

Improving patient care in a hospital ED environment

Working directly with the patient care team to improve wait times and quality of care provided to patients.



Our Lean Team was invited to evaluate the Tallahassee Memorial Hospital to determine if there were gaps in departmental performance that could be remedied through the action of hiring a Lean Director. After a week of evaluation at the hospital, and subsequent review of operational data and staff feedback, it was determined that the ED was severely under performing and patient experience was far below average. As a result, a Lean Director was hired internally and put to work.

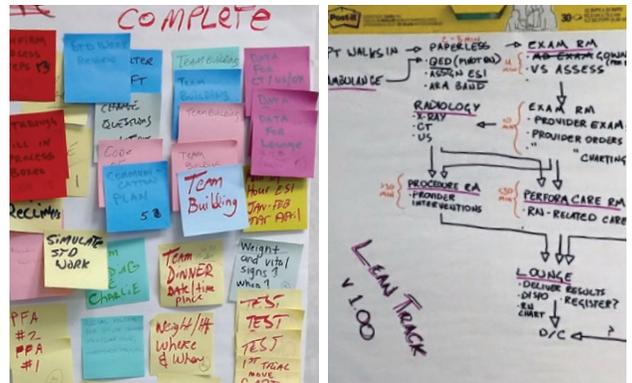
A few months later, the hospital came back to Boulder Associates and asked for more help from the Lean Team. The work was too much for one person to tackle, and required a team to complete improvements to the ED and implementation of the lean track.

HOW DO WE BUILD TRUST AS A TEAM

The first phase involved gathering the executive team related to the ED—assistant nurse managers, doctors, lab personnel, the executive director, and vice president—and leading them through lean training and simulations. These simulations duplicated the current ED workflow, but from the standpoint of a game. The team built empathy through role-playing by running patients through different stations per their current protocol. Through intermittent lean training, we were able to make changes to their station work flows that eventually greatly reduced a patient's length of stay in simulation. These improvements in simulated outcomes helped leadership envision the possibilities they could achieve in the actual ED eventually.

HOW DO WE WORK TO AN IDEAL STATE?

In phase two, we began compiling live patient data on length of stay (LOS), wait time at various increments, and acuity. We also began collecting feedback from workers in various roles within the ED. We studied this data and used it to create a current state value stream map that shows how people currently flow through their roles. From the current state baseline, we helped the team to create a future state map that launched them on a path of continuous improvement. The team worked together to evaluate and implement hundreds of process improvements, including fixing a number of long-term issues that have nagged the ED staff, all while implementing this new process.



CAN WE RUN A FUTURE STATE MAP IN THIS ENVIRONMENT AND ACTUALLY FOLLOW IT?

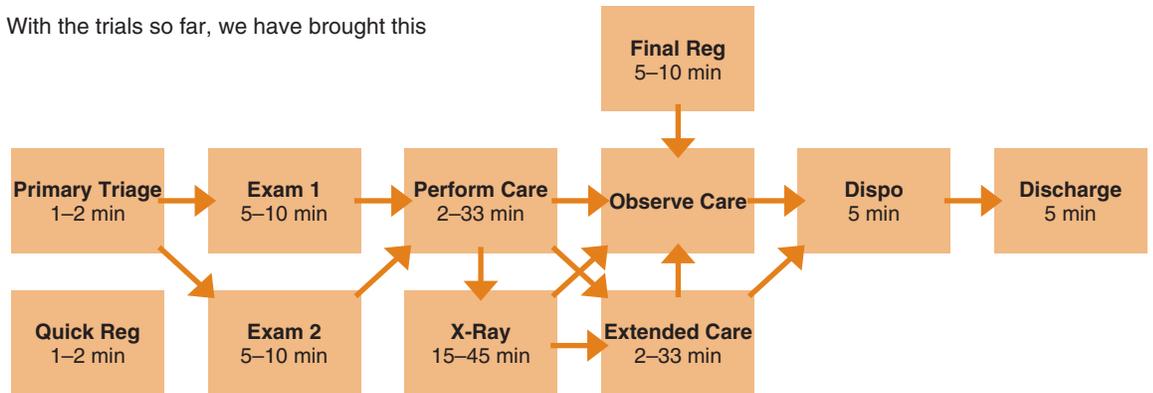
Current work involves running trials of this future state map in the ED. It is critical for us to see how people take to the new processes while collecting immediate feedback from nurses, doctors, staff, and administration as they make improvements. Trials and training will continue for months to come, along with measuring data, as the staff works to continuously improve the process.



Simulation/Role-Playing

One indicator of success so far: the baseline length of stay for a patient from the time they are registered to the time they are discharged from a typical ED is **241 minutes**. With the trials so far, we have brought this time down to **130 minutes**.

Lean Care Track Conceptual Model



OPERATIONAL EXCELLENCE AT BOULDER ASSOCIATES

Operational Excellence is a catalyst for improvement and innovation.

Our expertise comes from more than two decades of using process-driven design to deliver healthcare facilities. In that time, the ideas of optimizing flow, reducing inefficiencies, and operational assessments have informed the design services we provided. From our years of full engagement with the concept of lean, we have now established Boulder Associates Operational Excellence as a consultancy that provides a range of services from training to assessments to custom data visualizations to clients in various sectors worldwide.

We believe that being a lean organization is an advantage in the marketplace. We teach lean, but we also act lean. When we provide coaching, we anchor our work in the real world solutions that have benefited us in our design practice. While we are quite comfortable working with our clients at a strategic level, we are at our best when we join our clients and team members in the trenches, rolling up our sleeves and collaborating on tactical solutions that add value.

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