I. Background: The current pre-admission and screening process is time-consuming with many inefficiencies that result in delays of turn-around time from receipt of referrals to decision of acceptance or denial.

II. Current Conditions There are different methods of submitting a referral application to Laguna Honda. The referral sources include Zuckerberg San Francisco General, all other hospital and medical facilities, and the community. The Admissions and Eligibility Department at Laguna Honda frequently receives incomplete applications or applications that are not appropriate for skilled nursing level of care. This is a result of inconsistent understanding of the SNF (skilled nursing) criteria both by internal staff and referral sources.

Despite applications being incomplete or inappropriate, Laguna Honda spends time and resources considering these referrals for admission. This includes multiple handoffs between screeners that may include clinicians and administrative staff. Applications that require additional review at committee meetings may often be unavailable during time of meeting, resulting in further delays or additional work that is non-value added. The application itself is too lengthy at 8 pages. It lacks guidelines to help the referral sources determine if applicant is appropriate for SNF services. There is also a lack of clarity around the supporting documents that should accompany the application.

Problem Statement
There are many wastes which could be resulting to a lengthy LHH admission review and decision process, and referral sources have expressed their concerns to us

III. Goals & Targets
- Clarify criteria for general SNF and specialty units at Laguna Honda
- Create a single application that would be more simplified and user-friendly, to be used by all referral sources
- Develop standard work for an integrated referral system, including application review, screening, and decision-making that reduces time required in responding to referral sources
- Reduce the cycle time from receipt of a complete Admission Application by Admission & Eligibility to Screening Committee from 9 days to less than 1 day.
- Reduce the number of times the Admission Application is handed off (physical or email) from 8 times to 1-2 times.
- Reduce the percentage an Admission Application gets to the screening committee and is missing information from 50% to 0%

IV. Analysis

The workgroup consolidate our fishbone into main categories:
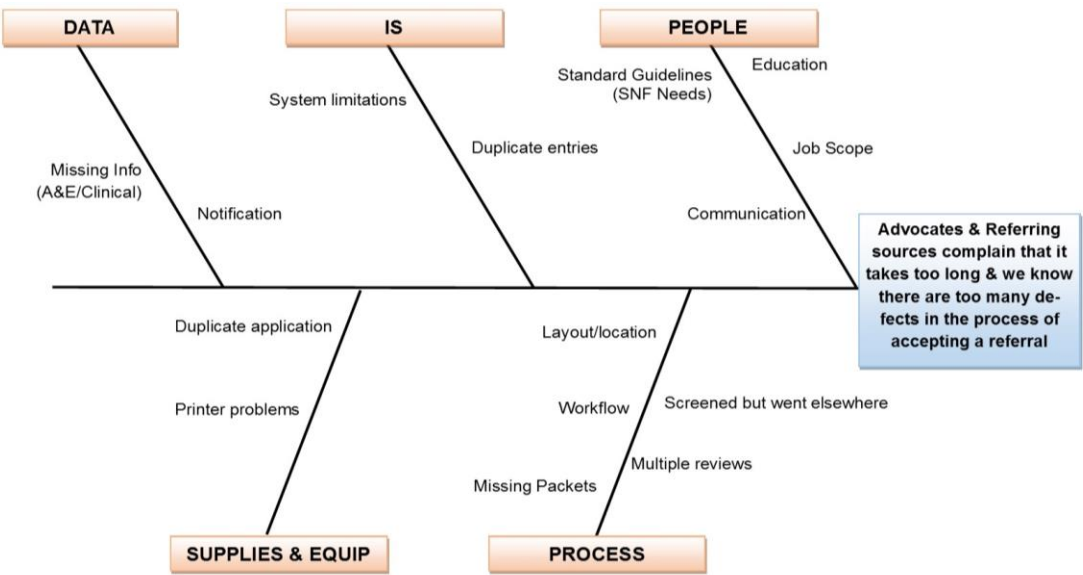
V. Recommendations / Proposed Countermeasures

1) Review current application packets and consolidate into one single application, with checklist, that is available in fillable PDF format
2) Develop standard guidelines for reviewing and responding to applications
3) Develop standard guidelines for general SNF and specialty units
4) Develop standard workflow for application review, screening, decision-making and response

VI. Plan
Plan: Divided the Kaizen workgroup into subgroups that would work on the 4 separate recommendations.

Do: Each group had opportunities to test new processes developed. The consolidated application was tested with ZSFG, UCSF and also simulated internally with Admissions and Eligibility. New workflows were also tested in the Admissions Screening Committee as well as with specialty units; South 2 and South 3. Related training was provided to available Admissions and Eligibility staff.

Study: Initial feedback on application from users included formatting changes, deleting and adding fields, and that length of time to complete was at least 30 minutes. Specialty units were receptive to proposed changes and agreed to adopt the new process. Admissions and Eligibility also had positive feedback on reducing transportation, motion and over processing.

Act: Implement new single application and continue to practice and educating new standard workflows to impacted users/departments.

Countermeasure	Responsibility	Date	Status
Trainers Completes Standard Work Validation	Donna	14-Feb	**Completed**
Electronic Documents Cleaned up and Disseminated	Elizabeth	14-Feb	**Completed**
Follow up with A & E on text group page for Screeners	Donna	14-Feb	**Completed**
Screening Committee Full Implementation	Soraya	6-Mar	**Completed**
Full Training of A & E	Sheri	17-Feb	**Completed**
PDF copy of application on website	Irin	17-Feb	**Completed**
Shared Drive for Referrals	Sheri	April 7	**Completed**
Gather Feedback from home referent and make changes	Irin	April 28	**Completed**
Application Process with ZSFG	Irin	April 28	**Completed**
Application for Admission is Electronic	Donna	N/A	No longer being pursued due to upcoming EHR

VII. Follow-Up

1) Collect feedback from referral sources on new application (daily) via TBD method
2) Investigate whether IT can support this new application on a real live electronic system
3) Define metrics related to pre-admission and screening to monitor improvement efforts