

# IS THE BED READY?



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March 24th 2011



# AGENDA



- Goal of this presentation
- Data
- Background
- Past process
- Model
- New optimized process
- Lean principles
- Questions

# GOAL



- Understand the application of LEAN principles to reduce the « bed empty time »

# DATA



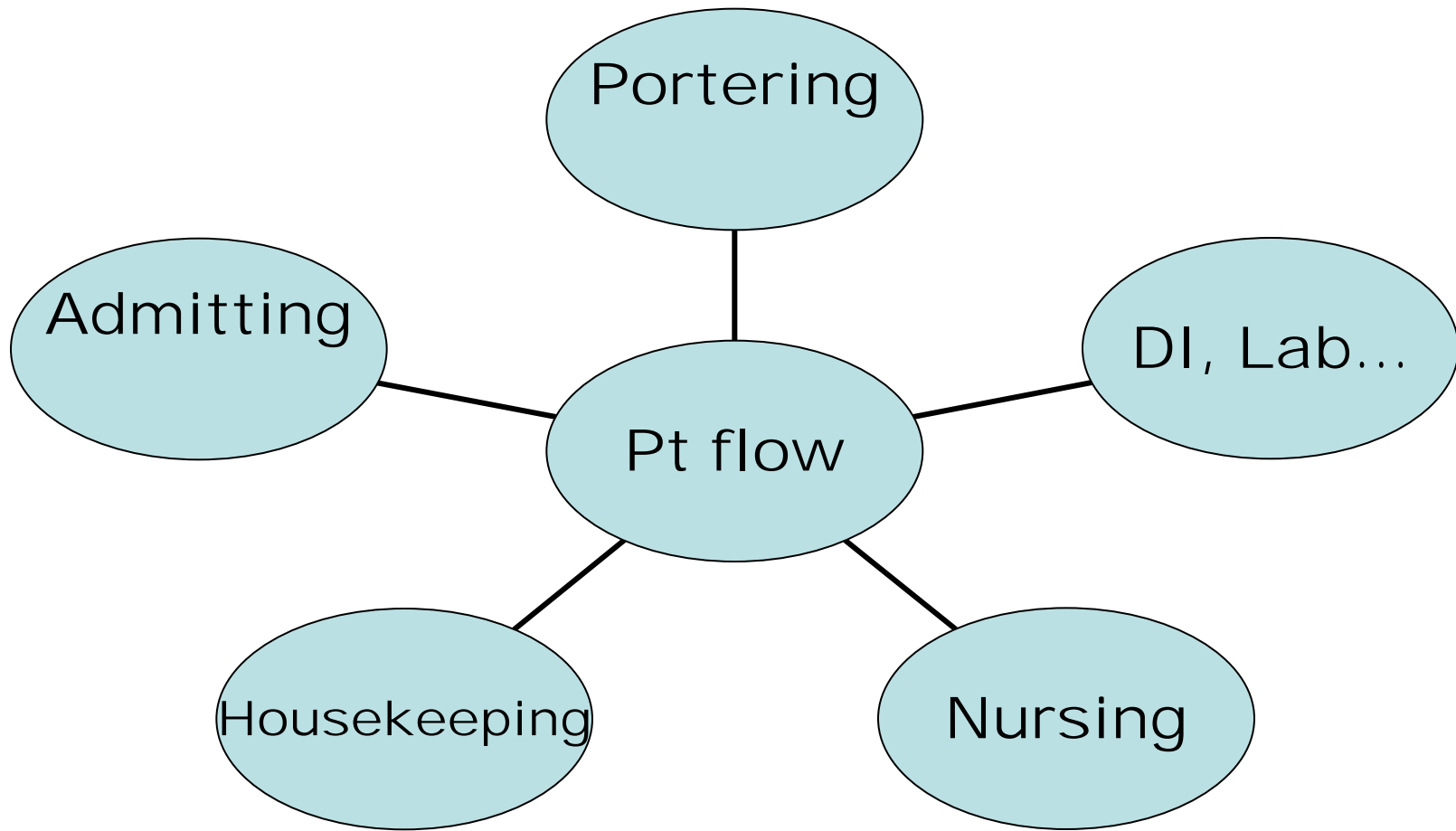
- Montfort's ED wait times were amongst the worst in Ontario...
  - 13% of admitted patients from ED reached the 8hr target
  - 6 pts /day on average had a stay of more than 24hrs
  - Average wait time for a bed: 17 hrs

