

Right Place, Right Time, Right Care: Enhancing Patient Flow with Lean Thinking

Presented By: Kathi Colwell & Paula Raggiunti

GTA Rehabilitation Network
March 9, 2009



Vision

Canada's Leader in complex care and complex rehabilitation – the new frontier of health care

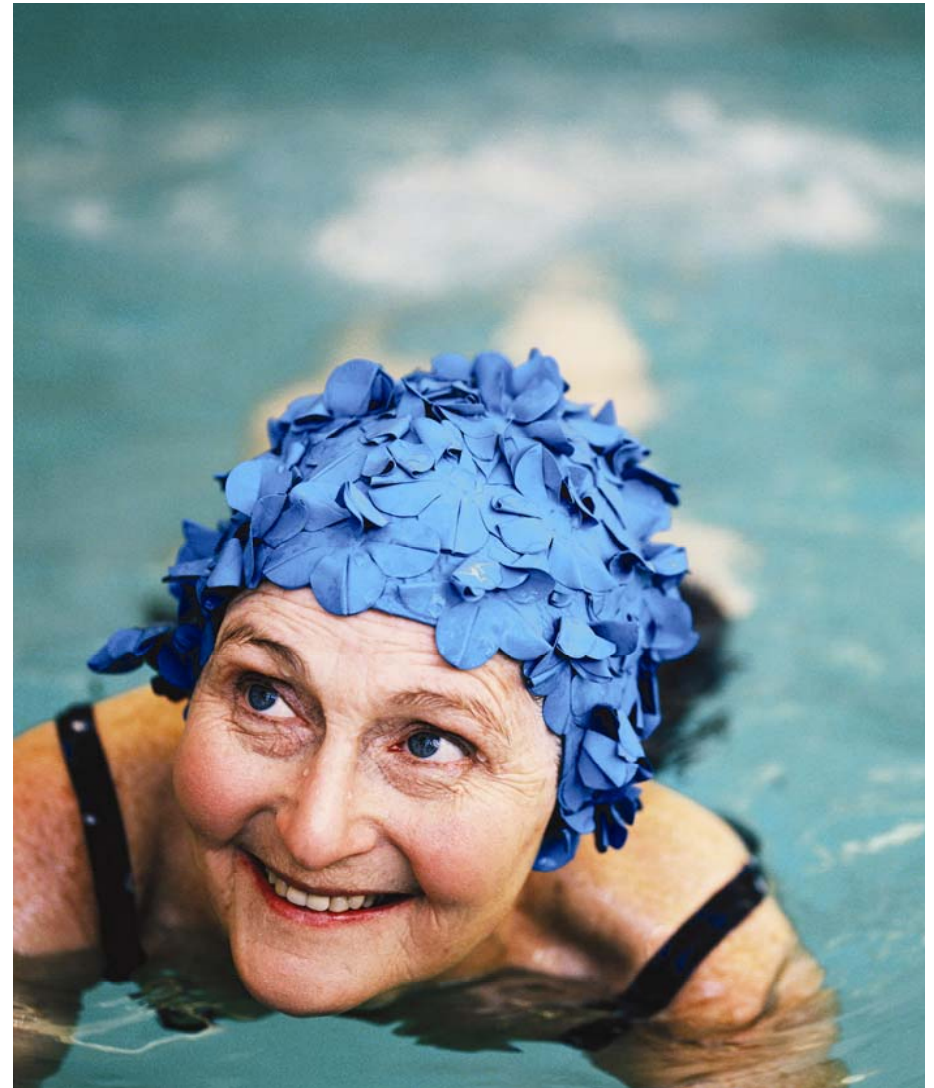
Mission

Change the world for people living with complex chronic disease and disability



Four Key Outcomes

- Reduce the burden of complex, chronic disease
- Improve the quality of life of and promote wellness for individuals living with chronic disease
- Create, share and disseminate new knowledge
- Drive societal and health system change



The Third Frontier of Health Care (Today to the future)

The Health Status Reality for Society

- One in five Canadians over 40 have 3 or more chronic diseases
- One in three Canadians over 60 have 3 or more chronic diseases
- 70% of all health system costs relate to chronic disease

The Health System Focus:

- Prevention and management of chronic disease
- Longitudinal care
- Patient as partner

Bridgepoint Hospital

- Publicly funded, University of Toronto-affiliated
- In-patient care
- Ambulatory and day services – 20,000 visits annually
- **479** beds:
367 complex &
112 rehabilitation
- 1,100 employees
- 400 volunteers
- Ethnically diverse



Mission:
To change the world for people living with complex chronic disease & disability.



