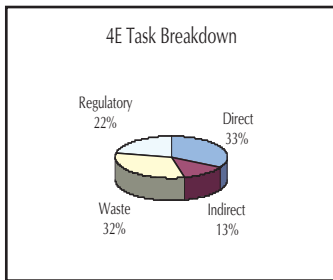


Nursing Team Redesigns Floor and Removes Waste

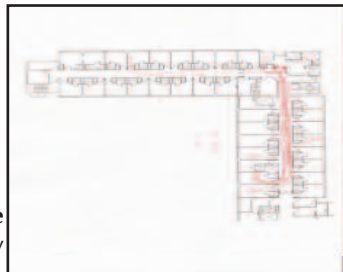


The Problem

The Nursing Staff at this 230 bed for profit (Point of Use) hospital struggled with processes and systems that impacted their ability to spend time at the patient's bed side. A study performed on one nursing unit revealed that approximately 32% of a nurse's day was dedicated to activities that were considered nonvalue added or waste. These results were validated by similar findings on other nursing units. Extra supply trips, searching for shared equipment, waiting for medications and equipment failures were significant factors interrupting the nurse's flow and decreasing bedside time for patients. In total, 46% of nursing time was spent on tasks related to patient care while the remaining 54% was directed towards regulatory tasks and waste.



Data from the Baseline Study



Spaghetti Diagram from the Baseline Study

The LEAN Healthcare Approach

In order to address the sources of waste impacting daily activities on the nursing floor, Healthcare Performance Partners employed the 'Lean Workplace Redesign' methodology. 'Lean Workplace Redesign' is the application of 5S principles and Work Standardization to remove waste from daily activities on the nursing floor. In effect, it is a "blitz" on a targeted area intended to deliver immediate gains in efficiency and lay the foundation for future Lean successes. Workplace Redesign Events include placing commonly used supplies at the point of use, standardization of patient room layouts and organization of the workplace for improved flow. The goals of the Workplace Redesign were as follows:

- Reduce Waste in the Process
- Improve Flow for Caregivers
- Increase Patient Care
- Decrease Wasted Motion
- Document Equipment/Maintenance Issues
- Make Lean Applicable to the Nursing Staff
- Lower Frustration/Increase Employee Satisfaction
- Standardize Nursing Floor Processes

Workplace Redesign in Action

The initial phase of the workplace redesign was focused on the standardization of patient rooms and placement of supplies at the point of use. A model room layout was created to standardize the type and quantity of stocked supplies as well as the placement of equipment in the patient room. An inventory list was created and posted in each supply cabinet to visually display the correct location and amount of each stocked item.



Nursing Team Staging Supplies for Patient Room Stocking



Supplies in the Patient Room (Point of Use)

With the layout and stock each room standardized, a team of nurses took on the task replicating the model room conditions throughout the floor. The end result was a standard patient room layout with needed supplies at the point of use. Nurses and staff immediately recognized the potential to reduce the need to return to the central supply room for commonly used items.

In addition to the standardization and stocking of patient rooms, 5S principles were applied to the remainder of the floor to improve the flow of work for the nursing staff. Pictured below are the results of 5S application to the floor's equipment room which was previously a source of frustration as nurses attempted to find and access needed equipment.



BEFORE
Equipment Room Standardized for Improved Flow



AFTER
Equipment Room Standardized for Improved Flow

The Outcome

- Standardized Patient Room Layout/Equipment
- Patient Supplies Stocked at the Point of Use
- 43% Overall Waste Reduction
- 30% Increase in Care Related Activities
- 27% Increase in Bedside Time
- 12% Decrease in Wasted Motion (Steps)

To discuss how HPP can assist with your LEAN HEALTHCARE journey or Six Sigma Implementation: Call 615-265-2002 or e-mail: chagood@hpp.bz www.hpp.bz