




Management Case Study:
Lean Tools (Kaizen event) to Optimize and Market a Bed-side Delivery Discharge Prescription Program at a Community Teach Hospital

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Tuesday, December 10, 2013
8:00 a.m. – 8:30 a.m.



Learning Objectives

1. List characteristics of a management problem that are best resolved through a Kaizen event.
2. Bedside listening to the team members of a Kaizen event, identify other valuable sources of feedback that need to be incorporated into a Kaizen event.
3. Identify the metrics to measure how to evaluate the success of a bedside delivery discharge prescription program.


Fairview Hospital

- 458-bed Community Teaching hospital
- Part of the Cleveland Clinic System
- Level II Trauma Center
- Centers of Excellence
 - Cancer Center
 - Heart Center
 - Birthing Center
- Total Staff approximately 70 FTEs

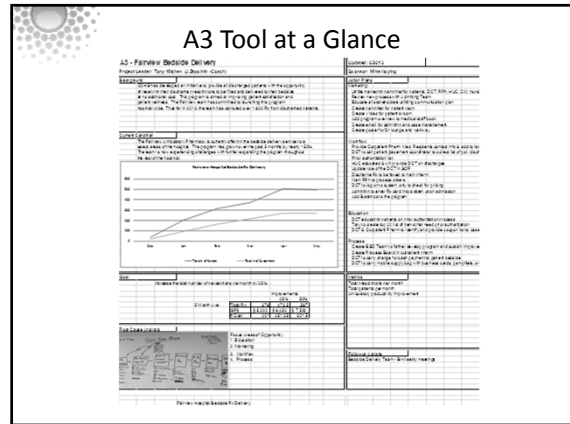
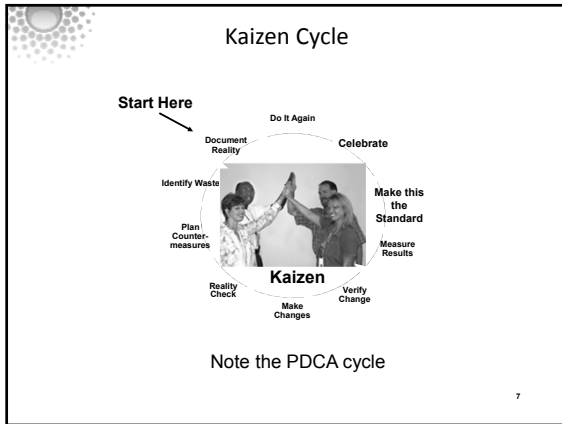




Culture of Continuous Improvement

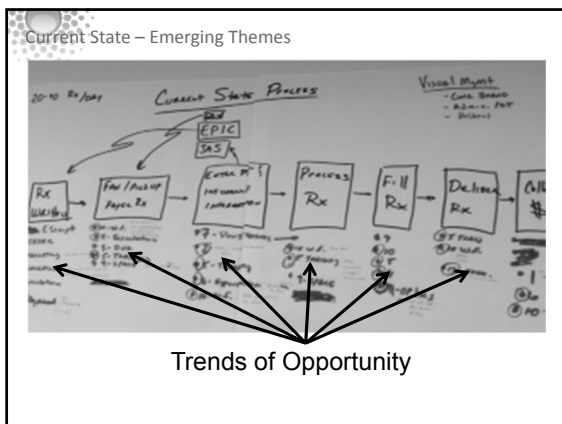
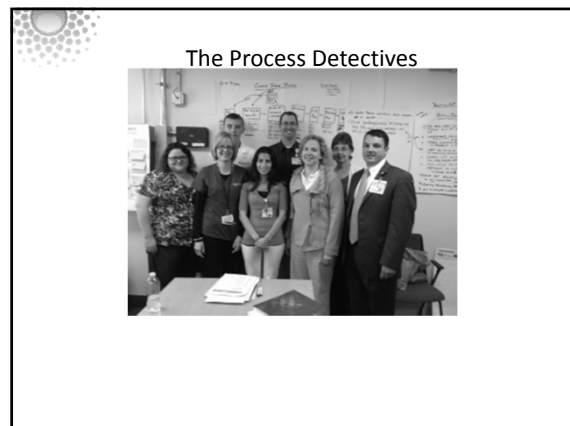
- Fairview Hospital adopted a process to incorporate Kaizens into it's processes starting 10/2011.
- Projects identified to be optimized by a Kaizen event were identified through:
 - Staff Feedback Regarding engagement issues
 - Management observation regarding lack of uniformity in a service
 - Strategic initiative
 - Bed-side Medication Delivery
- A significant commitment from staffs and management to provide the time to understand problems