V6.0

Vision 2015:
To be Canada's leader in complex care & complex rehabilitation - the new frontier of health care.

OUTCOMES

OPTIMIZE
The Patient Experience

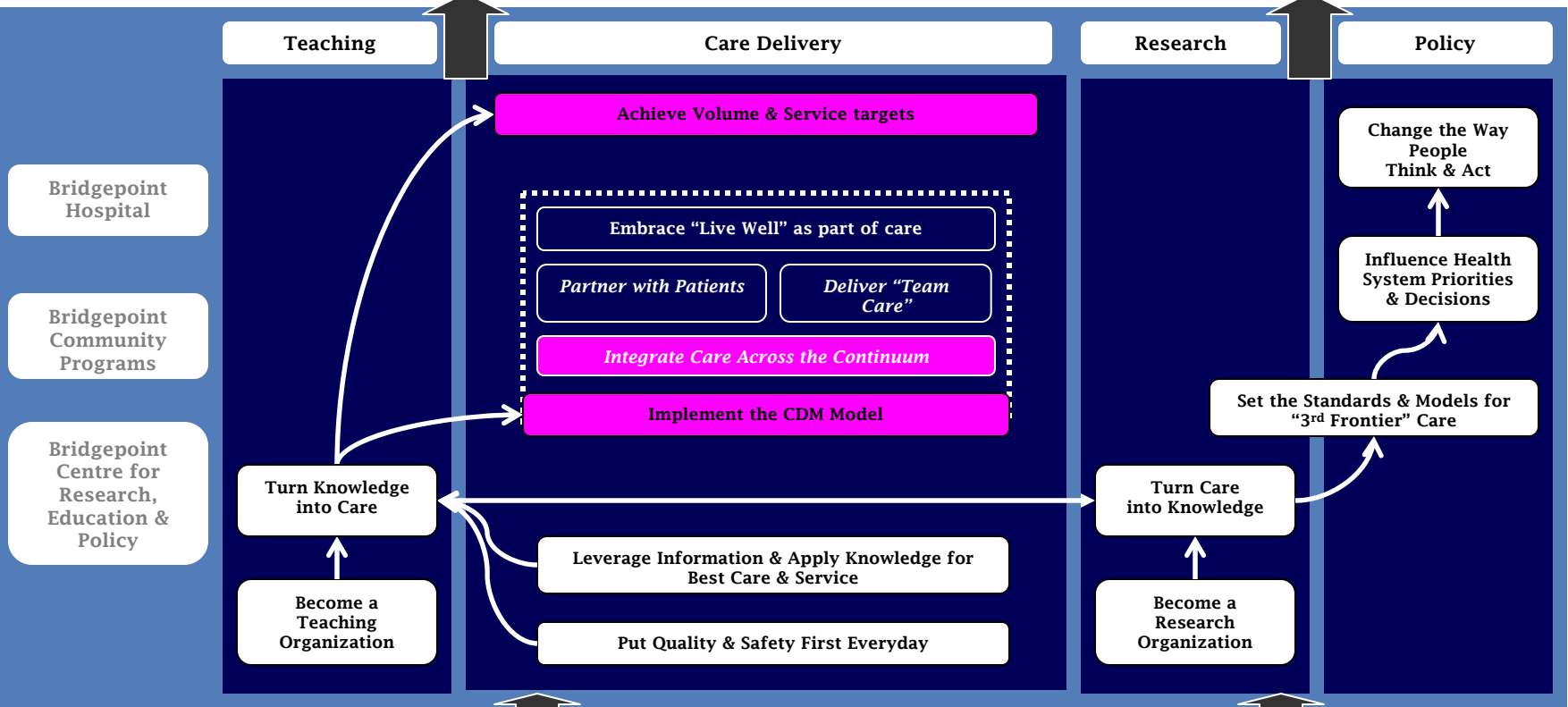
REDUCE
The Burden

IMPROVE *Quality of Life & Promote Wellness*

CREATE, Share & Disseminate *New Knowledge*

DRIVE *Societal & Health System Change*

OUR CORE BUSINESS



Organizational Capabilities

Enable Great People to do Great Things

Harness the Full Potential of Information & Technology

Create Financial Capacity

Resource Management

Be a Great Partner

Transform Our Site into a Community Focal Point

Build our Brand

Optimize Resource Allocation & Management

Be Accountable

THE CORE PRINCIPLES:

Being the Best

Informed, Activated Patient

A Prepared, Proactive Team

