

Med/Surg Shift Change Process Initially Decreased 36%



Shift changes on the Med-Surg. floors of this 210-bed For Profit Hospital consumed an average elapsed time of 2 hours and 46 minutes. This was leading to complaints from Physicians concerning the amount of time allowed for patient interaction. Additionally, Direct Labor costs were affected and Patient/Employee Satisfaction Scores concerning this process were low. Some of this inefficiency was due to redundancies in forms and the lack of standardization in the Shift Change process.

Lean Healthcare Approach

Lean Manufacturing traces its beginnings to the 1980's. Many manufacturers in the U.S. caught on and began applying these principles in the early 1990's. Lean thinking begins by mapping the 'Value Stream' process so that one can:

1. Observe the current 'State' of the process
2. Identify Improvement Opportunities
3. Work on specific and practical solutions
4. Agree and develop a 'future' state as a goal.

Lean Healthcare thinking provides similar tools to develop systems that provides:

- What the Patient wants,
- Using the Method the Patient wants/needs,
- When a Patient wants/needs it.

While using a Minimum of:

- Supplies/Materials
- Equipment/Instruments
- Labor
- Space
- Time

HPP led the Team to design mistake proof (aka 'Poka-Yoke' to Lean practitioners) methods such as Computer Edit checks, Pictorial Instructions, Signals, Sensors, Counters and Checklists to re-design the service, administrative processes and create low cost devices to stop errors or check for errors immediately after the process procedures.

We have virtually eliminated the 'Excuse' that "We Are In Shift Change" so we can't . . .

Kaizen Event

HPP also led the team in a "Kaizen Event", a proven method for Lean implementation. This is a process in which the team: a)Takes apart the process, b)Thinks through it, and c)Makes it Better, all with a basic philosophy of '*Deliberately Applying Common Sense*'.

The Team worked diligently and openly to take specific jobs apart, study them and make improvements in them. Lean tools such as Spaghetti Diagrams, Process Maps, and Process Observation Forms gave the Team the analytical information to set base measurements and measure improvement.



Spaghetti Diagram Nursing Travel Path Shift Change

Outcome

Initially there was a 36% reduction in overall time dedicated to the Shift Change Process. This included:

1. 20% Reduction in 'Non-Value' added time
2. 25% Reduction in Shift Change Process Steps
3. Overtime decreased by over 50% resulting in an annual savings of over \$306,000.

Satisfaction Scores:

1. Patient Satisfaction ratings initially significantly increased.
2. Employee Satisfaction ratings increased and continue to improve.

To discuss Lean Healthcare or how HPP can assist you:
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