# BACKGROUND

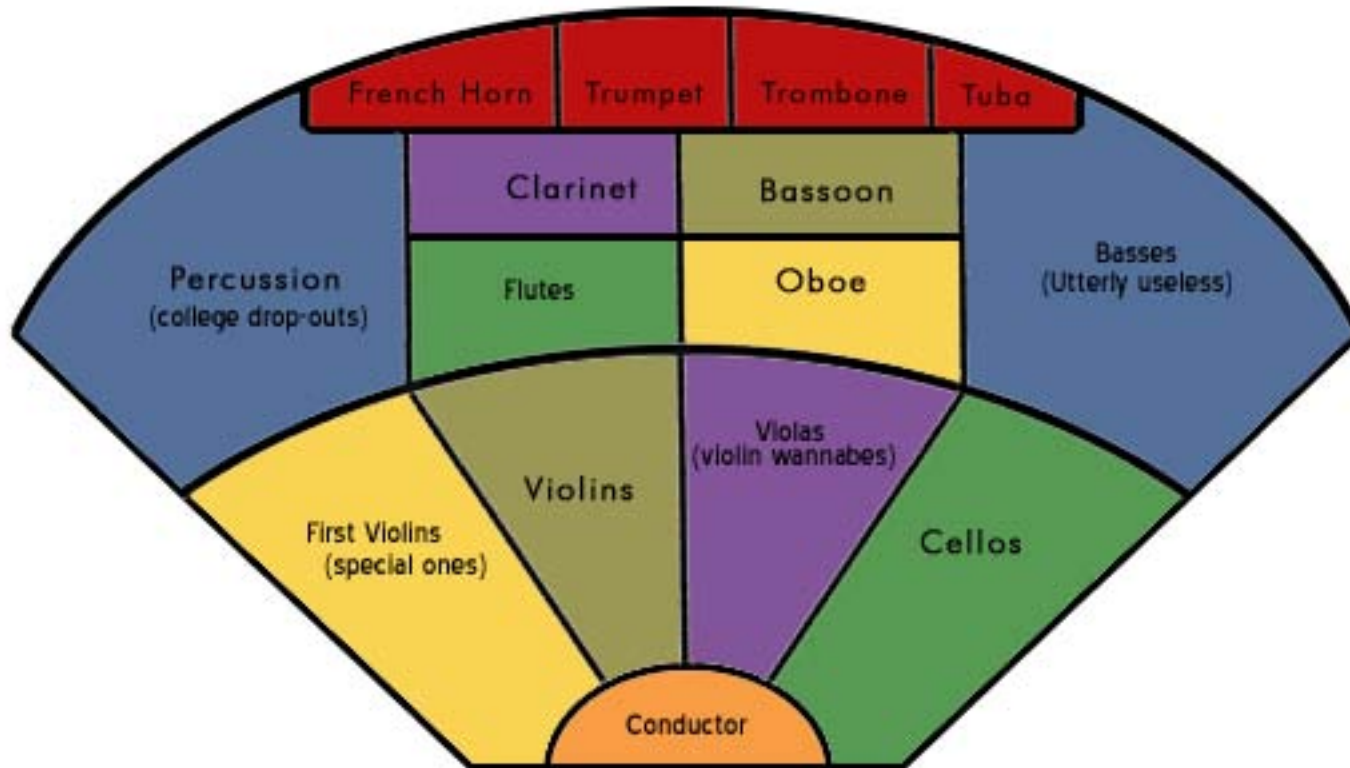


- Flow became our corporate priority
- Interdisciplinary team in place
- LEAN training with consultant
- Several initiatives were put in place to improve patient flow and ED wait times
- Sustained performance improvements