Live Well

Lean Thinking ... Not Just for Factories

How are air conditioners, cars, and airplanes like health care?

- Every manufacturing element is a production process
- Health care is a combination of complex production processes: admitting a patient; having a clinic visit; going to surgery; or being discharged home.
- These products have thousands of processes – many of them very complex
- All of these products involve complex quality, safety, customer satisfaction, staff satisfaction, and cost effectiveness....
If they fail – can cause injury to the “customer”

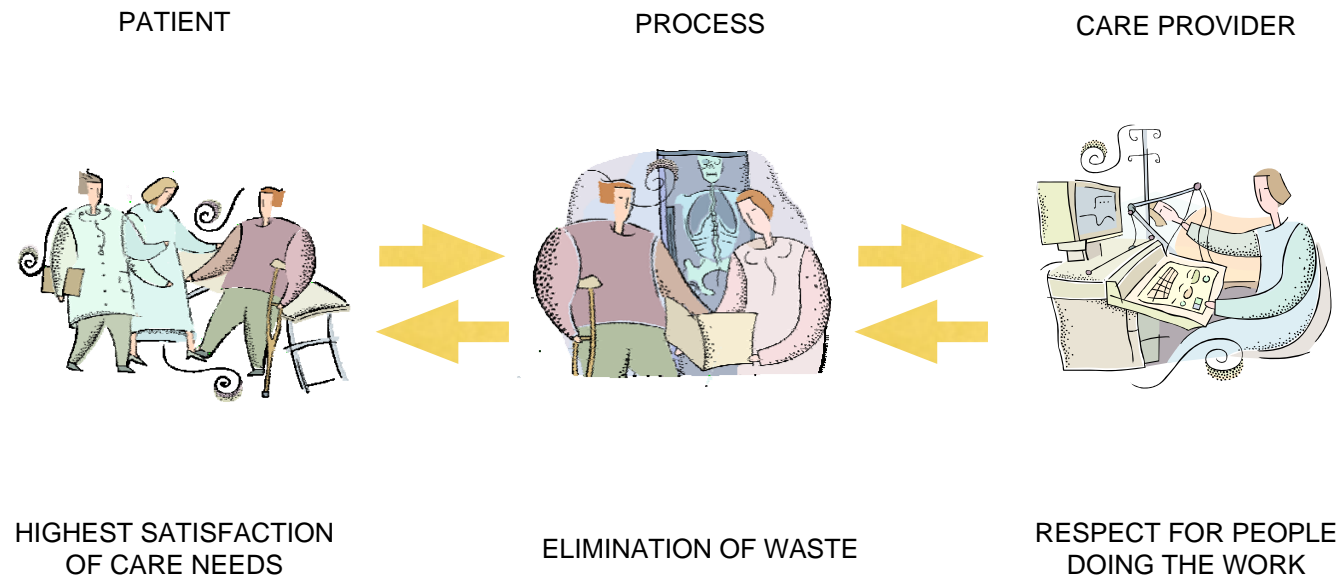
Lean Methodology

- Process improvement methodology, which encourages transparency in processes, enabling organizations to be proactive rather than reactive.

