

Room Readiness
Kaizen #3, Value Stream: Admissions
Hospital wide at Laguna Honda Hospital
4/19/2018

Problem: Vacant rooms are scheduled to be occupied by a new admission within 24 hours of a discharge. However, the process of cleaning and repairing a room after a discharge can take several days which often leaves rooms unprepared and/or unpresentable when new residents arrive.

Aim: 100% of hospital rooms will be checked by all three disciplines (Facilities, EVS and Nursing) to ensure the room passes quality assurance on the first attempt and is clean, undamaged and ready for a new admission within 24 hours.

1. Intervention(s): From 6/12/17 to 6/16/17, a Kaizen on Room Readiness was completed as part of the Admissions Value Stream. During the week, improvement ideas were tested and adopted as follows:

- An email will be sent to all disciplines (Facilities, Nursing and EVS) when a room is vacated to prompt them to prepare the room for a new admission.
- A Room Readiness checklist was created to be displayed on the whiteboard in the Resident's room. All three disciplines (Facilities, Nursing and EVS) to sign off that work has been completed. When this list is completed, or by 11am the day following the email, it will be filed in the Room Readiness binder.
- An electronic list was compiled of all Joerns or rental low beds throughout the hospital. This list is updated on a weekly basis to ensure that no Joerns or a rental low bed will be used for a resident not requiring one and a Joerns bed will be readily available (and if not available, a rental low bed will be made available) for any resident who does need one. This is also to ensure that we are not renting rental low beds unnecessarily.
- Name of person reporting the problem requiring a Work Order was added to the Work Order electronic request so the person coming to the unit to do the work knows who ask for more details.
- Room Readiness concept was initially piloted on S3, then PMS and S2 before being spread hospital wide.
- Two forms were created and placed on Intranet under "Forms" regarding Resident belongings; Resident Belongings Label, Notice of Unclaimed Property (this form is translated in several languages). These were to facilitate the smooth removal and correct disposition of belongings^[HM(1)].
- Units to have a par level of boxes available for Resident's belongings to discourage use of plastic bags which is undignified.

2. Measures/Indicators:

- Are all vacant rooms receiving the new Room Readiness procedure?
- Are all vacant rooms ready for a new admission within 24 hours?
- Are all three disciplines (EVS, Facility Services and Nursing) completing the Room Readiness checklist?
- Is the room clean, undamaged and ready from a quality point of view?

3. Results:

Since July, 2017 when the Room Readiness (RR) procedure was initiated as a Pilot on S3, there have been many revisions of the process in true PDSA style. It was spread to PMS and subsequently S2 in October of 2017 and spread hospital wide in December 2017. **Today 100% of rooms receive the Room Readiness procedure and are ready within 24 hours.**

We realized early on that our initial thought to have Facilities check the room before discharge using the discharge list provided by Social Work was flawed as there were many more unplanned discharges than planned.

Facilities receiving the email in a timely manner was another hurdle which was solved by devising an email to engineer page which improved the efficiency of checking rooms with an unplanned discharge.

We also needed to devise a plan to get pillows and curtains to the rooms swiftly as this was delaying the room being ready within 24 hours. This was solved by special delivery of pillows and realization that not all curtains needed to be changed, only those that were torn or soiled.

The Standard Work for nursing has undergone seven (7) revisions and along the way we realized that EVS and Nursing had a different idea of what denotes a clean bed. This is something we continued to work on by providing additional training to staff.

4. Lessons Learned:

- Communication between all three disciplines was challenging initially but our working relationship has benefitted by working together to achieve the same goal.
- Really understanding what a clean bed is, having a common understanding and effectively spreading the training.
- Communicating promptly with each other when there is a flaw.
- The bed and furniture takes 90 minutes to clean by nursing to the standard expected.