# SERVICES INVOLVED IN PATIENT FLOW



# MUCH LIKE A SYMPHONIC ORCHESTRA...







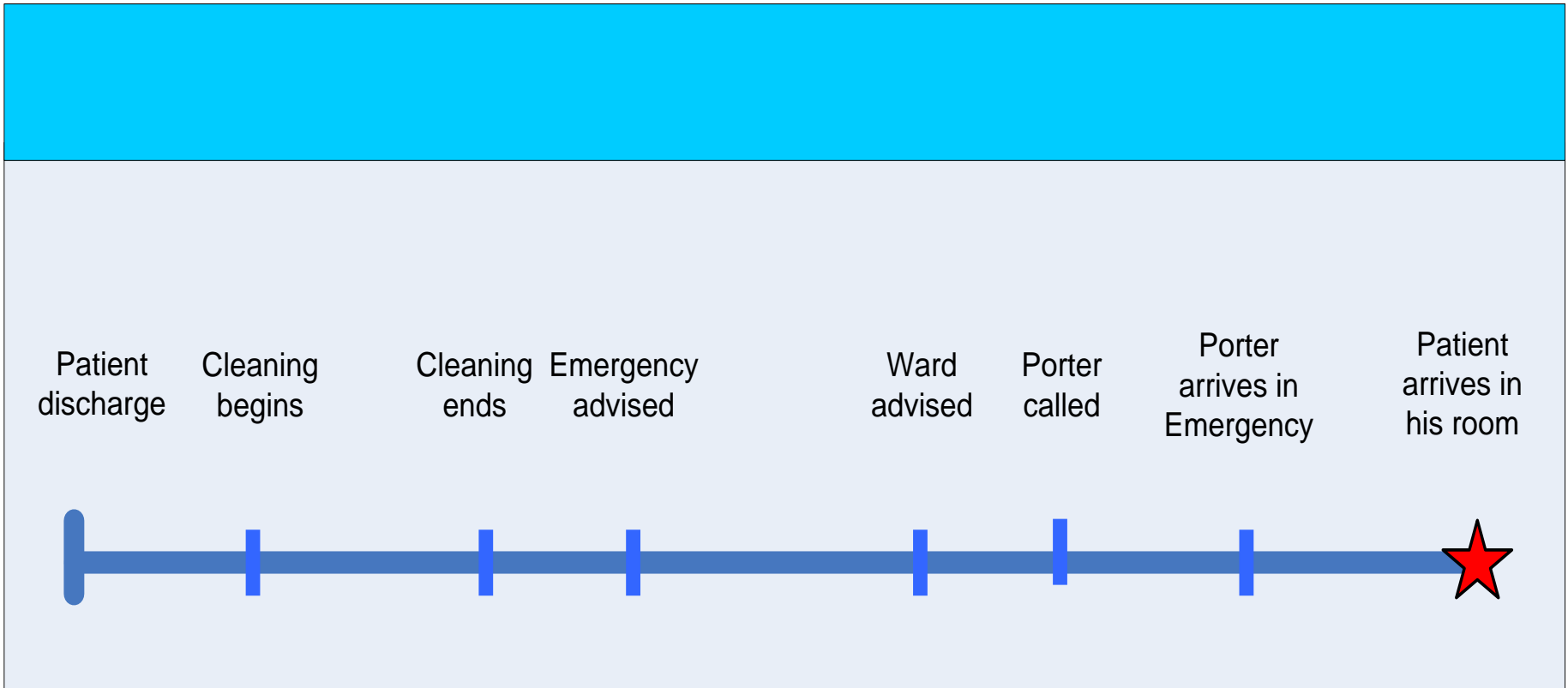
# WE NEEDED A CHANGE....