5 Principles of Lean Thinking

- **Value:** what is valuable in the eyes of the patient?
- **Value Stream:** the steps that deliver value
- **Flow:** organizing the value stream to be continuous
- **Pull:** triggering flow from patient needs
- **Perfection:** continuous improvement forever (culture)

Objective of Lean in Healthcare



A Relentless “War on Waste” is Key to Quality

7 Wastes

- Waste of over-production → Lab tests
- Waste of transportation → Patient transfers
- Waste of over-processing → Duplicate information / forms
- Waste of inventory → Drugs, supplies
- Waste of motion → Searching for patient charts
- Waste of making defective products or poor quality → Erroneous pathology reports; flawed IV pumps
- Waste of engineering → Large, over-engineered instruments

Are we efficient (lean) enough?
Can we use our resources better and
accomplish more?



Project Objectives

- Increase patient throughput
- Reduce unnecessary days of stay (through timely and safe discharges)
- Reduce delays admitting patients (bed utilization/idle beds)

Three initiatives were implemented:

- A Patient Flow board
- A Patient Passport
- Standardization of Isolation Carts

These improvements will:

- Align communication between interdisciplinary teams, patients and families.
- Be driven, supported and sustained by front-line staff
- Be supported and sustained by all levels of management
- Ensure patient and staff satisfaction is maintained and/or improved

Lean Approach

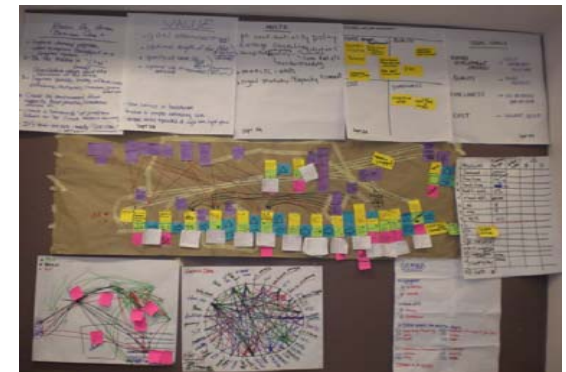
The Lean Methodology consist of three phases and uses the A3 tool to guide problem solving

1. Value Stream Analysis
 - Determine process bottlenecks and inefficiencies
2. Rapid Improvement Events, Projects, Just Do its
 - Implement initiatives and strategies
3. 30, 60 and 90 day reviews of all initiatives



Outcomes of VSA

- Gap Analysis to develop Action Plan
- Gaps Categorized: “RIE”, “Projects”, “Just Do its”



	Month 1	M2	M3	M4	M5	M6	LATER
EVENING	[Sticky Note]	[Sticky Note]	[Sticky Note]	[Sticky Note]	[Sticky Note]		[Sticky Note]
MIDDAY	[Sticky Note]	[Sticky Note]	[Sticky Note]	[Sticky Note]	[Sticky Note]	[Sticky Note]	
MORNING	[Sticky Note]	[Sticky Note]		[Sticky Note]			

Rapid Improvement Event # 1 (RIE)

Objective

- Develop a Discharge Planning Tool to improve Patient flow on 7 West

Outcomes

- Visual Management Board
- Clarification around discipline specific role towards discharge planning
- Weekly huddles
- Escalation of “red” items
- A Patient Passport



Bridgepoint's Lean Experience: Improving Patient Flow / Discharge



What you can do to get the most of your care at Bridgepoint:

Be involved in your care. Set goals.
Share your goals with your care team.

Speak up if you have questions or concerns about your care, your goals, or your prescription medication.

Tell a member of your health care team about your past illnesses and your current health condition.

Tell a member of your health care team if you have ever had an allergic or bad reaction to any medicine or food.

Make sure you feel fully aware of what will happen when you leave Bridgepoint Hospital.



Bridgepoint Health, 14 St. Matthews Road
Toronto, ON M4M 2B5
tel 416.461.8252 • www.bridgepointhealth.ca

BRIDGEPOINT HEALTH is an integrated health services organization focused on providing a continuum of care for individuals in the Greater Toronto Area who are living with complex chronic disease and disability. Bridgepoint Health is a University of Toronto community affiliated teaching hospital and comprised of Bridgepoint Hospital, Bridgepoint Community Rehab, Bridgepoint Family Health Team, Bridgepoint Centre for Research, Education and Policy and Bridgepoint Health Foundation.



