

Operational Redesign and Transition Update

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- **Rebuild Components**
 - Operational workflow processes
 - New building, systems and technology
 - Transition Planning
 - Continuous improvement
- **Methodology follows Lean and 3P concepts**
 - Product
 - Preparation
 - Process
- **Expected Outcomes**
 - Service excellence
 - Clinical quality
 - Safety
 - Efficiency
 - Integration and collaboration across services

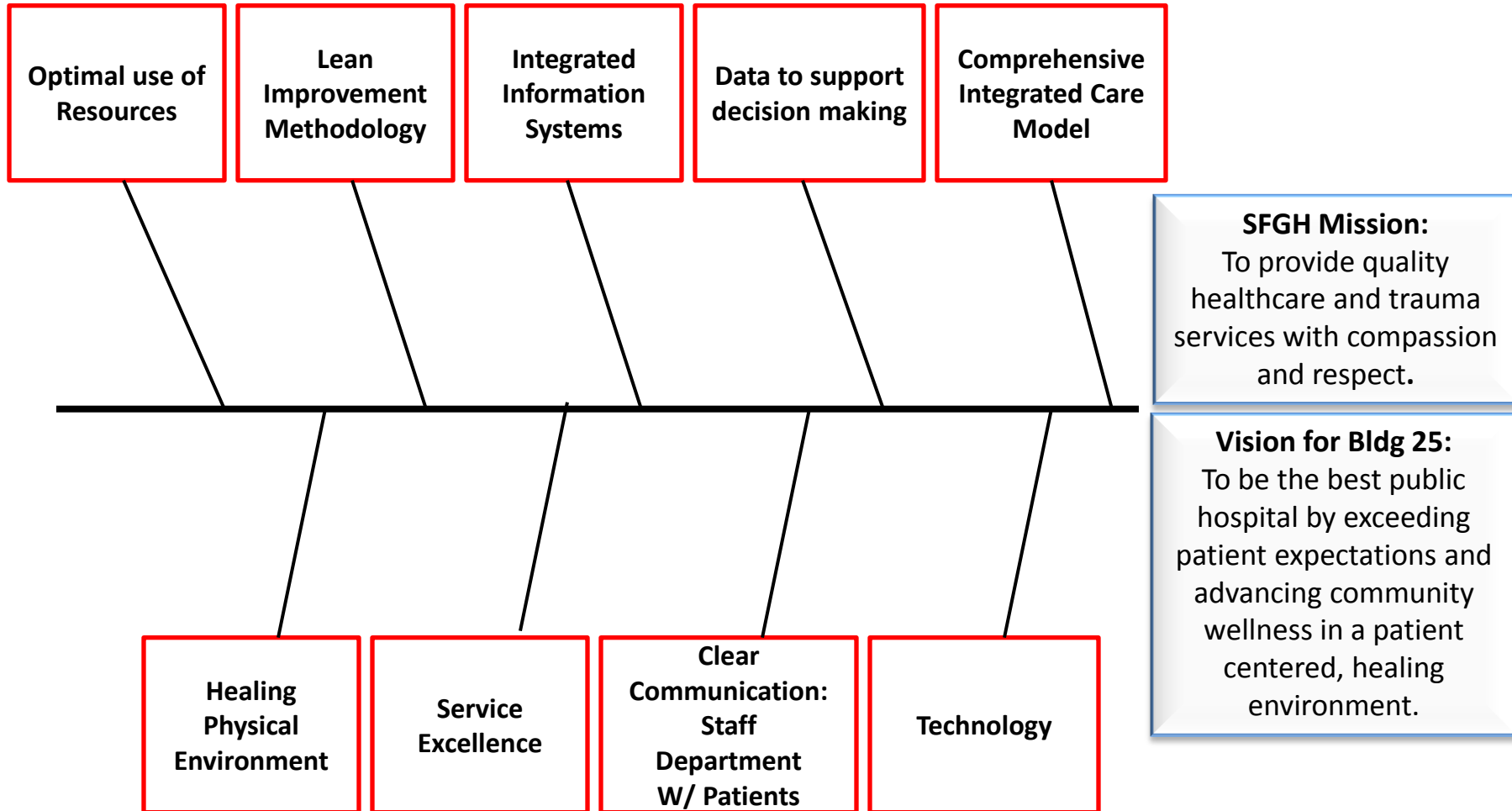
Why 3P Workflow Redesign?



- Creating an exceptional patient experience
- Establishing team-based care teams
- Eliminating waste
- Respect for Patients, Families and Staff
- Improve Outcomes
- Reduce cost – including house-wide 5S workflow organization

San Francisco General Hospital is a world class hospital and trauma center in the elementary stages of adopting new systems of financial and operational accountability. In our current state we have silos of excellence composed of well intentioned, mission driven staff, hampered by aging infrastructure, lack of integrated and optimized technology, and disparate flows of communication.

Future State



Patient Experience





Inpatient Services

- Nursing Care Model
- Care Coordination
- Pediatrics / Obstetrics
- Bed Assignments



Surgical & Procedural Services

- Instrument Set Consolidation
- Governance
- Pre-Procedural Documentation
- Day of Service Documentation



Emergency Department

- Scheduled to launch in July 2014

Table-top Models



Patient Flow Simulations



Inpatient Services

- ✓ Patient and family is aware of anticipated discharge date
- ✓ Key care plan items documented and known by core members of the care team
- ✓ Discharge patients by noon

Testing:

- Interdisciplinary Team rounding with Family Medicine.
- Surveying providers, nursing staff, and patients on communication and overall satisfaction.