# TO INITIATE THE CHANGE...



# PAST PROCESS



# WORKING TOWARDS A SYMPHONY...



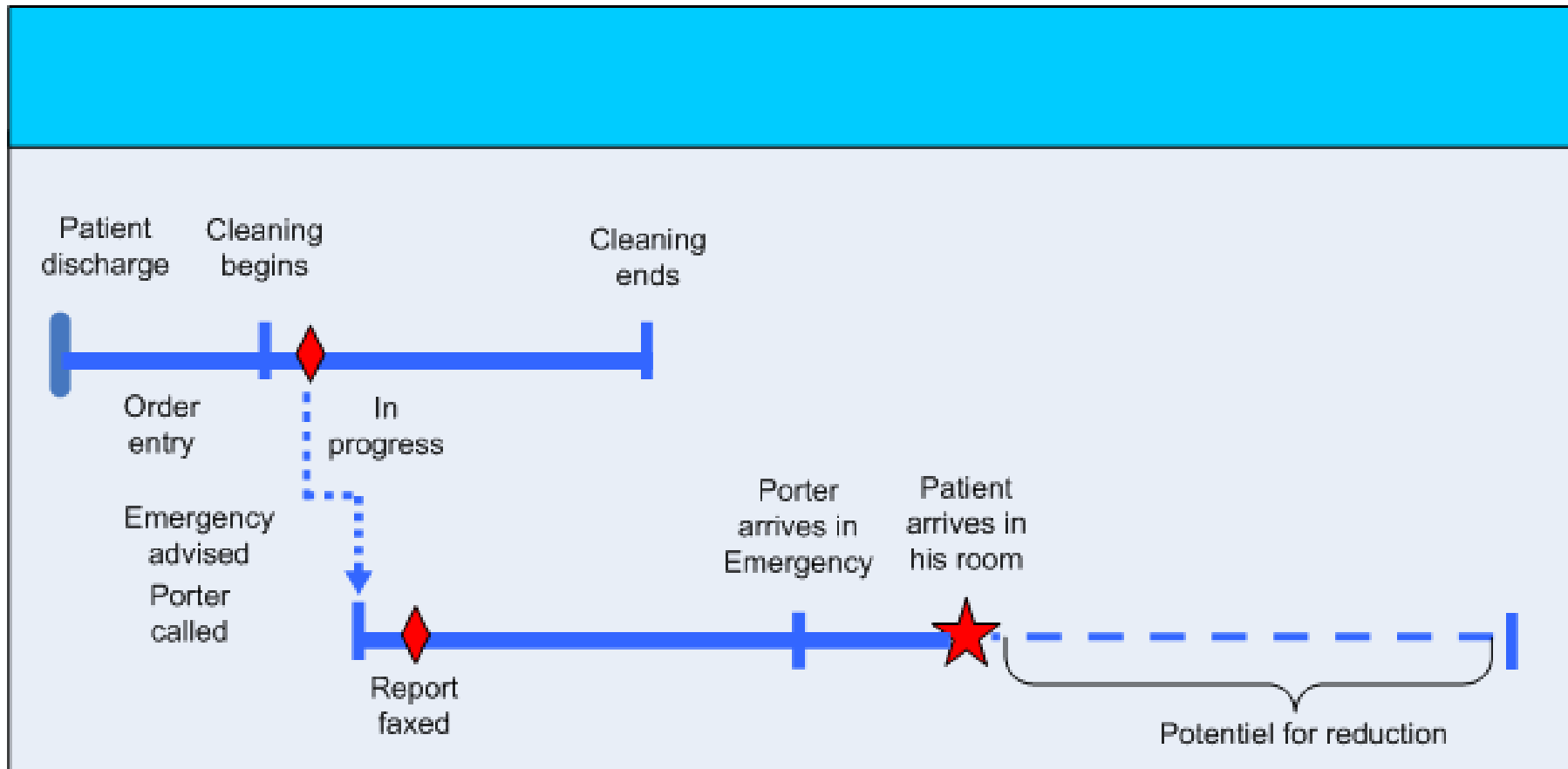
What steps could be:

- Eliminated
- Shortened
- Standardized

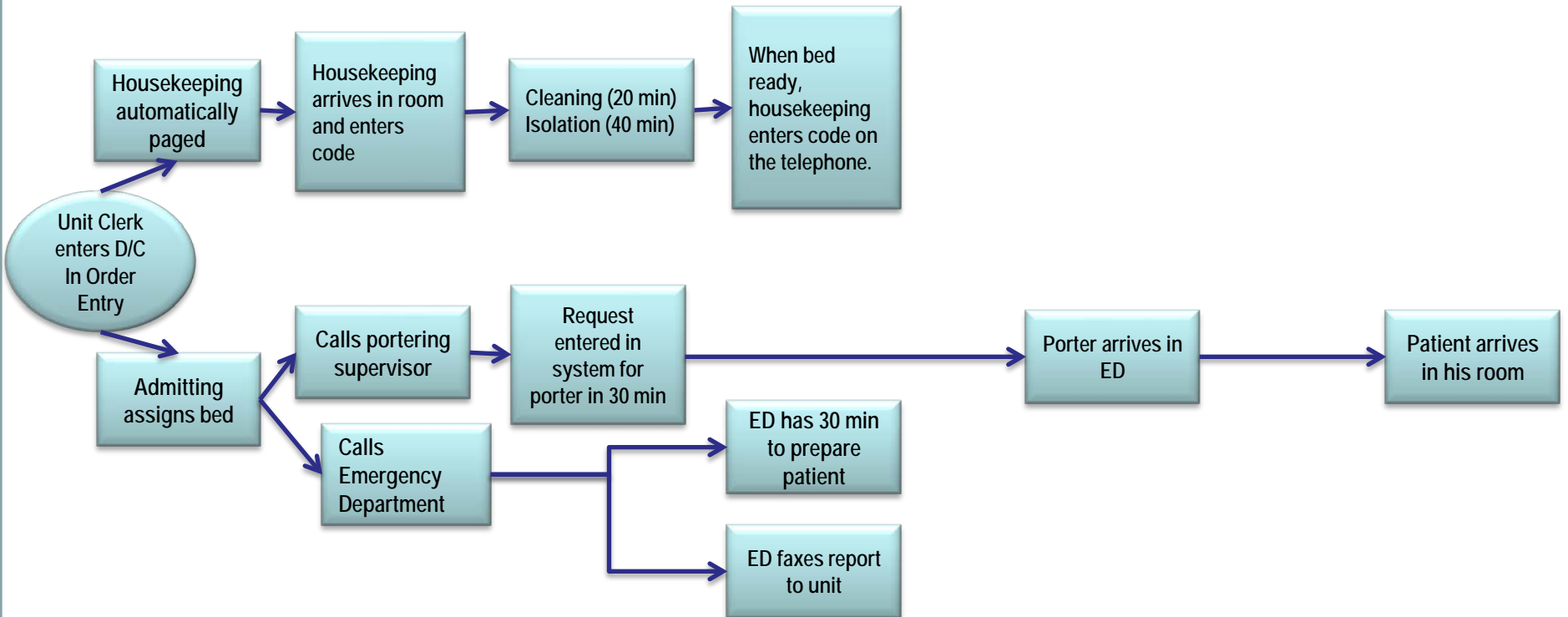
Opportunity to:

