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kai'zen change for the better

ENT 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

Sponsors

Dr. Craig Buchman, Carolyn Hamby

Process Owner

Carolyn Hamby

Project Coach/Black Belt Jen Pollard and Beth Willis



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

Finishing Touches

The Teams took the morning of Friday, January 25th to put the final cosmetic touches.

Flyers were redesigned, laminated and posted, labels and other identifying headers were printed, laminated and affixed to cabinets and bins, and tiger-striped tape was placed on the floor in the Clean Supply room as "parking spaces" for large items such as the nose bleed cart.

Jay from Central Distribution worked closely with nurses Linnea and Kristen to ensure the proper order par was adjusted, confirming the order tags were easily accessible by his scanner.



Other touches:

- Labeled and signed both rooms
- Moved the nosebleed cart into an assigned spot
- Assigned a spot for the scope carts
- Created a feedback sheet for both rooms
- Created a checklist for both rooms
- Ran the time trials for the after process
- Reassessed the space using the 5S assessment
- Measured the space they created and made 45-day action plans (see A3 report)
- All actions completed for both rooms

Team Blue successfully completed the plan for the Medication Room:

- Conduct 5S (Sort, Shine, Set, Standardize, Sustain)
- Removed all unneeded items: hooks, IV poles, thermometer, 2 bulletin boards, binders, and file cabinet
- Relocated items for better layout and easier access: regular meds to the right, samples to left, oral meds above sink; key is closer to RNs
- Added med refrigerator
- Replaced large sharps container with smaller one

Special thanks to Nicolette Degroot for assisting with today's issue of The Daily Kaizen News!



The team also created visual management by labeling and color-coding cabinets.

Team Yellow successfully completed their plan for the Clean Utility Room:

- Conducted 5S
- Identified Red Tag categories
- Removed unneeded supplies and equipment: broken equipment, 2 full size refrigerators
- Relocated scope box to room closer to provider and patient and carts to more appropriate location
- Installed lock on allergy room door to store computers-on-wheels as needed, which is closer for residents to access
- Finalized organizational method and set
- Determined labeling methodology
- Visual Management

Let it Snow!

Day three of the ENT Kaizen event was interrupted by adverse weather. The Teams dispersed around lunchtime to avoid the pending ice storms. The concluding tollgate, or walkthrough, by the Sponsors, Visitors, Project Coaches and Yellow and Blue Teams had to be postponed to Monday, January 28.



Forecast

During the tollgate, an overall sense of accomplishment and pride filled the clinic. Drs. Harold Pillsbury, Craig Buchman and Brent Senior all shared their collective excitement for the success of the ENT department's first Kaizen event.

Suggestions were even made for future projects. Cheers of satisfaction and enthusiasm were heard. The event was a great success, and the department is grateful for the opportunity to improve our patient satisfaction and hospital efficiency. Thank you!

45 Day Plan

- Reorganize surgical supplies with resident assistance
- Store stock cart under shelving under inject and collection
- Organize and store tray kits (Biopsy, Ear, INA, etc.)
- Revisit labeling for surgical supplies/organization
- Create resident 'tackle box' for quickly needed items
- Move lead mirrors and tuning forks to another location
- Refill throwaway pamphlets that were in file cabinet
- Order clear trays for meds for visibility
- Train staff on new layout

Results

Cost Savings

\$1,100 of inventory returned to CD for credit Par levels decreased to reduce cost of inventory held

Space made available

30 square feet in Clean Supply7 square feet in Medication Room6.5 square feet counter space in Med Prep area

Time Savings

Improved Clean Supply Room layout and reduced time spent to find supplies by an average of 76 seconds

Improved Medication Room layout and reduced time spent to find medications by an average of 30 seconds