Surgical & Procedural Services

- ✓ Number of instruments removed from surgical instrument sets
- ✓ Staff hours saved (from reduced number of surgical instruments being processed)
- ✓ Consolidating surgeon preference cards

Testing:

- New basic instrument set with general surgery hernia cases.
- Missing and broken item log to support coordination with Sterile Processing Department

Emergency Department

- ✓ Coming Soon

Inpatient Services

Link to A3-3P:

- ✓ Processes are built around the patient, and services are brought to the patient whenever possible
- ✓ Patient Care needs are visual to all care team members
- ✓ Care is delivered by respectful, high functioning, integrated care teams
- ✓ Decision making is guided by transparent information

Surgical & Procedural Services

Link to A3-3P:

- ✓ Reliable processes utilize mistake proofing concepts to eliminate defects
- ✓ Staff has exactly what they need to do their job
- ✓ There are no waits/ delays in care

Emergency Department

- ✓ Coming Soon

Transitioning into the New Hospital is about operational readiness, and planning and implementing the move of acute care services from the current hospital to the new hospital.

- ❖ The role of the Transition Director is to facilitate all transition planning and coordination activities to move into the new hospital. Goals for the transition include ensuring:
 - New operational workflows are planned and implemented in the new hospital.
 - All essential services are available for the first patient in the new hospital and the last patient in the current hospital.
 - There is a safe and efficient move of services.
 - Staff from across departments are actively engaged in the planning process.



Transition Program Key Components



- Committee Work focused on key tasks and decisions
- Transition Master Timeline
- New Operational Workflow through Lean / 3P
- Clinical and Operational Orientation and Training
- Occupancy & Move-In
- Licensing by CDPH
- Patient Move Day
- Post Move Management and Decommissioning



Transition Oversight Committee

Approval authority for all Transition Plans and decisions

Transition Steering Committee

Reviews all recommended plans for soundness

Operations

Patient Care

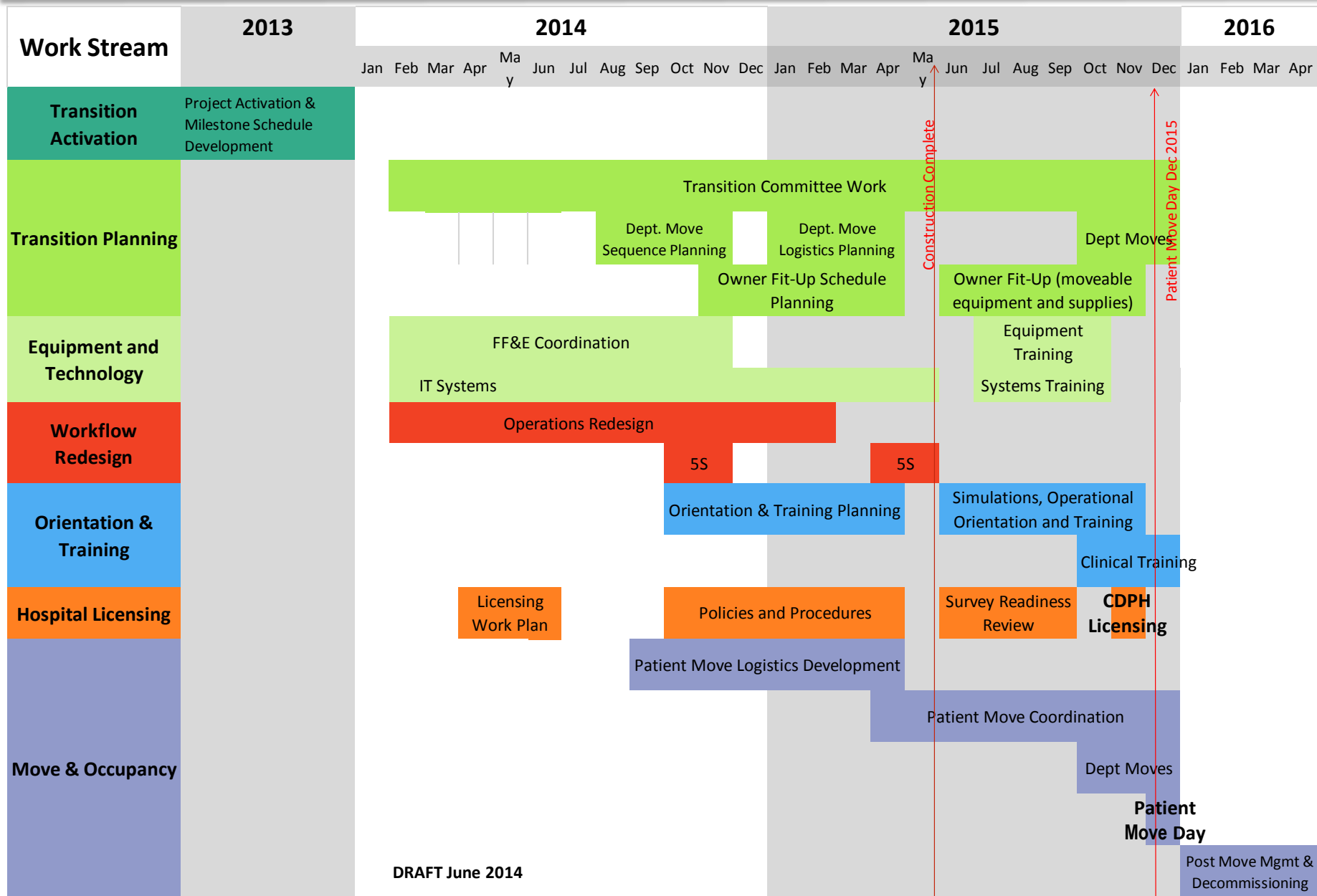
Support
Services

Info Systems/
Telecomm.

Orientation &
Training

Marketing
Communications

Transition Timeline



Questions?