- Have parallel processes
- Change the choreography
- Optimize the use of our technology

# MODEL



# NEW OPTIMIZED PROCESS



0 min      10 min      20 min      30 min      40 min      50 min      60 min      70 min

Timeline

# TUNING, TWEAKING AND FLUSHING....



- Eliminated 7 phone calls
- Standardized portering to 30 min and cleaning to 20 min
- Increased availability of cleaning staff
- Optimized the use of technology: pagers, computer order entry system
- Established cross-functional processes



# AND THE MUSIC BEGINS...



- **Bed empty time decreased from 3:20 hrs to 1:10 hrs**



# ON ANOTHER NOTE....





# HOW WE SUSTAINED OUR FINE TUNING



1. Key players met regularly for audits
2. Daily performance measures
3. Champions
4. Regular communication
5. Developed internal expertise and standards
6. Dedicated LEAN resources to follow-up initiatives
7. Celebration of our success.

# AN EXCELLENT PERFORMANCE



- Positive results were achieved
- Requests from other departments to implement institution wide



# CURRENT STATE AND BENEFITS



1. LEAN training to all staff during orientation
2. Increased nursing leadership
3. Increased patients satisfaction and care
4. Standardization





# HOW WE INVOLVED PATIENTS...



# LEAN PRINCIPLES TO TAKE HOME.....



# LEAN PRINCIPLES

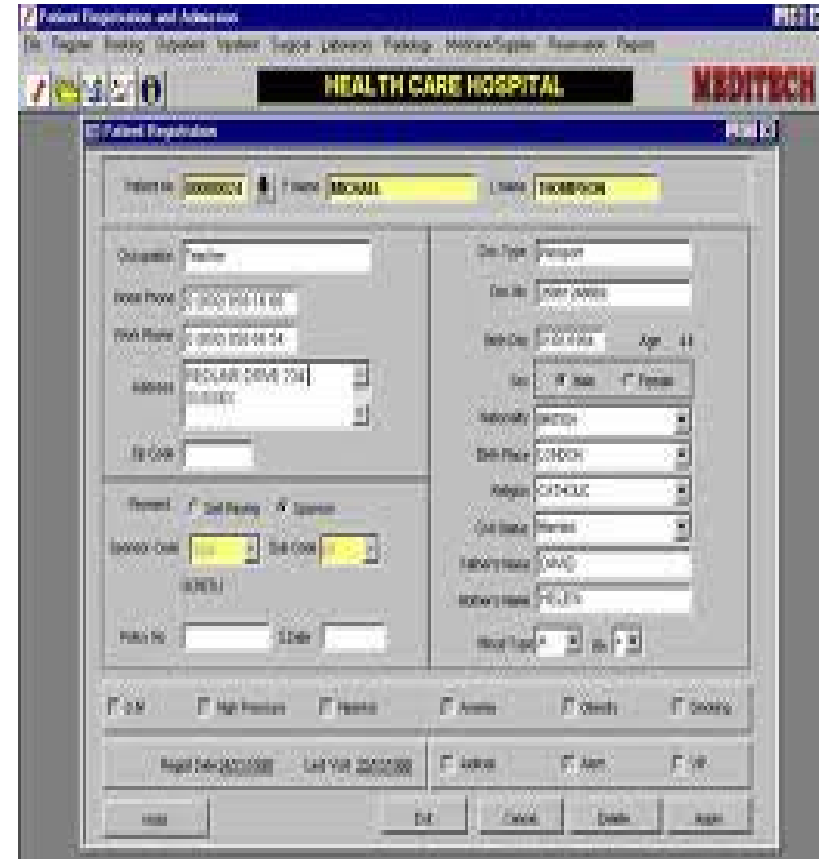


What are you doing to save time?

# LEAN PRINCIPLES



# LEAN PRINCIPLES



# FINALE