Bridgepoint Health Patient Care Passport

A closer look at what to expect on
your health care journey at
Bridgepoint Health



This is Your Passport

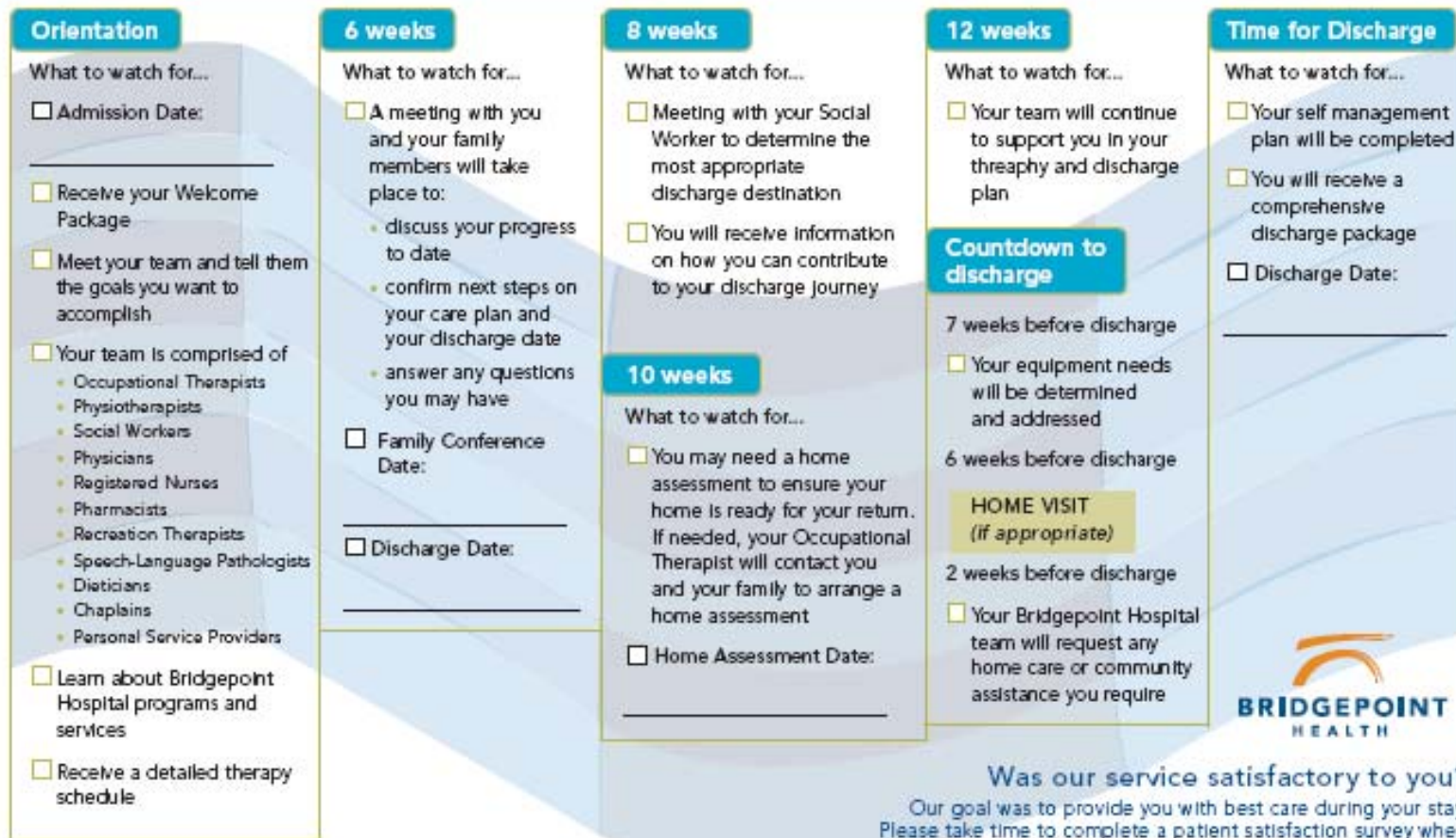
A Closer Look at: Your Journey at Bridgepoint Hospital

FOR NEURO ACTIVATION PATIENTS ON 7-WEST

We are glad you are here!

