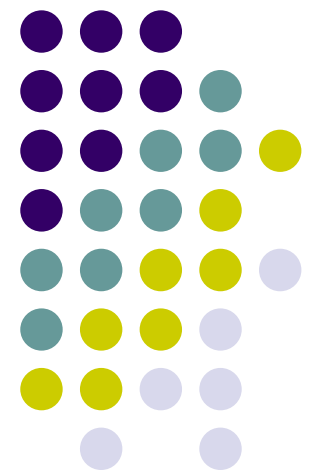
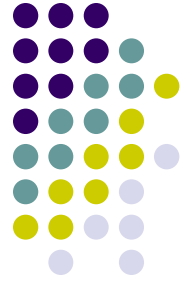


Garfield County Hospital District

Building a Lean Team

The Rapid Cycle Approach to Process Improvement

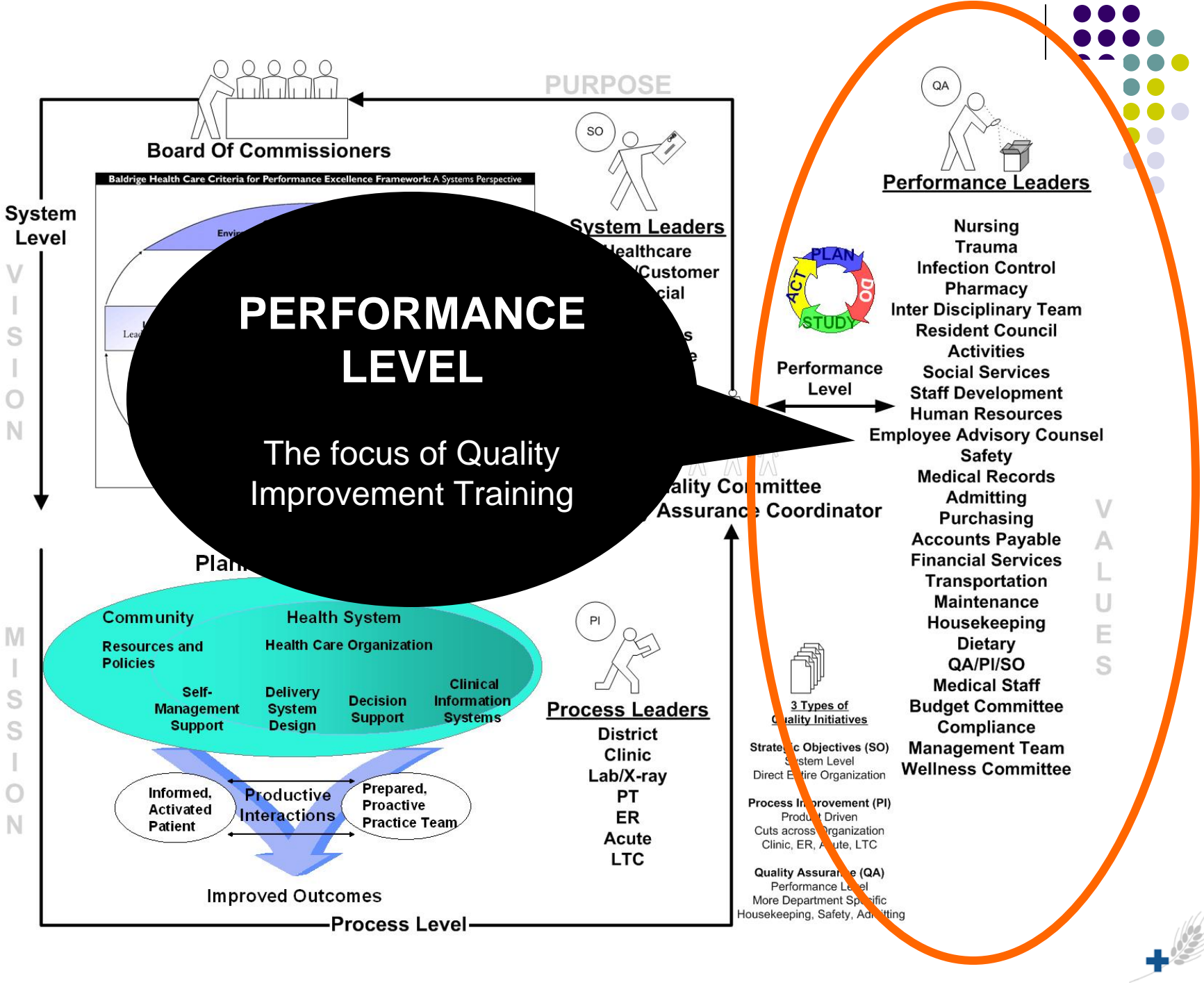




Spreading Lean to the Team

- A decision to use lean – it works
- Fundamental Tool for Improvement
- Teach Lean to the team
- Use it







