibilities</b>		
Diversity of tasks and processes performed by radiographers, physician assistants, typing pool, and call center staff	Relieve staff by centralizing patient and referral services and making greater use of staff skills and education	2, 3
<b>Clinical processes</b>		
Each site has medical experts on various clinical questions and radiology sub-disciplines	Establish a medical working group to standardize examination strategies and use best practices	1, 4
<b>Preparation of the patient letter</b>		
Long distances at patient discharge, digital report dictations with potential for speech recognition, postal dispatch, and management of report requests	Optimize the arrangement of devices at a central location and provide online access to reports and images	6

Image 2: Selected observations and corresponding measures to optimize clinical operations

# The outlook

## Implementation of measures to generate immediate results

Analysis of existing processes, action fields, and targets forms the basis for all ensuing optimization projects. Klinik Dr. Hancken and Siemens Healthineers rely on an enduring performance-oriented relationship approach, which in addition to analysis and definition, also includes accompanying change implementation as well as continuous monitoring and iterative adjustments. The implementation of the prioritized measures has already been started by Klinik Dr. Hancken, in collaboration with Siemens Healthineers Value Partners. The centralization of patient and referral services (including cross-location

scheduling and reporting) was the first step toward further improvement of administrative and clinical processes as well as the continuing increase in staff and patient satisfaction. Similar projects from Siemens Healthineers in Great Britain and Ireland have shown immediate positive impact on waiting times, staff satisfaction, and quality of patient care. For example, at the University Hospital Galway in Ireland, the waiting time for inpatient CT diagnosis was reduced by 11%, phone-induced stress for employees was strongly reduced, overtime was avoided, and the number of appropriately prepared patients increased by 50%.

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Would you like to know about how to engage in a value-creating partnership in the future?

**Get in contact:**

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## About Value Partnerships

Siemens Healthineers Value Partnerships combine our strength in holistic medical technology management and digitalization into a long-term performance-oriented engagement focusing on the creation of value. We offer Lean Transformation either as a standalone service, or embedded in a Performance Excellence program. Our Rapid Improvement Events serve as an excellent tool to deliver measurable results within a short period. Conducted repetitively, they enable clinical teams to live a culture of continuous improvement – turning performance into

high patient value. With our sustainable consulting and transformation offering as well as our future-proof design planning, we are well positioned to co-create a solution with and for you, which will generate clinical, operational, and financial benefits.

Siemens Healthineers Value Partnerships help you optimize operations today, expand with new capabilities tomorrow, and advance the level of innovation in your network.

### Disclaimer

The products/features and/or service offerings (here mentioned) are not commercially available in all countries and/or for all modalities.

If the services are not marketed in countries due to regulatory or other reasons, the service offering cannot be guaranteed. Please contact your local Siemens Healthineers organization for more details.

The results described herein by customers of Siemens Healthineers were achieved in the customer's unique setting. Since there is no "typical" hospital and many variables exist (e.g., hospital size, case mix, level of IT adoption), there can be no guarantee that other customers will achieve the same results.

The scientific overlay on the title is not that of the individual pictured and is not from a device of Siemens Healthineers. It was modified for better visualization.

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