

The Challenge

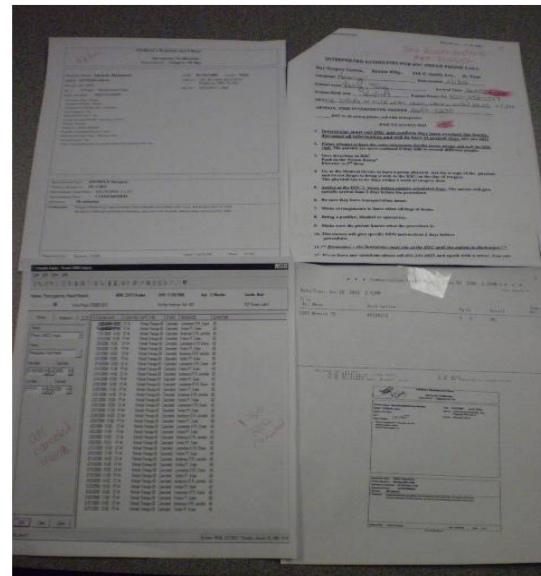
In large hospital settings like this organization, Interpreter Services is a key function. There are typically large amounts of “WIP” (work in process) – up to 580 request forms. It is difficult to know what to work on and in what order. In addition, missed appointments are not consistently tracked.

Targets

A Rapid Process Improvement (RPI) workshop was conducted with a 13-member Team. The Team was asked to accomplish the following targets:

- Standardize the scheduling process. And redesign the interpreter worksheet data entry process.
- Reduce WIP by 50% or more.
- Establish visual controls for work in process.
- Document scheduling standard work (for staff, casuals, and agency) with quick reference guide.
- Establish TAT (turnaround time) target from request received to appointment scheduled.
- Improve handling of inbound phone calls.
- Improve employee satisfaction by 50% or more.

Before



After

INTERPRETER REQUEST FORM
Form: 612-613-7633

Appointment Date: _____

Interpreter Arrival Time: _____

Child's MRN: _____

Patient Name: _____

Patient DOB: _____

Patient Insurance: _____

Requesting Department/Campus: _____

Language Needed: _____

Reason for Appointment: _____

Direction: _____

Comments:

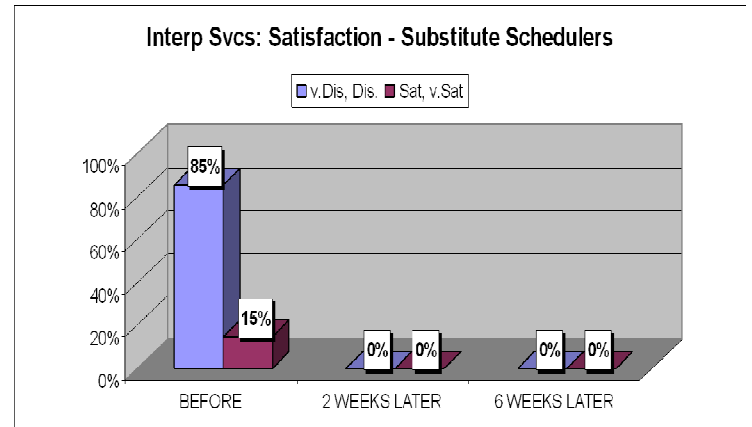
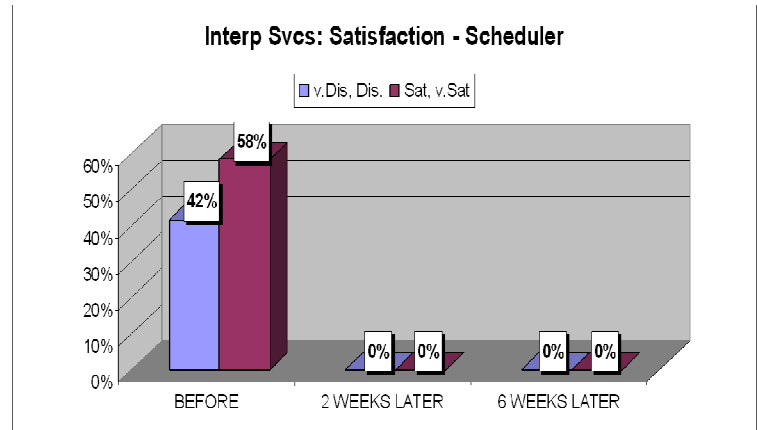
Areas of Focus

The workshop focused on the process from the time the request is entered by the care department to the time the request is complete.

Workshop Actions

- Standardized request form
- Paperless
- Spanish book resource in Cerner (increased efficiency)
- Process is now documented, Lego style
- Break-through idea for Team approach for delivering Interpreter Services
- New space for calls and schedulers (separate)
- Improved communication using Nextel and laptop tablets
- Docking station with visuals for Telecomm equipment, and check-in / out procedure
- Eliminate 25 pounds of paper
- Direct line for agencies and staff interpreters established
- Identified better call flow options to match Team model
- Increased accuracy and receipt of requests
- Made a dent in WIP
- Better understanding of Team member skills and style
- Better definition of Team roles
- Care area schedulers will be able to see interpreter scheduled on the appointment
- Better understanding and appreciation of scheduling process

Outcomes



Results

Interpreter Services Scheduling - Process Data Worksheet

Value-Added Analysis	Measure	Before	Vision	Day 5
	NUMBER OF STEPS	38	29	29
	LEAD TIME	12 days	1 day	1 day
	NUMBER OF QUEUES	13	6	3
	NUMBER OF WORK IN PROCESS	1,678	800	685
	TRAVEL DISTANCE (STAFF)	42 ft	21 ft	0
	TRAVEL DISTANCE (PAPER, MATERIALS, EQUIPMENT)	42 ft	21 ft	0