

LEAN DAILY MANAGEMENT SUPPORTS PERIOPERATIVE TEAM IN ACHIEVING SAFE QUALITY PATIENT CARE

Team Leader: Tracy Timmons RN

Cancer Treatment Centers of America, Philadelphia, Pennsylvania

Team Members: Stephanie Bondarenko BSN RN CPAN, Justin Chura MD

Background Information: Teamwork and clear, effective communication is 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 provides a framework for systematic daily briefings. As a result all team members, from executives to front-line stakeholders, are empowered to impact performance. LDM allows for clear reporting, the opportunity to address critical issues and the ability to track real-time data that assesses workflow. Overall, LDM improves the culture of health care organizations and inspires distinguished patient quality and safety.

Objective of Project: The surgical services department was provided a broad foundation to develop this initiative. These pillars 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. KPIs are able to be measured and tracked for reliability. More specifically, delivery methods such as handwashing, on-time starts, staff-patient ratios and daily revenue were enumerated. The data collected from daily review directs unit modifications that promote improved patient care.

Process of Implementation: Prior to the start of the daily schedule, every member of the perioperative team is involved in the daily huddle. While discussing and evaluating the KPIs, staff are provided the opportunity to verbalize any barriers to performance, to determine areas for improvement and to recognize colleagues for exemplary achievements. Upcoming work is reviewed to assess for special needs throughout the continuum of care. For example, the need for pre-surgical testing/evaluation, equipment used during the encounter and impact on staffing requirements are carefully considered. By this process, potential obstacles to patient safety are addressed in a timely manner thereby reducing the possibility of procedural cancellation and patient dissatisfaction.

Statement of Successful Practice: Since LDM has been introduced, quantifiable growth has been noted in some areas of perioperative performance. There has been a decrease in the number of same day cancellations as well as decreased turn-over time in the operating rooms and endoscopy suite. Staff has reported increased satisfaction as their patient improvement measures are recognized and valued by the team. There is increased accountability among the members of the department, as we all strive to meet common goals. Patient satisfaction has been impacted by standards directed at maintaining the surgical schedule. These successes encourage the unit to be responsive to the needs identified for the patient population.

Implications for Advancing the Practice of Peri-Anesthesia Nursing: Implementing LDM practices has cultivated an environment of empowered professionals that are eager to provide patients safe and reliable care. Change management has been placed in the hands of direct

service providers. It allows staff to feel fully engaged in method enhancements that have a direct impact on their daily functions. The result shows an improved culture that fosters respect, communication, education and evaluation.