

ENT Clinic Kaizen Event

Home Team

Anna Bradshaw, Carolyn Hamby, Christine Klattcrommwell; BJ Squires, Terry McInerney, Kristen Jewel, Linnea Van Pelt, Samylia Alston, Nicolette DeGroot (ENT Clinic)

Visiting Team

Rachel Baker, Virginia Palmer, Alex Nance, Jason Shropshire, Iris Dickinson

Sponsor

Dr. Craig Buchman, Carolyn Hamby (Blue Belts)

Project Coach/Black Belt

Jen Pollard (Black Belt in Training), Beth Willis (Black Belt)



Back row from left to right: Virginia Palmer, Jay, Samylia Alston, Jason Shropshire, Nicolette DeGroot, BJ Squires, Alex Nance & Carolyn Hamby.

Front row from left to right: Jennifer Pollard, Beth Willis, Kristen Jewell & Linnea Van Pelt.

Day one of the ENT clinic Kaizen event kicked off today at 8am in the in the Neurosciences Hospital. The ENT clinic Home Team, Visiting Team, Sponsors and Project Coaches all convened over breakfast, and strategized a game plan.

routine tasks such as preparing an IV, retrieving a locked laptop and preparing a Phenergan shot. The goal is to reduce the time it takes to perform daily tasks. Each timed test will be run again after the Kaizen project to assess if second results improve.

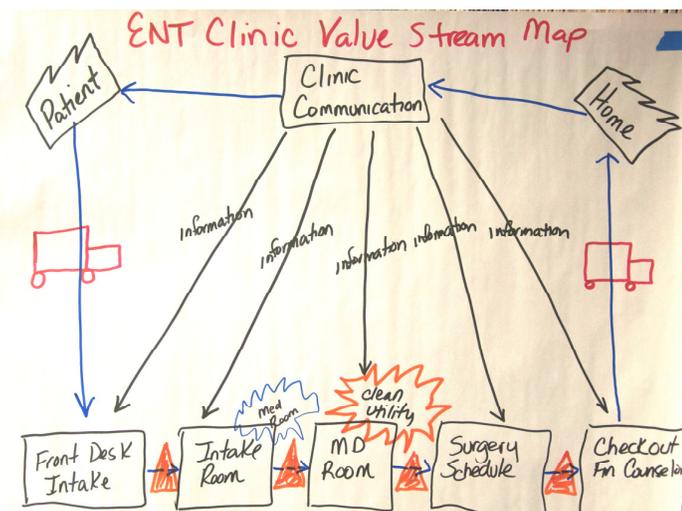


For more information about Lean Six Sigma, contact Lisa Johnson at 966-7718 or visit our SharePoint site at http://share.unch.unc.edu/Fiscal_Services/Operational_Efficiency/LSS/SitePages/Home.aspx

The Project

Streamline the ENT patient experience by removing all MUDA, or waste pervasive throughout the ENT Medications Room and Clean Utility Supply Room. An ENT Clinic Value Stream Map was installed to illustrate the journey a patient experiences. This serves as a visual reminder for the project aim.

To measure the effectiveness of the project, each team ran time studies. Volunteers were timed performing





The Teams

Two teams were established to execute this effort: blue and yellow. The blue team is comprised of ENT nurse BJ Squires, ENT Communications Director Nicolette DeGroot and Business Analyst Jason Shropshire. The yellow team includes visitors Virginia Palmer, Alex Nance, and ENT nurses Kristen Jewell, Linnea Van Pelt and Terry McInerney, Patient Supervisor Anna Bradshaw, and Nursing Assistant Samyia Alston. The project is supervised by Project Coaches Beth Willis and Jen Pollard and Clinical Administrator Carolyn Hamby.

Game Plan

Blue Team

The Medication Room, roughly 10 by 5 feet in total square footage, is a centrally located space. This room is used by nurses to store medicine samples, and prepare an IV or shots to administer to patients. This room is also a clutter-prone area for general storage and lost-and-found items. The Team proposed the following improvements and were later agreed upon by the entire group:

- Remove and sort all unneeded items
- Move medications to right side of room and move samples to left side, utilizing space above sink
- Remove file cabinet, replace with

small fridge in its place

- Remove bulletin boards, coat racks and outdated fliers
- Label, color and create visual display charts for the cabinet contents
- Remove IV poles and move wall-mounted thermometer and soap dispenser
- Discard unnecessary binders
- Replace large sharps container with one smaller, install under cabinets
- Install lighting underneath cabinets
- Downsize the nose bleed cart
- Remove cabinet door above sink for quick access to frequent samples like Neil Med Sinus Rinse

employee meals and the other for samples. Carts, scope boxes, hundreds of items such as gloves and gauzes line the walls in a chaotic fashion. The Yellow Team assessed the following needs and all were approved as essential to adjust:

- Remove all unneeded supplies, sort remaining necessary ones
- Relocate carts to more appropriate locations
- Remove superfluous equipment
- Identify Red Tagged categories
- Finalize organizational method
- Determine labeling methodology



Progress

By lunchtime the groups had met and discussed their findings. Approval was given by Carolyn to move forward with any work orders and purchasing. Orders were sent through. By 4pm, all groups had discarded Red Tagged items, be it for Surplus, new home or trash.

Outlook

The teams are working well together; a sense of optimism fills the entire clinic. Inquiring minds have asked what is going on and the department is very supportive of this project. We look forward to resuming the project on days Two and Three.

Nicolette DeGroot, ENT Communications Director

By 3pm, the Team had begun collaborating with workers from planning to meet these goals.

Yellow Team

The Clean Utility Supply Room is a much larger room for numerous uses. It contains two large refrigerators, one for