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Abstract:
*Conclusions of the EBA
benchmarking Master class*

At the end of this very dense Master class, it was a great honor to have been invited to draw conclusions. The following main conclusions have been submitted to the reflection of the participants.

- In the context of major economic constraints, faced by all BEs, benchmarking tools and experiences, as presented and discussed in this Master class, appear as indispensable means to be developed in every BE. In this respect, the Benchmarking experiences shared have shown that benchmarking could be applied to every segment of the transfusion chain, in the BEs and beyond (blood component use in patients, blood supply management).
- We have been shown successful experiences of using the main benchmarking tools which could be applied to the transfusion chain, and particularly the BE activities: indicators, reciprocal visits and exchanges, workshops and the Lean Flying squad. However, the use of these tools has still remained limited to a rather small number of BEs, meaning that we should look on ways to expand the use of these tools to further improve performance in BEs.
- Developing a multi-disciplinary learning spiral appears at a key success factor. This should be associated to staff management evolutions regarding performance improvement, involving leadership for decision making, bottom-up management to encourage emergence of solutions coming from the daily life, and collective work, meaning active staff participation and ultimately staff satisfaction.
- The Master class also underlined the major importance to further develop Lean culture and methods (as value stream mapping, 5S, Kaizen, 6 sigma) in all domains of the BE activities. This could only come from an appropriate leadership such as Lean culture and methods be adopted by the BE staff. And this should result in developing ownership of the staff for performance improvement.

EBA warmly thanks and congratulates the organisers and the speakers for this very dense and fruitful Master class. We thank the participants and we invite all of you to continue sharing your benchmarking and Lean experiences, and thus feed the interactive learning spiral, for the main benefit of patients and donors.