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A Lean Surveillance Transformation

Terry Burger MBA, BSN, RN, NE-BC, CIC Lehigh Valley Health Network, Terry_Lynn.Burger@lvhn.org

Deborah Fry MT (ASCP), MBA, CIC Lehigh Valley Health Network, Deborah.Fry@lvhn.org

Barbara Versage RN, MBA, CPHQ Lehigh Valley Health Network, Barbara_L.Versage@lvhn.org

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The demands facing Infection Preventionists today have grown exponentially. They are challenged with increasing public reporting requirements, more stringent regulatory requirements, expanding scopes of practice (inpatient and outpatient), zero tolerance for healthcare associated infections and mounting pressures from value based pay for performance programs. Therefore it is important to closely examine how Infection Preventionists structure their daily activities to assure effective surveillance is achieved and adequate time is available to invest in the multitude of other project responsibilities.

Project

- Team gathered for several sessions to identify opportunities to improve patient safety and enhance their value to patients.
- Activity objective
 - Create standard work processes for surveillance and documentation
 - Eliminate waste in daily routine
- Tools used to achieve objective included
 - 6S approach to organize work space
 - Process map to illustrate mechanic of daily work load
 - A3 analysis to outline process improvement
 - Flow Cell



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Personnel Function Analysis



A3-Current State

- Everyone doing things differently
- Redundancy in data entry
- Employee dissatisfaction
- Lack of time for professional development
- Excessive travel
- Numerous non-value added distracters
- Unused human potential
- Lack of Infection Preventionist visibility

SSUe



A3

BACKGROUND	CURRENT STATE	IDEAL STATE
 Infection Control and Prevention department has identified an opportunity to become more standardized and efficient in their workflow, surveillance and documentation processes. Improve patient safety/improve value to our patients/improve surveillance activity. 	 Lack of standard work Multiple data entry and repository systems Employee dissatisfaction with redundancy – over-processing Lack of time for professional development Excessive travel Numerous non-value added distracters Unused human potential 	 Eliminate waste Produce standard work Balance resources Improve efficiency Improve IP visibility Enhance patient safety & infection prevention efforts
GAP ANALYSIS	PROPOSED COUNTERMEASURE	OUTCOME ANALYSIS
• Need to identify a method to reduce redundancy, improve efficiency and patient safety.	 Purchase laptops, iPhones and iPads Hire data entry person Hire office coordinator Obtain Outlook for all IPs Standardize data entry – all electronic forms Standardize surveillance Improve patient education process Improve IP visibility Redistribute work assignments 	 The current state demonstrated disconnect between the current state and the ideal state. Several countermeasures were employed to close the gap. After the countermeasures were implemented waste was reduced and employee satisfaction and workflow efficiency were immediately improved. Outcomes were measured using an employee satisfaction survey and one on one conversations. Efficiency was measured by reviewing the number of data entry errors which were greatly reduced following the countermeasure implementation.
FOLLOW-UP AND FEED FORWARD		
 Conversations with departmental team members will continue. Employee satisfaction surveys will be repeated. Stakeholder surveys will be distributed. Healthcare associated infections will continue to be monitored. 		

- Data entry errors will continue to be monitored
- Press Ganey patient feedback surveys will be monitore

- Increase efficiency Become more organized
 - Develop standard work

- Streamlined work processes Created standard work Created electronic data entry forms Obtained additional staffing

- resources
- Increased employee satisfaction
 Improved workflow efficiency - Decreased data entry errors - Employee satisfaction survey - Individual conversations

 - Increased patient satisfaction
- Reduced waste - Decreased redundancy
- Imperative to involve all members of the team when a process improvement change is needed.
- Energy and enthusiasm drives results.
- Lean tools (Process Map ,A3) helped to justify and support all additional requested resources.

A3-Ideal State

- Decrease expenses
- Improve employee satisfaction
- Improve patient safety

A3-Countermeasures

- Purchased electronic devices
 - Laptops, iPhones, iPads
- Redistributed work assignments

Results

- Press Ganey surveys

Lessons Learned

A PASSION FOR BETTER MEDICINE."



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