The following care "Passport" is designed to ensure you know what to expect during your stay at Bridgepoint Hospital. Our goal is to provide you with the very best care during your stay. – The Bridgepoint Hospital Team

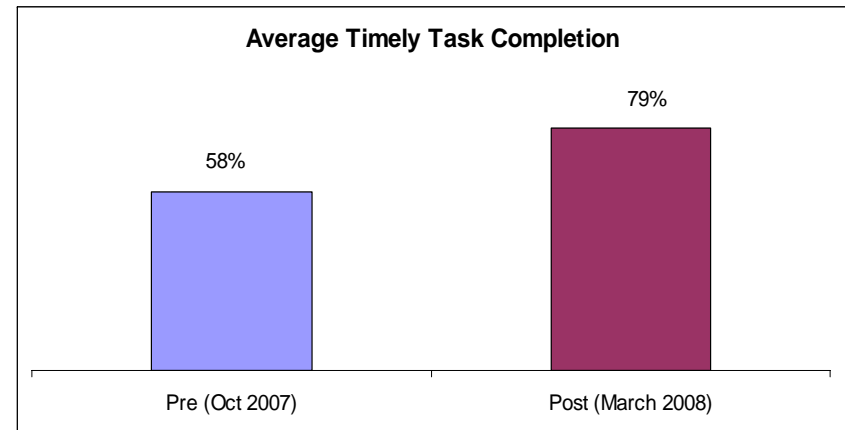
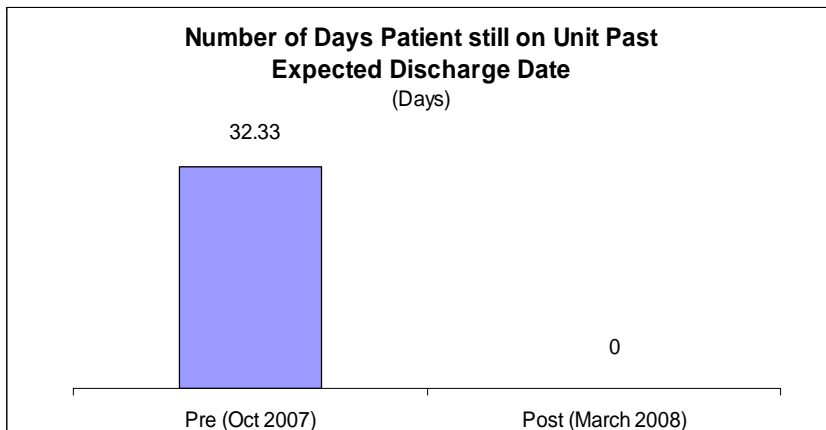
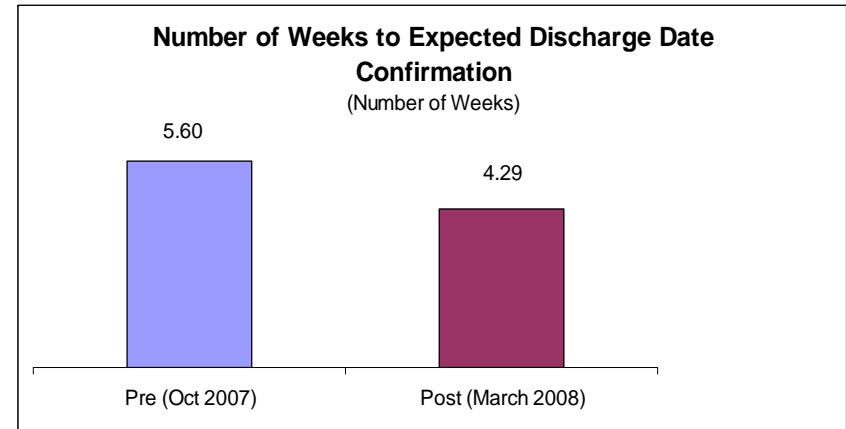
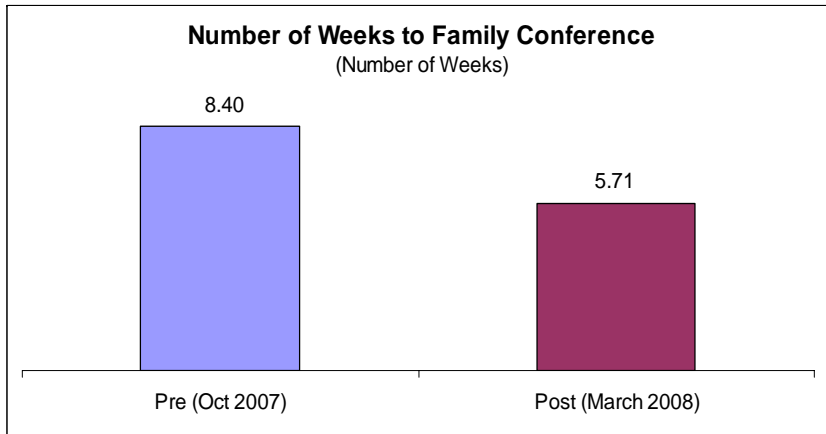
YOUR JOURNEY AT BRIDGEPOINT HOSPITAL WILL TAKE 3-6 MONTHS