5. Next Steps:

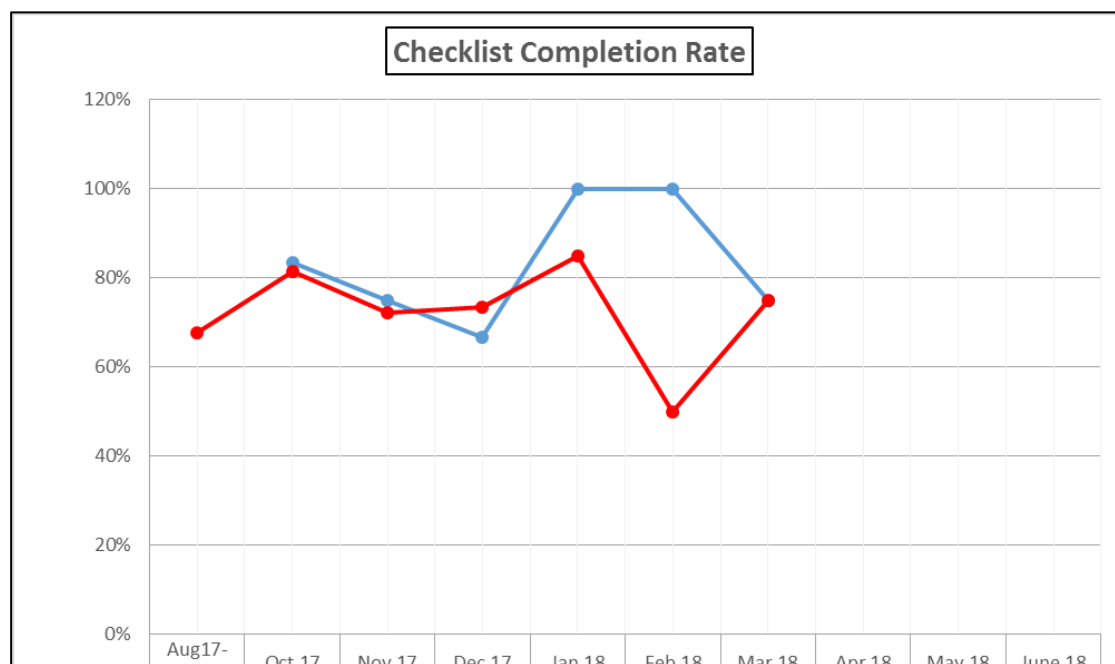
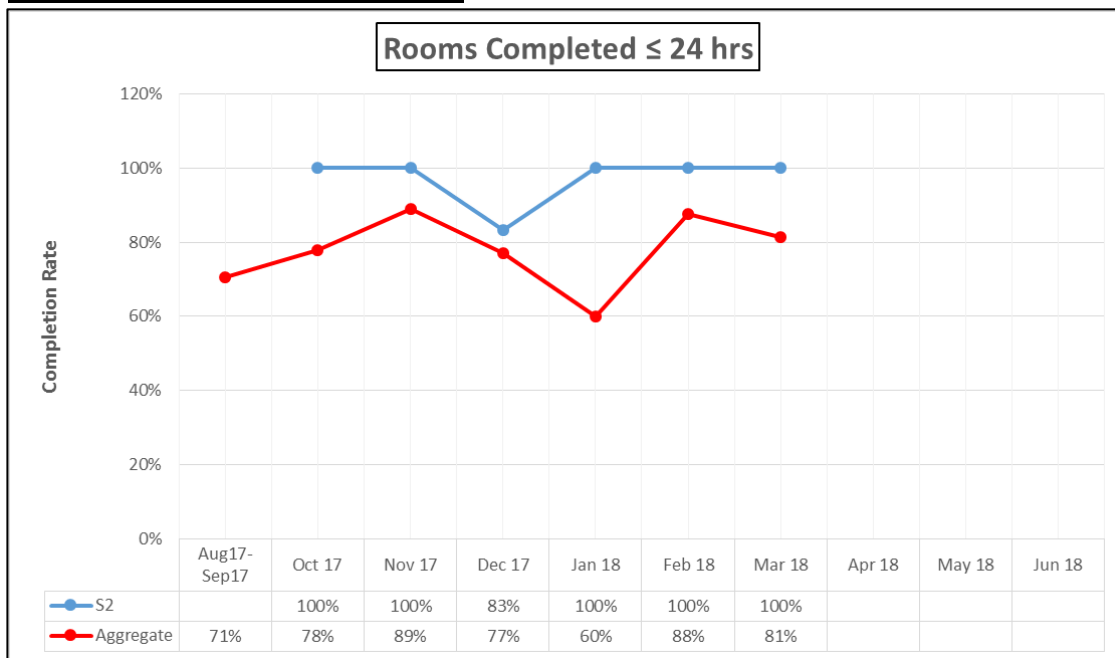
- Training for nursing (all classifications) regarding bed and furniture cleaning is on-going.
- Continuing to ensure that all disciplines are following the Room Readiness procedure and that emails are being sent for each vacancy.
- Continue to monitor and collect data for each new vacancy.

- Reduce the number of hours for a room to be ready, as we need some rooms to be ready in a much shorter time frame.
- Continue to monitor quality of the work.
- Quarterly meetings between Facilities, Nursing and EVS.
- Align with upcoming Epic implementation planning and system-wide.

