

TOH's Quality Journey Using Lean

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Use of Lean – TOH History

- Started ~ 6 year ago
- Laboratory Medicine and Pathology (consultant use)
- PIP – ED and General Internal Medicine (MOH and consultant use)
- General Surgery (in house capacity)
- Geriatrics (in house capacity and external stakeholder partner)
- Training
- Use of QI methodologies at TOH





Lab Medicine and Pathology

- Used outside consultant
- All staff trained in Lean at basic level
- Used 5S, VSM – current and future, and Kaizen
- Worked on four initiatives
- Celebrated success
- Shared with senior management
- Created a Lean Board





Specimen Receiving- Gross Room (Before)





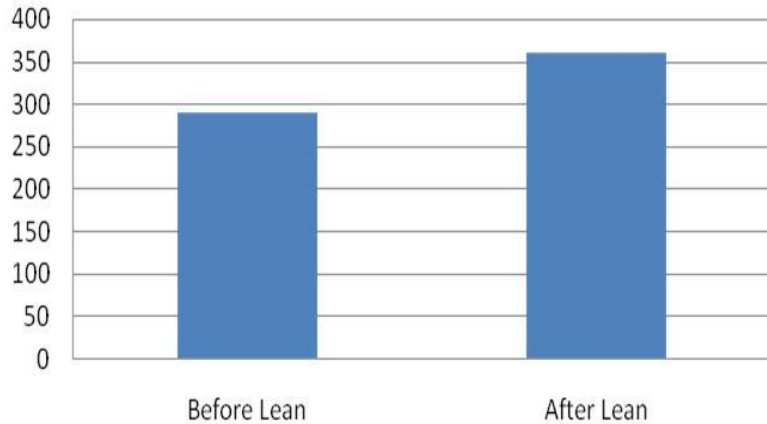
Clerk in Gross Room





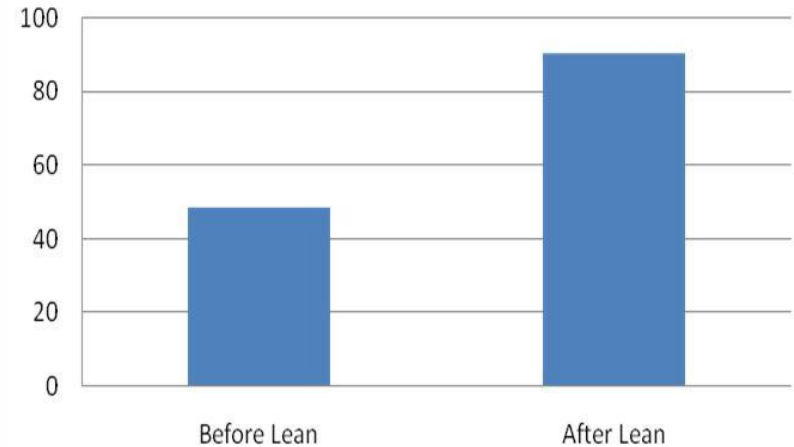
Productivity

Samples Per Day



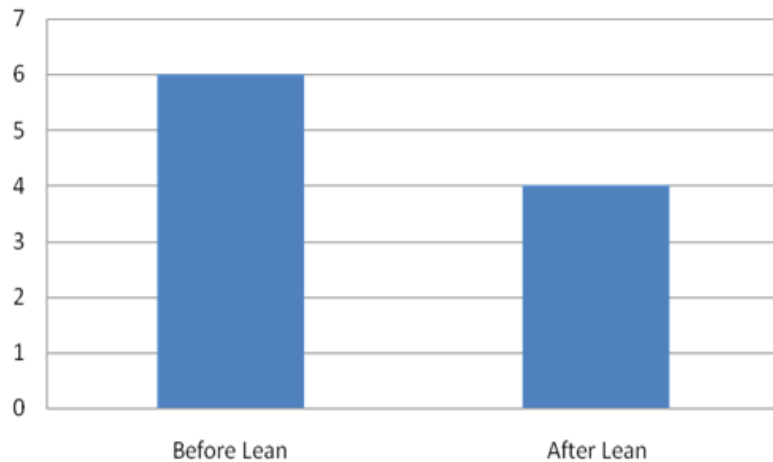
Productivity Per Employee

Samples Per Day Per Employee



