

Improving Satisfaction and Reducing Waste through Visual Management

Outcomes

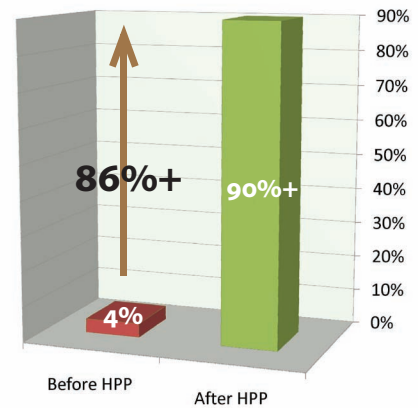
- Continued implementation resulted in raising patient satisfaction scores from bottom 10% nationally to top 10%
- Uncovered opportunities to reduce bed assignment wait times by up to 50 percent
- Reduced waste in daily tasks through supply & equipment organization (Potential approx. 7,000 hours annually for patient care)
- Call light reduction potentially saves over 1,700 hours of nursing effort annually

The nursing staff at a Florida hospital was experiencing difficulty delivering services in a way that achieved the desired degree of patient satisfaction. Patients registered their opinions in recent satisfaction surveys, scoring the overall inpatient experience in the 4th percentile nationally. With patient expectations of service rising almost daily, a fundamental change in business processes is needed in order to reduce wait times and provide world class service.

To improve the patient experience on the nursing floor, a Kaizen team was tasked with examining the sources of delay in bed assignment for ER patients as well as call light response for patients on the unit. Additionally, the team was employed to analyze nursing efforts to uncover opportunities for elimination of wasteful or redundant processes. The overall goal of the Kaizen was to impact patient, employee, and physician satisfaction through these process improvements. Nursing staff from both the med surg and telemetry units, including the floor director, participated.

The team immediately began the exercise of Value Stream Mapping the Current State. The staff conducted observations of the bed assignment process to gather key data on how patients are assigned to the floor, as well as call light response, patient hand-off, report, and bed readiness.

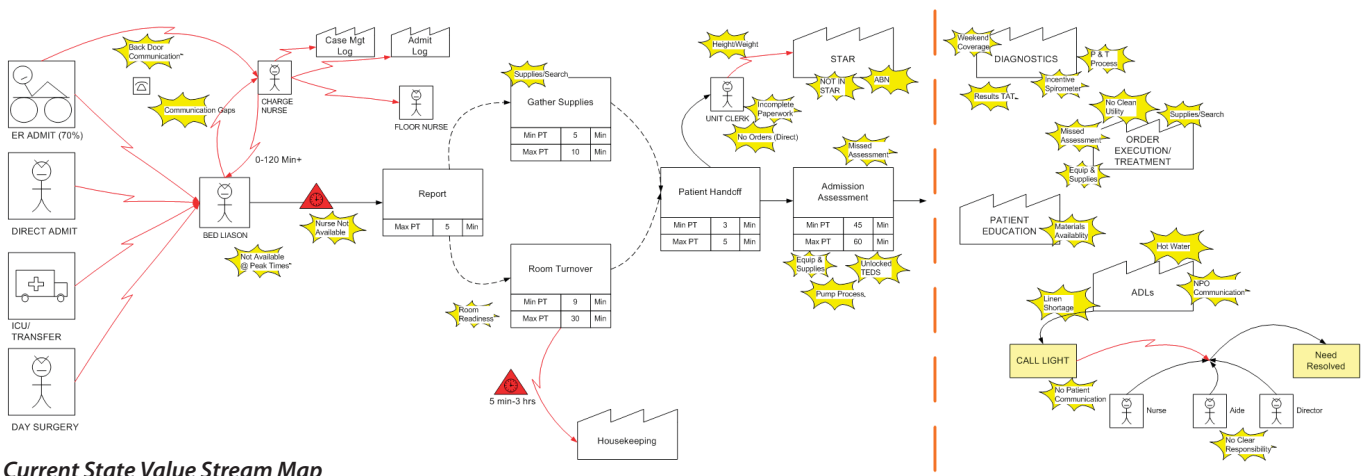
NATIONAL PATIENT SATISFACTION SCORES



Over time following this event, the client improved patient satisfaction scores from the bottom 10 percent nationally to the top 10 percent.

The data collected through direct observation was used in conjunction with historical baseline information from the patient flow committee to create the Current State Value Stream Map, illustrating the total patient experience (seen below).

Using this tool, issues were identified with the existing bed assignment, call light response (time to resolve issue), and other patient facing processes. These affected all aspects of the patient experience from the lead time to receive a bed on the floor to the flow of work once the nursing staff has commenced with patient care management. The



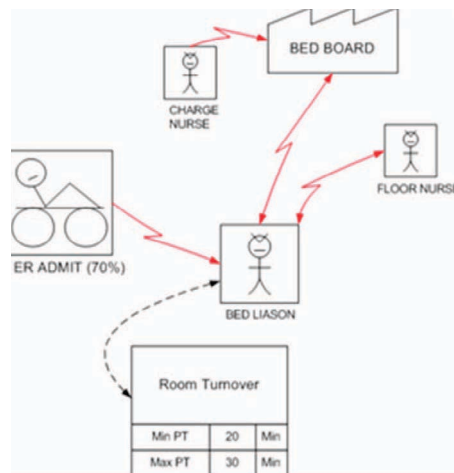
Current State Value Stream Map

team chose to focus primarily on issues related to communication, documentation, and workplace organization.

The team then began the task of defining a future state bed assignment process that would reduce or eliminate the waste identified in their Current State Map. The key elements of the future state strategy included:

- Improved bed assignment process
- Efficient staffing efforts
 - » Remove redundancy in patient report
 - » Institute workplace organization
 - » Improve communication to create a more informed patient
 - » Enhance work flow to diminish peak time disruptions
- Call light reduction/responsiveness

As part of the Future State, the team identified opportunities to reduce bed assignment wait times by up to 50 percent (480 hours of wait time annually). The Future State process for bed assignment is seen below.



Bed Assignment Future State Value Stream Map

Visual management within the unit was another need identified to gain efficiency within the unit. The team mocked up an multiple versions of a communication board for the units and determined the key information needed for the board. The ultimate goal will be to display this information electronically within both the med surg and telemetry units.

Next, the team began using 5S principles (Sort, Straighten, Shine, Standardize, Sustain) to improve the overall nursing floor's organization in support of more timely responses. In order to eliminate the observed waste searching in central supply locations for common items, the team took on the task of organizing two main supply rooms, two nursing stations, and two nutrition rooms. The staff grouped supplies as they are used and then created an inventory map to assist in reduced searching for needed supplies.



In response to the need to reduce call lights, the team developed an hourly rounding tool assist in management of the rounding process. The team trialed the tool using paper first with the ultimate goal of moving towards a white board containing the same information.



Summary

- Continued implementation resulted in raising patient satisfaction scores from bottom 10% nationally to top 10%
- Improved unit-wide communication via communication board
- Improved employee satisfaction/morale
- Potential reduction in bed assignment wait time by up to 50%
- Reduced waste in daily tasks through supply & equipment organization (Potential approx. 7,000 hours annually for patient care)
- Call light reduction potentially saves over 1,700 hours of nursing effort annually
- More than 7,000 hours of patient wait time for response