How Lean can help improve Patient Safety?

CHEO

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Lean at CHEO

- **ED**
  - Split Patient flow into two services – Acute and Ambulatory Zones
    - Reduced Patient Length of Stay (Hi Acuity - 11%, Low Acuity – 16.7%)
    - Reduced Physician Initial Assessment time (Hi Acuity – 24.7, Low Acuity – 23.1)
  - Blood Specimen Mislabeled project
    - 89 – fewer kilometers traveled by nurses each year.
    - 28% - fewer “wrong labels” applied to blood specimens in ED.
- **Perioperative Services**
  - Multiple projects initiated and underway
What is Lean?

“The engagement of those people who work within a process to continuously root out and eliminate waste, or non-value added activities, as defined by the patient.”

**Engage Front Line Staff**

Take a bottom-up approach.
Create an environment of empowerment and contribution.

**Eliminate Non-Value add**

Focus on Eliminating Waste, or Non-Value Added work

**Continuous Improvement**

Don’t wait for the hail-Mary pass. Take many small steps. Gain the benefit of immediate progress.
Learn from mistakes.
What is “Lean” Waste?

- **Errors**  
  Incorrectly labeled Blood Specimen

- **Over Production**  
  Unnecessary Diagnostic Procedures

- **Transportation**  
  Lab to far from E.D.

- **Waiting**  
  Employees waiting because work loads are not level

- **Inventory**  
  Out of date medications being thrown out.

- **Motion**  
  Lab employees walking miles per day

- **Over Processing**  
  Collecting data that is never used.

- **Human Potential**  
  Not engaging employees in problem solving
How to Find Waste

- Systems Thinking - Create a Safe place to Learn (in other words “to Change”)
- Collaborative Root Cause Analysis
- Value Stream Maps (Current and Future State)
- 5 Whys
- Data Driven
- Highly Visual
Value Stream Maps
Who Owns Patient Safety?

- 1. Vision of Success
- 2. Resources
- 3. Processes
- 4. Accountability
- 5. Consequences

Inputs

Feedback #1

Feedback #2

Feedback #3

Outputs

Closeness to the work (Timeliness)
Feedback loops

Emergency Department Dashboard

Patient Safety Dashboard

What you do shouts so loudly,
I can’t hear what you say
Using these principles, and focusing as much effort on designing and maintaining feedback loops as on designing the processes that create value, creates an unstoppable organization.

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