

Lean Daily Management Supports Perioperative Team in Achieving Safe Quality Patient Care

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BACKGROUND

Teamwork and clear effective communication are fundamental in providing safe and reliable health care. Organizations rely on fluent collaboration among its many essential disciplines to decrease potential risks and ensure positive patient outcomes.

Lean Daily Management (LDM) is an innovative approach used by hospitals to engage their care providers and evaluate unit specific goals aimed at excellence in service delivery. LDM allows for clear reporting, an opportunity to address critical issues and track data to assess workflow.

The surgical services department was provided a broad foundation to develop this initiative in their department. The fundamental pillars of LDM include: *Safety, Quality, Talent, Delivery and Finance.*

Within this structure, the team established Key Performance Indicators (KPIs). KPIs are unit-based behaviors that have a direct impact on the patient experience and quantified for reliability.

METHODS

The members of the perioperative team meet daily for a “huddle” in front of the LDM visual board (pictured below).

Staff is provided an opportunity to:

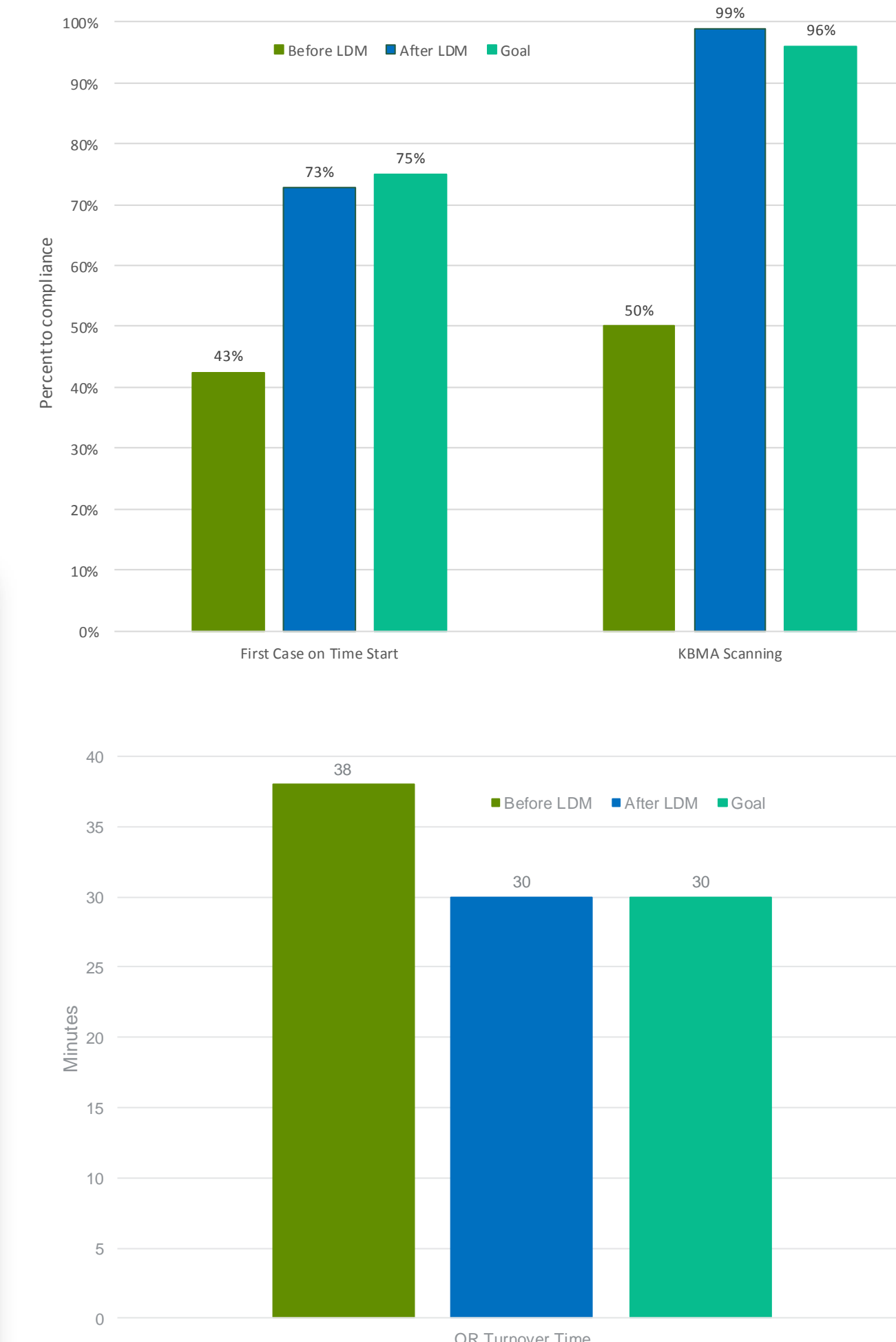
- Address potential patient safety obstacles
- Verbalize any barriers to performance
- Identify areas for improvement
- Recognize colleagues
- Review upcoming project work
- Assess situational awareness for the day

CTCA-Philadelphia Lean Daily Management Board



RESULTS

The data collected from daily review directs unit modifications that promote improved patient care. Significant improvements in first case on-time start, medication scanning rates Knowledge Based Medication Administration (KBMA) and turnover time in the operating room (OR) are demonstrated below.



CONCLUSIONS

Results have been noted in areas of perioperative performance including:

- Increased staff satisfaction as their patient improvement measures are recognized and valued by the team
- Increased accountability among members of the team
- Improved patient satisfaction
- Common goals are clearly defined, reviewed and modified to meet organizational goals

Implementing LDM practices has cultivated an environment of empowered professionals that are eager to provide patients safe and reliable care. It has contributed to an improved workplace culture that fosters respect, communication, education and evaluation.

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