

Morgan Stanley Children's Hospital

# **LEAN** into Efficiency

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# **BACKGROUND & PURPOSE**

Supply distribution and location planning often lacks input from frontline clinical staff. In a fast-paced Post Anesthesia Care Unit (PACU) at a large academic medical center, nursing and nursing support staff recognized an opportunity to improve efficiency and decrease cost by doing a full assessment of the Periodic Automatic Replenishment (PAR) levels, removing infrequently used items, decreasing the number of moderately used items and organizing supplies in an intuitive way that made sense for the team.

## **METHODOLOGY**

To improve efficiency, reduce waste, and cut costs in PAR supply inventory, a multidisciplinary team was formed. The PACU RNs and nursing support team collaborated with the supply chain team to identify which supplies are frequently, moderately, and rarely used. The team conducted an inventory audit, collected usage data, and gathered staff feedback. Criteria for retaining or eliminating items were developed by analyzing usage patterns, costs, and redundancies.

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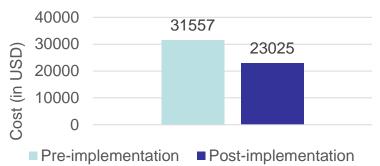
#### **IMPLEMENTATION Optimizing Supply Management in PACU** using LEAN Methodology Form Team **Data Collection** Include PACU RNs. Audit inventory and nursing support and gather usage data supply chain members Categorize **Set Par Levels** Supplies Frequent Use. Identify frequently, Moderate Use, Lower moderately and Use (or remove) rarely used items **Optimize Locations Adjust Inventory** Frequently used: Remove easily accessible. moderately used: unnecessary items secondary locations, and reorganize supplies rarely used: less accessible areas Continuous **Implement Changes Improvement** Communicate, train Collect feedback. staff, and monitor make adjustments. and hold review effectiveness

meetings

# **RESULTS**

Description	Value
Items removed from PAR	23
Reduction in replenishment costs	27%
Frequently used supplies relocated to eye level	90%

# Total Replenished Values (in USD)



### **DISCUSSION & IMPLICATIONS**

Consistent evaluation of patient care needs and improvements in efficiency are essential for sustainability and growth in healthcare delivery. By utilizing a Lean framework and eliminating muda – or waste – and ensuring input from the frontline team, a process will become more efficient, more sustainable and more productive.