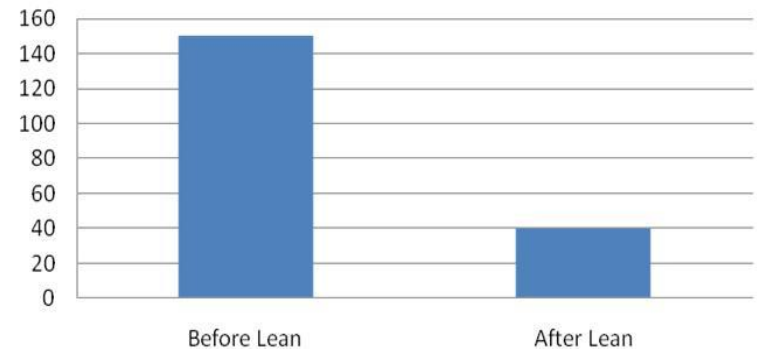
Staff Used Until 14:00

Number Of Employees



Average Time For The First Samples To Get To The Incubator

Minutes

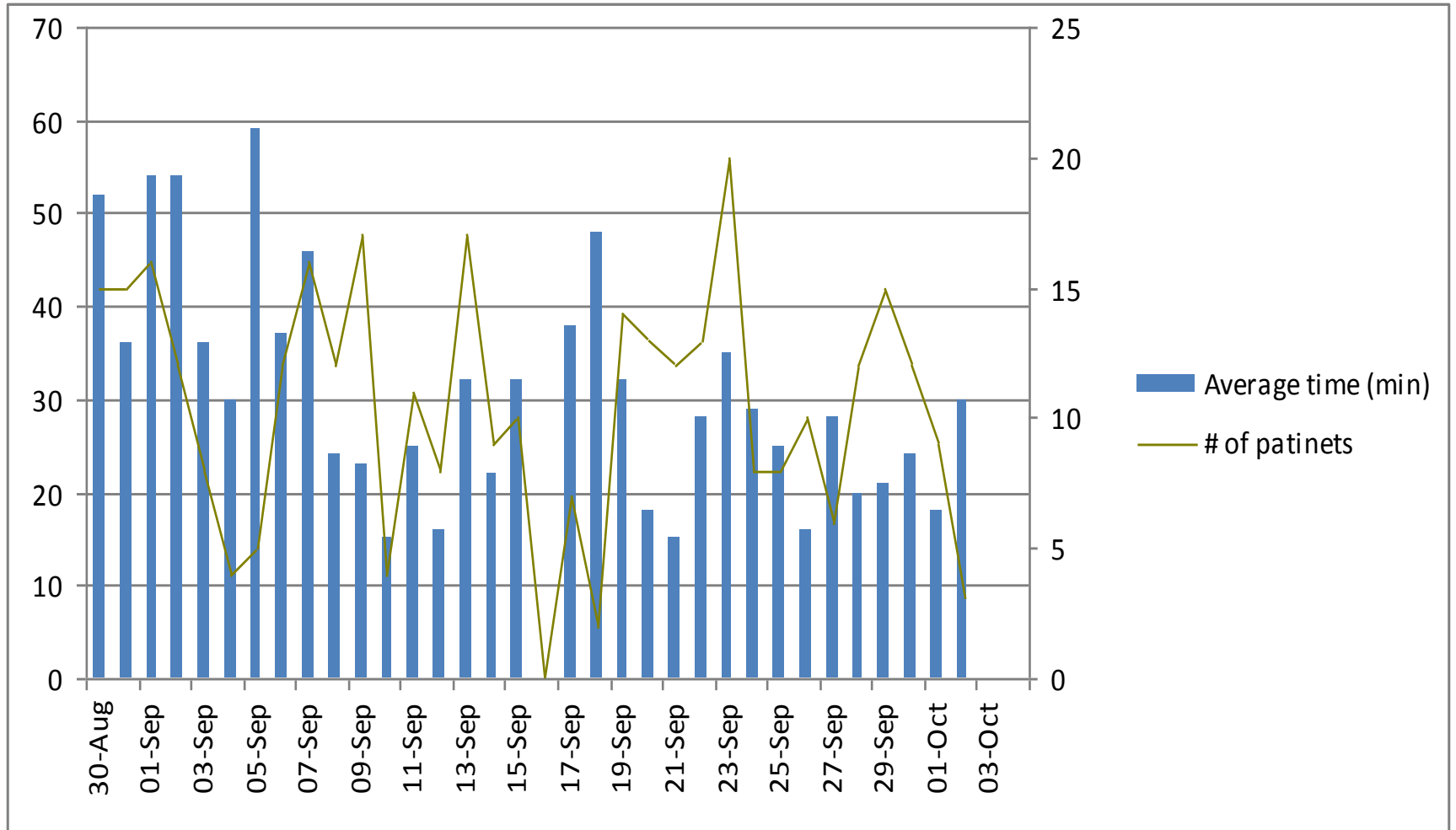




ED and GIM

- Provincial project
- Funded in part by MOH
- Used external consult
- Trained internal staff in Lean
- Focused on flow initiatives
- Building capacity and spreading message
- Early successes with low hanging fruit







ED PIP

	ED PIP performance - 30 days as at October 25, 2011	<u>Baseline</u>	<u>Previous 30 days</u>	<u>Target</u>
EDP4R	90th %ile ED LOS for admitted pts (hrs)	45.6	36.7	41
	90th %ile ED LOS for CTAS I-III non-admitted pts (hrs)	9.2	9.2	8.3
	90th %ile ED LOS for CTAS IV-V non-admitted pts (hrs)	6.1	5.4	5.5
	90th %ile Time to Physician Initial Assessment (hrs)	3.9	3.4	3.5
	90th %ile Time to Disposition Decision for admitted pts (hrs)	13.1	13.2	11.8
	90th %ile Time from Disposition Decision to Inpt Bed (hrs)	37.5	28.3	33.8

