

the Standard



SOP Team and Project Leads at Toyota, Cambridge

SOP on the move

Field Research

On Tuesday, December 9, members of the SOP team and the SOP project leaders hit the road to explore transformation planning and improvement areas at St. Thomas Elgin General Hospital and the Toyota Assembly Plant in Cambridge.

The team looks forward to connecting back with the staff from St. Thomas Elgin General in the new year to discuss learnings from the visit and follow-up on outstanding questions.

Some of the highlights from this learning experience as described by the project leads and team members include:

“At the Toyota plant, I learned that ANY process can be improved, no matter how good it already is. We saw their row of award banners highlighting how the plant won multiple "platinum" awards for being the best/most efficient/safest plant in North America. Yet, they still implemented thousands of employee suggestions to make the plant even

more efficient and safer. Yes, many of these suggestions are small, sometimes even trivial, but the lean process is based on continually implementing small beneficial changes that result in one great improvement over time.” - Ben Parent, Decision Support Analyst

“The most impressive learning was how Toyota rewarded and celebrated their frontline staff for designing and implementing improvements that made the work more efficient” Dr. Andrew Petrakos, SOP Clinical Lead



A LITTLE TASTE OF SUCCESS: Ralph Nicoletti, VP Medicine, Mental Health and Diagnostic Services displays his Mr. Gingerbread Man with a standard knee. The cookies were given out at the Friday huddle on Dec. 12 to celebrate the achievement of a standard protocol for common knee scans at both sites.

MRI CELEBRATES FIRST SUCCESSES IN STANDARDIZING SERVICES

A standard protocol for common knee scans is now in place at both sites

The MRI wait times project team is excited to share an update on their progress and successes to date as a team.

There are three main work streams within the project, including the booking process, protocoling of requests by Radiologists, and day of exam standardization.

Improving patient experience is the driver of many of the booking process activities. One of the goals is to have patients receive their appointment date and time within 48 hours of their requisitions being received in the department. The team was very fortunate to have a patient named Martha participate in its 2-day process mapping session.

The following quote from Martha shows the value and importance of making the necessary changes.

"The unknown is very scary. We just wanted a date. This date was our move forward date and no one would let us know when this was. Don't they realize how important knowing is to us? That's what we need, as a patient or patient's family, we need to know. Waiting is exhausting"

The team has already reduced the booking backlog by more than 45 days and hopes to reduce it to the target of 48 hours by the end of January. A patient information website is also being developed to assist in further alleviating any anxiety or questions patients may have in advance of their appointment.

Progress on the other project work streams; protocoling of requests and scheduling grid optimization, is also being celebrated. A standard protocol has been developed for knee MRI's that reduces the slot time from 30 to 20 minutes at one site, allowing up to an additional 8 scans per week to be added to the scheduling grid.

The team is looking forward to continuing its efforts and celebrating more successes in the new year. Team members believe many small changes add up to larger ones, and are committed to the improvement journey they have started on.

The MRI SOP process is helping to identify gaps in the service we provide. We may never completely eliminate all gaps, but with members of the team working together, we can ensure "Outstanding Care—No Exceptions!"

CATH LAB

Improving the patient experience by reducing cancellations

The Cath Lab project is moving along in its goal of improving table utilization and improving the patient experience.

A key learning for the team was the importance of having physician schedules in advance to allow patients to be booked into the scheduling grid and notified of their appointments sooner. The team is celebrating agreement to the standard that schedules will be provided at least two months in advance.

The project team also recently developed their new scheduling grid that will be reviewed and tested in the coming weeks. The team spent several weeks collecting and reviewing data from the Cath lab that helped to prepare them for this important work. The new grid takes into account the different types of Cath lab appointments and reflects average appointment durations. Inpatient slots have also been developed to ensure that patient flow isn't negatively impacted by their work.



Growing the Team!

Quality Improvement Research Opportunities with SOP offered to Medical Students



23 expressions of interest were received by medical students studying with the Schulich school of Medicine & Dentistry at the Windsor Campus who are interested in working with the SOP Program.

Interviews will take place early January to select two students to work with the SOP Program in 2015.



Marie Booze, OR Booking

OR Scheduling

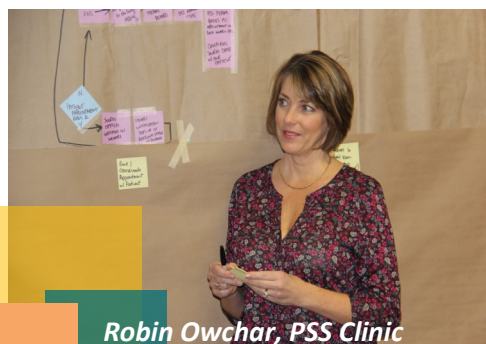
Partnering with the Surgeon's offices for standardization and improved data quality

When improving our processes it is vital that we partner with our internal and external stakeholders. The OR Scheduling team has been actively working with the Ortho Surgeon's offices in the city to improve the process and data quality for total knee replacement surgeries at WRH. The team recently hosted a learning session with the Surgeon's office staff to discuss data quality issues that significantly impact wait times. The team looks forward to measuring the impact of the session.

A mini-mapping session was also held with the Pre-Surgical Screening Clinic to understand the impact of desired changes in the booking office to their processes. Concurrently, work is being done to standardize the booking office processes between sites as several inefficiencies were identified during the 2-day process mapping session.