Was our service satisfactory to you?
Our goal was to provide you with best care during your stay. Please take time to complete a patient satisfaction survey when you leave Bridgepoint Hospital. – The Bridgepoint Hospital Team

Bridgepoint's Lean Experience

Improving Patient Flow / Discharge: Results



6S

Objective

- Improve the work environment to support the smooth and efficient flow of activities

6S stands for

- *Sort*
- *Set in Order*
- *Shine*
- *Standardize*
- *Sustain*
- *Safety*

Outcomes

- Visual Management for supply levels
- Parking Lot of Isolation Carts/ Bins
- Standard Work for restocking and cleaning of carts



Bridgepoint's Lean Experience: Re-configuring our Isolation Carts

Before



After



Bridgepoint's Lean Experience

Re-configuring our Isolation Carts: Results

- Carts are now easily identified as “Isolation Carts” and are properly stocked and in order.
- An organization-wide schedule for monthly cleaning of isolation carts is now underway
- At the 90 day milestone, audit results for both the Isolation Carts and Waste Bins indicated a 99% accuracy rate. This is a 35% increase from the initial baseline of 64% for the Isolation Carts and a 46% increase from the initial baseline of 53% for Waste Bins.
- The reorganized work environment has positively impacted staff behaviour with respect to adherence to infection control precautions.
- There is less waste of infection control supplies such as gloves as they are now kept outside the patient's room.

Gaining Traction and Sustainability

- 30, 60, 90 day reviews
- Monthly CQI meetings
- Weekly data tracking
- Monthly business meetings
- Standard Work

Critical Success Factors:

Leadership:

- Support and buy-in is required for sustainability and accountability.
- Identify champions at all levels of the organization.
- Set clear and measurable objectives/goals/targets.
- Hold individuals accountable.
- Visible management support both during and after project implementation.
- Recognize, acknowledge and address things that aren't working.
- All level of the organization have a clear understanding of the overall project aim.
- Celebrate real achievements and progress at significant milestones.

Critical Success Factors:

Communication:

- Early communication is vital
- Keeping all unit staff informed of project progress is critical
- Clearly communicate the purpose of the initiative
- Utilize all forms of communication, such as “huddles,” emails, communication boards
- Provide forums for staff members to give feedback
- Engage front-line users in the development of the solution, as they are the ones closest to the process
- Identify and involve stakeholders early on
- Build in processes to continuously track and communicate metrics

“Voices of the Team”

“I feel this patient flow board has brought the team to a more united position. It has increased the levels of accountability and responsibility within individual members, which has in turn, increased the leadership among many members of the team.”

“With the RIE, we have been so much more pro-active than reactive and we have a better relationship with our patients and families.”

“All the buzz 7W staff is hearing lately is because of the lean methodology and from this our team feels great pride of achievement. We are stronger and even healthier-seriously”

6 S...THIS IS EXCITING ... there is great potential to improve our work space in our current environment...this will definitely lead to greater possibilities in the future... bigger than what we see...

Questions/Comments?



Thank You!