

Team Charter/Objective

Optimize the DRG 470 patient flow; including improvements in patient quality, safety and satisfaction, bed availability, process efficiencies and reduce overall operating costs.

Structure

- Executive Sponsor** – Joanne C  
**Physician Champion** – Dr. P  
**Strategic Oversight Team**
- Jennifer M
  - Ed C
  - Steve T
  - Becca H
  - Holly C
  - Greg L
- Project Managers**
- Steve T
  - Eric L
  - Brady N
- Integration & Coordination Team**  
 Heather L, Don A, Sherry B, Marsha C, Jean C, Lisa B, Becca H, Julie H, Kim K, Kay C, Annterese T

Goals

- The overarching goal of this project is to optimize the DRG 470 patient flow. Specific objectives include:
- Reduce average length of stay from 74 hrs to 68 hrs.
  - Improve patient quality & patient safety
  - Improve patient satisfaction
  - Enhance physician relations
  - Improve employee satisfaction
  - Increase bed availability
  - Enhance process efficiencies
  - Eliminate waste
  - Reduce operating cost

Background

The project scope includes the identification of improvement practices across the DRG 470 value stream and the spread of best practices. The DRG 470 value stream starts from the time the patient starts the physician's office visit and continues on through discharge and home care (including post acute care follow up). In-scope project work will include Boise and Meridian medical centers and, at a minimum, focus on the key processes as they relate to DRG 470.

- Physician's Office
- Patient Admission Testing (PAT)
- Pre Op Processes
- Central Sterile Processing (CSP)
- Day of Arrival to Time in POHA
- Operating Room Processes
- PACU (Post-Anesthesia/Recovery Unit) Processes
- Nursing (5E-Boise and 5-Meridian) Care Processes
- Physical & Respiratory Therapy
- Discharge process

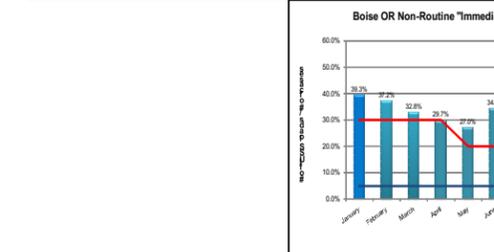
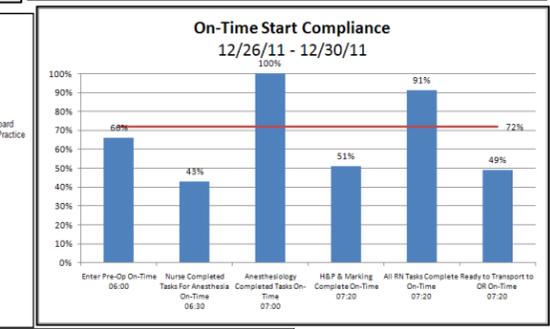
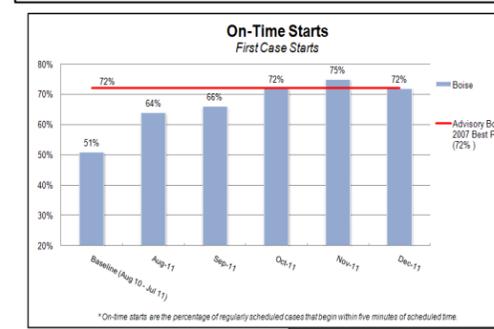
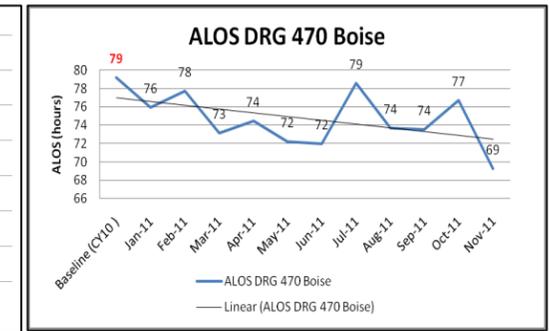
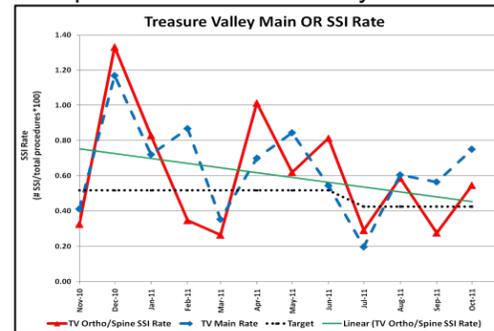
Accomplishments and Benefits

Accomplishments

- ALOS reduced to 69 hours in November
- Project Zero efforts reduced Surgical Site Infection for TV Ortho-Neuro patients
- Increased bed capacity (eleven Ortho-Neuro beds on the ninth floor) to meet +24% increase in patient volumes
- Standardized Order Sets and Dressings
- Documented current state discharge process and patient instructions.
- Established communication board in the Ortho – Neuro conference room

Financial Impacts and Benefits

- November P&L and waste reduction benefits (annualized) = \$1,015,855.
- Improved Immediate Use Steam Sterilization by 33%
- 47% improvement in first case on time case starts
- Reduce Central Sterile Processing reruns
- Improved case cart accuracy



Current State and Opportunities (As of 6-1-11)

Current State

- High flash (IUSS) rates (baseline = 37%)
- Low first cast on-time starts (baseline = 51%)
- Inaccurate case carts and preference cards result in non-value added rework (baseline = 55%)
- Faxed orders have resulted in errors and rework

Opportunities

- Develop current state process maps and implementation plans to attain future state processes.
- Develop a Master Schedule.
- Educate and assist in utilization of the Lean tools with process performers and key stakeholders
- 5S, Visual Management, Standardization, Process Problem Solving.
- Develop a Communication Board to display information and metrics associated with activities
- OR Efficiency Improvements
  - Sterile Processing
  - Balance surgery schedule
  - On time starts (first case)
  - Standardize Preference cards
  - Reduction in variation
- Patient Care
  - Standardize Orders, Plan of Care and Discharge Process
  - Group Therapy Rooms (final phase Go-Live on January 13, 2012)

Priority Area

Due Date

Status

Preference Cards	1/31/12	Ongoing
First Case On-Time Starts Compliance	12/30/11	Complete
IUSS (Flash Percentage)	Recovery 2/29/12	Ongoing
Balance Surgery Schedule	1/31/12	Ongoing
Surgery Center Capacity	12/30/11	Complete
PAT Efficiencies	12/30/11	Complete
SCIP (Project Zero)	12/30/11	Ongoing
Group Therapy Rooms (phase 2)	12/2/11	Complete
Current State Discharge Process	9/30/11	Complete
Protocols & Order Sets	7/19/11	Complete

Issues & Resolutions

Issue	Resolution	Resp.	Due	Status
First Case On-Time Start Compliance H&P and markings are below target	Block time incentives for on time compliance	Block Time Comm.	12/1/11 3/31/12	