 Improved target

 Static Performance

 Deterioration in Performance



General Surgery

- Progression to using internal capacity of trained Yellow and Green Belts
- All in house
- Still focusing on flow
- Used VSM, RCA, and created solutions
- Merged and aligned with other corporate work underway
- Project management from corporate Quality Department
- Project Lead at unit level





Geriatrics

- Using in house Yellow and Green Belts
- Focused on flow
- Expanded to partnering with outside agency
- Using Critical to Quality, SIPOC, VSM (current and future state) and RCA
- Combined basic training of external and external staff therefore spreading message
- Project management from Quality
- Project Lead at unit level





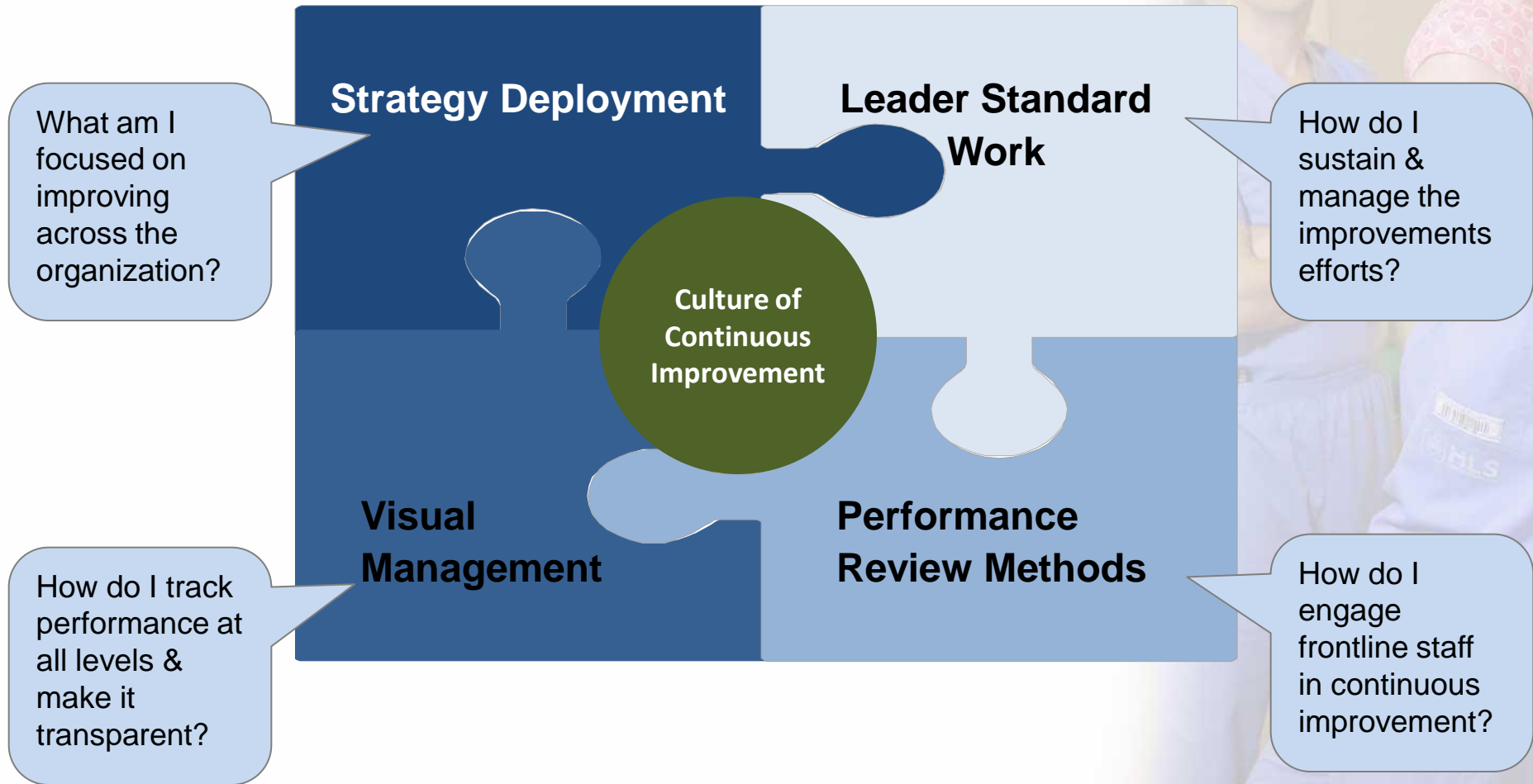
Training

- All Quality staff trained in Lean at Yellow or Green Belt level
- All Lab staff trained at basic level and some at Yellow and Green
- To implement Lean 'Boot Camp' for all TOH staff (underway)
- Transformation team trained up to Black Belt level





Helping Staff Fit the Pieces Together





Building Capacity

- Performance excellence approach
- Full Board and Senior Management support
- Need of supporting infrastructure
- Organizational Steering Committee
- Project Champions and Leads
- All initiatives tied to budget process for resource approval
- Aligned with corporate goals and direction
- Married with project management and change management expertise
- Mixed methodology used at TOH for quality and process improvement





TOH Pathology LEAN Champions - 2008

