Hoshin Kanri (FY18-19)

Strategy Deployment

Alignment & Cascading Priorities

Few Critical Initiatives

- Develop our People
- Implement EPIC
- Value Based Care

DPH & SFHN

LHH
Our Lean Transformation, FY18 – 19

Legend:
- Lean Leadership Development
- Med Room 5S Workplace Management
- Kaizen/Gap IT Workshops
- Hoshin Kanri

San Francisco Health Network
Laguna Honda Hospital and Rehabilitation Center
Developing People
Lean Leadership Development
Daily Management Systems (DMS)

What
Participants learn, build, and practice new tools and skills. Teams implement

Who & When
• Cohort 1  (May – Nov 2018)
  4 Nursing Units and Dept. of Education & Training
• Cohort 2  (Nov 2018 – May 2019)
  2 Nursing Units and 3 Clinical Depts.

Tool Box
• Making time for improvements
• Daily status sheets
• Improvement huddles
• Process observations

• Leader standard work
• Weekly status sheets
• Visual management of metrics
Lean Leadership Development
Creating a Lean Culture

Current State

Practice Lean tools & methods

Mgmt thinking & routines

PDSA

Cultural Transformation

Future State

How do we improve?
Lean Leadership Development

Cohort 1 (May 18)
- 206 IO’s implemented

Cohort 2 (Nov 18)
- 109 IO’s implemented
Value Based Care
5S Workplace Management
Med Room 5S – Phase 2 Rollout
May 2018 – Aug 2018

Completed rollout to all 14 Nursing units May 2018 – August 2018

Scope: Medication Rooms (26), Medication Carts (55), and Treatment Carts (29)
EHR Readiness
Gap IT Workshop – Oct 2018
Barcode Med Administration

Focus
• Focus is on patient safety through bar coded medication administration using future Epic EHR with defined standard times for med pass.

Actions
• Swim lane and SIPOC (supplies, inputs, process, outputs, and customers) diagrams were created to easily identify steps and key players within the BCMA process
• Identified waste, facts, observations
• Learned Epic future state workflow/new Omnicell-Epic interface
• Generated gap cards

Outcome
• Identified 79 gaps to close prior to Go-Live
• Requests for a kaizen workshop to focus on specific BCMA workflow changes
• Policy change
• Standard Work
• Job description change
Kaizen Workshop – Jan 2019
Barcode Med Administration

Problem

• Laguna Honda has not been able to complete med pass within the two hour window 100% of the time.

Actions

• JDI Workshop conducted to establish ergonomically friendly workflow for nurses completing med pass
• Developed a process for med simplification and PRN discontinuation process
• Moving towards ready to administer medication

Results

• Policy change for the following; med administration, pharmacy stop orders, dosage form conversions, safe medication orders, pharmacy therapeutic conversions, and ward stock policy
• Standard work for the following; Auto discontinuation of PRNs, ready to use rollout, processing new medication orders for ready to use medication, and med simplification process
• Standardize changes for the following; liquids to ready to administer, half tabs to ready to administer, vit d dosage

San Francisco Health Network
Laguna Honda Hospital and Rehabilitation Center
Gap IT Workshop – Nov 2018
MDS Resident Assessment Instrument (RAI)

Focus
• Resident assessment instrument (RAI) and associated workflows including the minimum data set (MDS)

Actions
• Swim lane and SIPOC (supplies, inputs, process, outputs, and customers) diagrams were created to easily identify steps and key players within the MDS RAI process
• Identified waste, facts, observations
• Learned Epic future state workflow/new Omnicell-Epic interface
• Generated gap cards

Outcomes
• Identified 41 gaps to close prior to Epic go-live
• Standard work created to address new admission process
• Defined roles and responsibilities between various departments
• Update in MDS policy
• Provide suggested plans
Hoshin Kanri (FY19-20)

Strategy Deployment

Alignment & Cascading Priorities

Three Critical Initiatives

Developing People
Epic Optimization
Patient Flow
Equity

DPH & SFHN
LHH