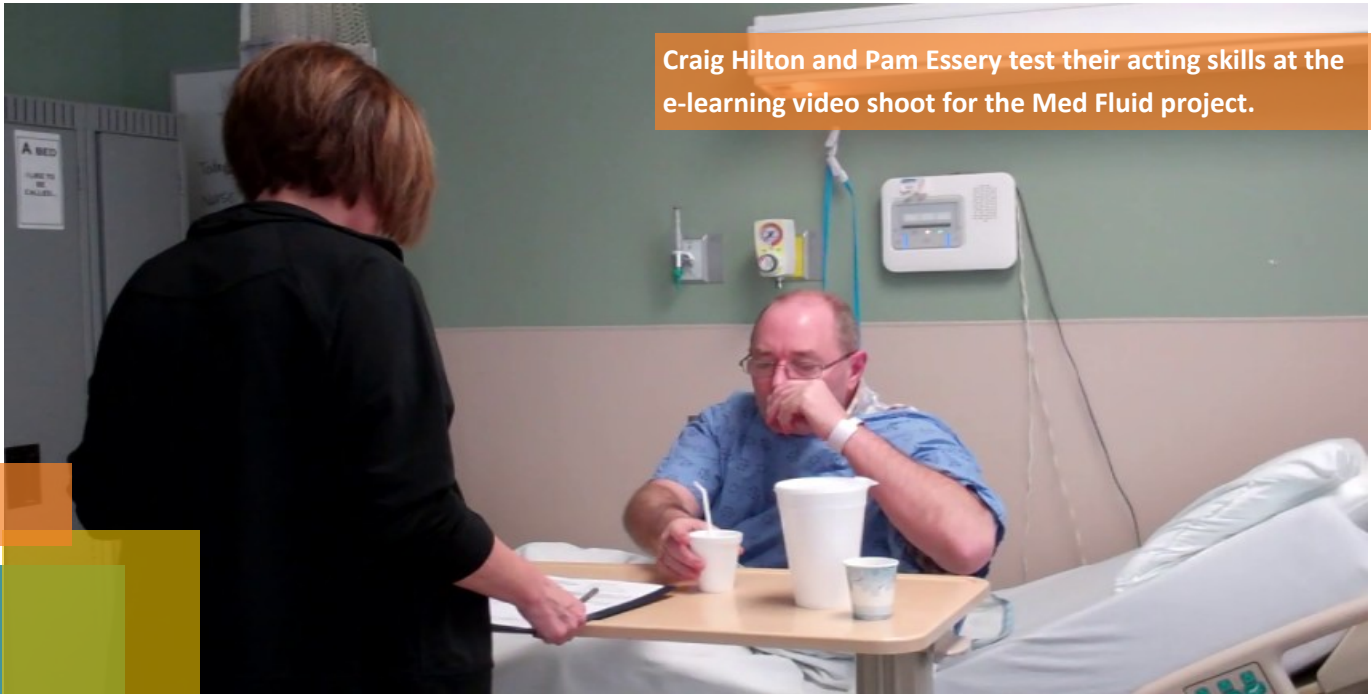
"I did break down and cry at one of the sessions because I finally felt like someone was listening. It took a while, but someone finally listened and for that, I am so grateful" said Marie Booze, booking clerk at the Ouellette campus.

In the new year the team will be focusing efforts on standardization of the scheduling software systems between the two campuses.



Robin Owchar, PSS Clinic

Craig Hilton and Pam Essery test their acting skills at the e-learning video shoot for the Med Fluid project.



Med Fluid Incidents

Working and engaging with frontline care providers to eliminate patient harm

The Med Fluid Incidents team has been busy preparing to implement the future state medication administration process that was designed by the frontline staff. Several pieces of work that assist and enable safe medication administration have been the focus of the teams efforts to date.

One of the enabling pieces includes the location and storage of CMAR documentation. A standardized solution has been identified and is being trialed at the Ouellette site on 2North. Taking the CMAR to the bedside when administering meds is considered best and safest practice. Another enabling piece of work is a standardized armband solution for all inpatients at WRH. Having an armband present and legible is essential when using two patient identifiers, which is a critical component of safe medication administration.

The team held a mapping session with Pharmacy staff to discuss standardization of pharmacy hours, and finally a task force is being formed to create one Medication Policy for both sites.

The team recognizes the value and necessity of reaching out to and engaging as many frontline care providers as possible during the project. Staff engagement sessions are being planned and the team would love to hear how best to communicate with your unit: Huddles after rounds? Lunch n' Learns? Attendance at standing staff meetings? **Please contact Andrea.McInerney@kmandt.com to let us know how best to reach you and your colleagues.**

Project Contact List

Questions or feedback for the project teams? Please reach out to us!

SOP Team:

future@wrh.on.ca

OR Scheduling Project Lead:

Diane.gouin@wrh.on.ca

Shelley.Persichilli@wrh.on.ca

Cath Lab Project Lead:

Lesley.Borrelli@wrh.on.ca

MRI Wait Times Project Lead:

Michael.Reinkober@wrh.on.ca

Med Fluid Project Co-Leads:

[Charlene.Haluk-](mailto:Charlene.Haluk-McMahon@wrh.on.ca)

McMahon@wrh.on.ca

Kristi.Cecile@wrh.on.ca