Lean Tools

- Training linked to compensation
- Rapid Cycle Workshops
- Quick PDSA

Rapid Cycle Worksheet

Step 1 of 10 Choose Priority Process

Instructions:

1. What is the Start Point and End Point of the Process?
2. Who is the primary customer of the process? What are the products the customer expects from the process? What is the expectation related to those products? How can you measure if that expectation was met or not?
3. Circle the primary customer, product, expectation and possible measure.

Process:			
Start Point:		End Point:	
Customer	Product(s)	Expectation(s)	Measure(s)
Patient	Diagnosis	Accurate	# Repeat visits
		Prompt	# lost results
	Explanation	Caring	Waiting Time
		Empathetic/ Understanding	Visit Duration
			Complaints
			Complaints

Garfield County Hospital

Revised May 1, 2006

Garfield County Hospital District

Rapid Cycle Worksheet

Start Date: _____
End Date: _____

1 What's the problem?

2 What is the root cause of the problem?
Ask "Why?" 5 times..... ?

3 Brainstorm.
What are some possible solutions? !

4 PLAN: What are going to do?

Who: _____
What: _____
When: _____
(Use the back of the sheet to keep a journal of your work)

5 DO: Test the idea. What did we do?

6 STUDY: What happened? What did we learn?

7 ACT: What are we going to do next?

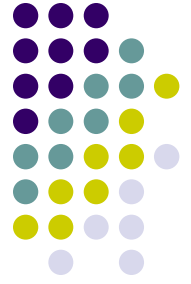
Adopt the change.
 Abandon the change.
 Run through the cycle again.

We are going to try: _____

PDSA Worksheet.vsd

Printed 4/15/2006





Lean Results – Lab Orders

Before Lean:

- Lab orders being handled too much
- Too many inspection steps
- Missing important information

After Lean:

- Reduced hand-offs
- Reduced turn-around time by up to 39 days
- Improved consistency in process



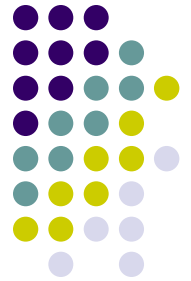


Lab Order Process

	Original Process	New Process
Number of Steps	51 Steps	30 Steps
Total Process Time	6,137 – 60,842 Min	4,652 Min
Percent of VA Steps	14% (7 steps)	23% (7 steps)
Percent of VA Time	1.4% (84 min)	1.7% (78 min)
Number of Checking Steps	7	7
Number of Handoffs	15	9
Number of Queues	12	6
Work in Progress	42 – 420	32



Lean Results – Admission Process



Before Lean:

- Inefficient & Cumbersome
- Lacks involvement of Caregiving Staff
- Does not address unique needs of resident

After Lean:

- Eliminated number of forms and routing
- Immediate involvement of caregiving staff
- More focus on resident less on paperwork

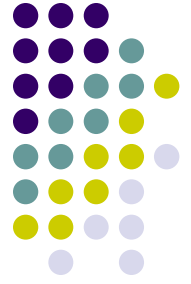




LTC Admission Process

	Original Process	New Process
Number of Steps	63 Steps	30 Steps
Total Process Time	896 Min	392 Min
Percent of VA Steps	8% (5 steps)	20% (6 steps)
Percent of VA Time	15% (134 min)	34% (134 min)
Number of Checking Steps	15	7
Number of Handoffs	15	4
Number of Queues	0	0
Work in Progress	1	1

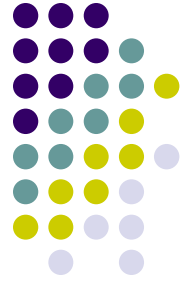




Other Lean Wins

- Medical Records decreased work-in-progress from 600 to 12 records and increased value added time by 3000%
- Emergency Department Nursing Documentation Accuracy improved from average of 84% to 96% with sustained improvement.





Fun & Engaging

- Three actuals walk
- Steady flow
- Everyone gets involved
- Don't under estimate the impact
- It becomes the culture