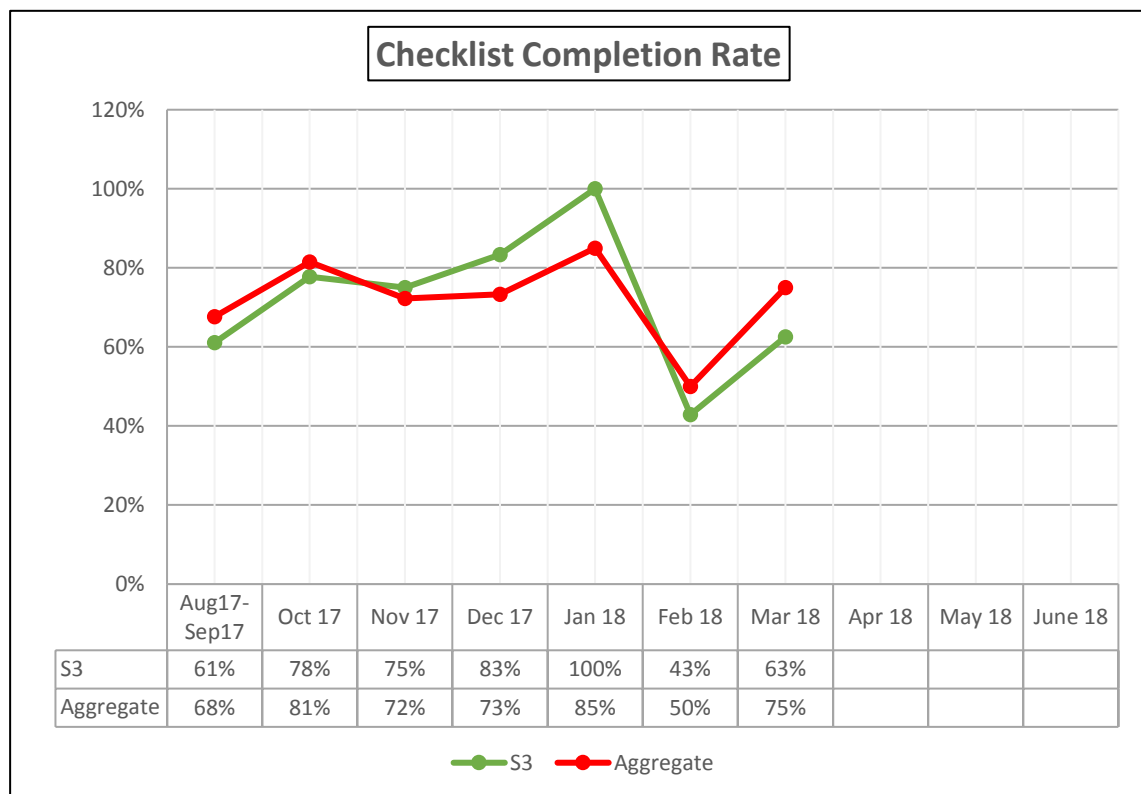
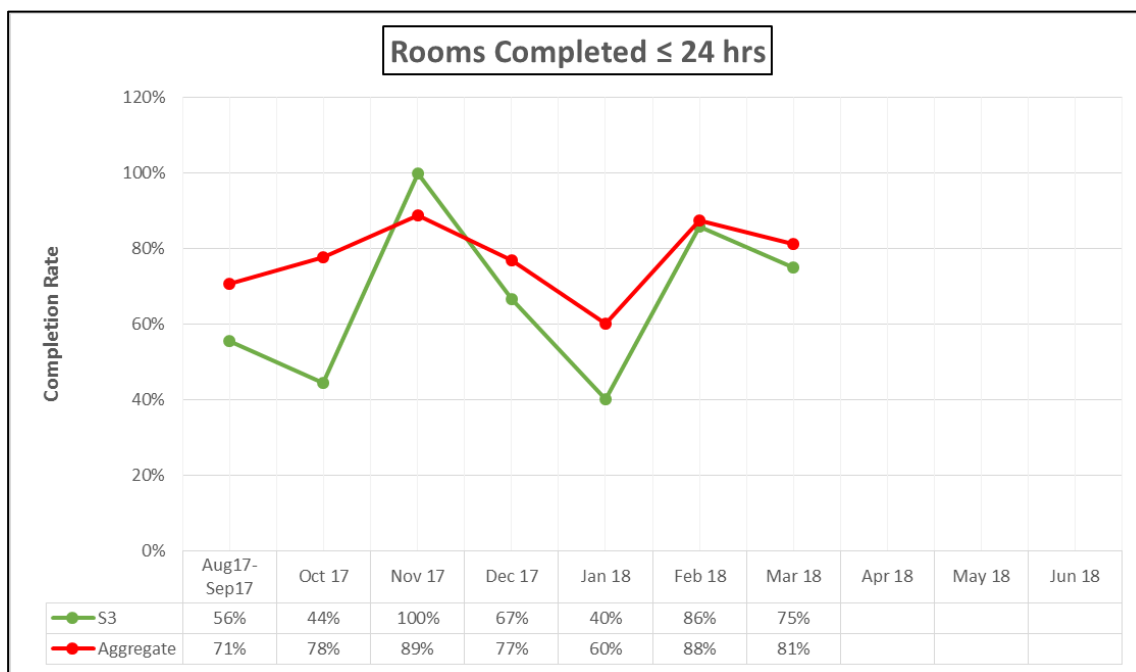
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SOUTH 2 PERFORMANCE METRICS



SOUTH 3 PERFORMANCE METRICS



PMS PERFORMANCE METRICS