Kaizen event

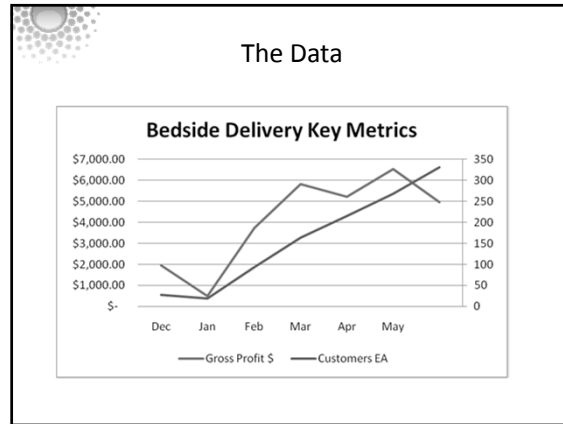
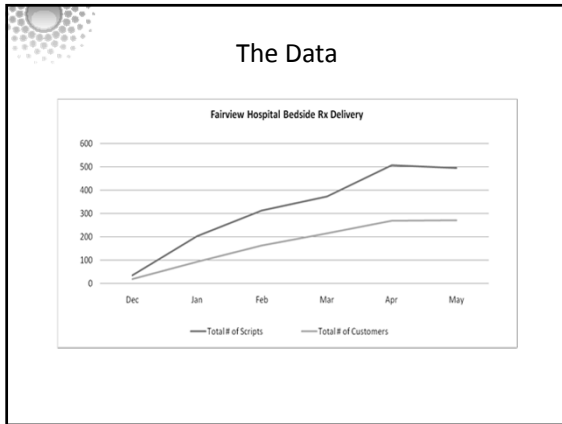
- Kaizen event enables us to rapidly improve a process in a collaborative fashion
- Kaizen event helps to identify waste – optimize resources
- Foster team buy-in
- Use of the A3 tool
 - Concise way of communicating purpose and actions
- Voice of the customer, Voice of the Business, Voice of the employee



- ### Why a Kaizen event?
- Initiated Discharge Prescription Program hospital-wide 12/12.
 - Significant growth in prescriptions/patients serviced but we had experienced a plateau effect over two-months
 - Cost repositioning – need to show value of a new service
 - Increase awareness in the service and track metrics
 - Use success to appropriately resource service to our patients



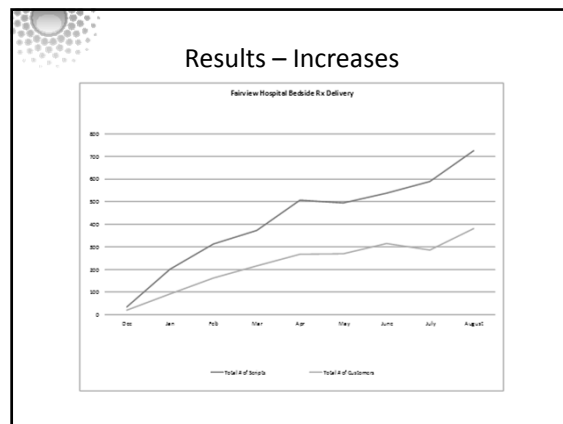
- ### Waste Identified
- TIM WOOD
- Payment collection resulting in additional motion
 - Insurance rework/missing paperwork
 - Paper orders missing/collection
 - Staff training
 - Poor communications resulting in over production
 - System resulting in waiting
 - Roles not clearly defined
 - Workflow resulting in travel

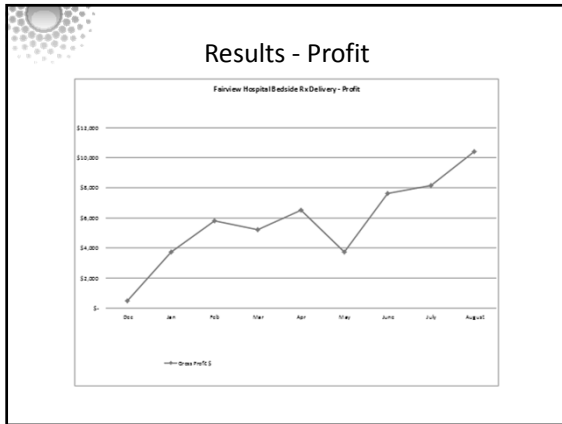


- ### What We Learned (highlights)....
- The program is positive when the patient receives the med in a timely manner
 - Communication is critical and must flow effortlessly
 - Role definition and standardization was needed to streamline the workflow
 - A positive response was noted during interviews with all stakeholders
 - There was a lack of education on the program among nursing and physicians

- ### Our Goal....
- Primary Metric**
- Increase the percentage of patients and number of prescriptions captured in the focus areas by 25%
 - Increase productivity by 25% for the Ambulatory Pharmacy
- Secondary Metric**
- Increase Patient Satisfaction


- ### Recommended Changes....
- There were 18 recommendations – highlights....
- Educate all stakeholders utilizing communication plan
 - DCT to call patient placement coordinator to collect list of pot. discharges & throughout day for updates
 - Prior authorization list HUC educated & will provide DCT on discharges
 - DCT role changed to just market and facilitate program on floor
 - Inpatient pharmacist role identified







- ### Metrics will continue to be followed
- Post Kaizen event – team meets every two weeks
 - Increased number of patients using the service
 - Increased prescriptions and profit
 - Continue to follow impact on HCAHPS scores
 - Recent comment on HCAHPS survey - I also loved the discharge medication pharmacy service - very convenient! The pharmacy staff were all excellent and did an excellent job concerning my discharge medications.

- ### Continued Improvement
- Request appropriate resources to expand program marketing to whole house.
 - Request new space for the retail pharmacy
 - Team highlighted as one of the “success stories” to the leaders of all Cleveland Clinic Hospitals in the last leadership training series.
 - Continue to market opportunity

- ### Beyond the feedback of the team what is an effective exercise within the Kaizen event to identify opportunities?
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- A** Assessing the “voice of the employee”
 - B** Assessing the “voice of the customer”
 - C** Assessing the “voice of business”
 - D** All of the above

- ### True or False:
- An A3 tool is only effective for highlighting the reason for a Kaizen within the team conducting the event.
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- A** True
 - B** False

- ### Committing 4 days of staff time to a Kaizen event represents a rapid change management strategy?
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- A** Yes
 - B** No