

The Challenge

The Cardiac Cath Lab in this acute care hospital was challenged with disorganization, inefficient flow, ambiguous roles and responsibilities, and limited space. A Rapid Process Improvement workshop was scheduled to address these issues. The challenge was amplified because the organization was new in their Lean journey. Lean education was critical, demanding yet exciting.

Targets

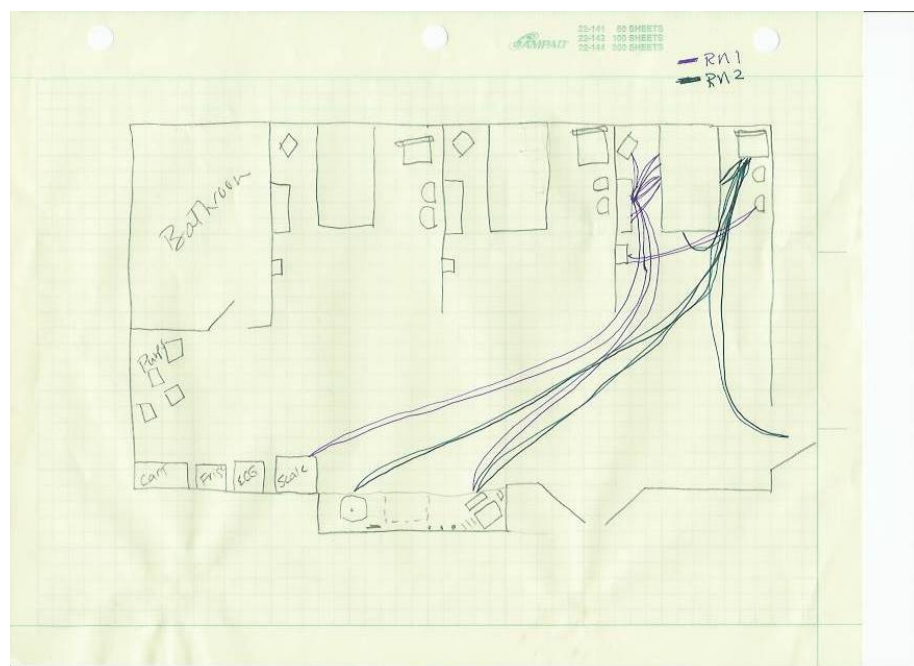
Important and ambitious workshop targets were established by the process owner and sponsors. They charged a six-member Team to focus on the following goals:

- Implement 5S in the induction area
- Define regular maintenance tasks and a method to complete them
- Establish a standardized lunch and break schedule then implement it
- Ensure processes are in place to maximize flow with additional beds
- Define a Team Lead role

Before:



After:



Areas of Focus

This workshop focused primarily on the Cardiac Cath Lab physical space and core functions. However, some sub-culture matters were also given attention, such as: staff morale, job roles and responsibilities, teamwork, Lean education and the feeling of success.

Workshop Actions

The workshop was held over four half-days to accommodate the Cath Lab schedule. The first day was spent learning about Lean concepts and examining the induction area. The Lean Consultant led the Team through a structured process to identify wastes and opportunities for improvement. The following workshop days were occupied with implementing changes and fine-tuning the new strategies and processes.

Some of the tasks completed during the workshop are as follows:

- 5S was implemented in parts of the Induction Area
- Excess waste was moved to a more useful place or discarded
- Induction process was revised to reduce movement and improve the patient experience
- RN roles and responsibilities were clarified
- Supplies were organized and moved for easier access
- Maintenance tasks were identified and a process implemented to ensure completion of tasks
- Lunch and break schedules were standardized
- Team Leader responsibilities were established
- An action plan was developed to address the bed shortage problem
- A sustaining plan was developed then implemented which includes an audit/monitoring strategy

Outcomes

The workshop was very successful both from the standpoint of achieving most of the objectives and also from involving employees in the improvement process. In addition to reducing the travel time by 53% and time in Induction by 37%, the Team worked through challenges and obstacles and produced a plan that they and their co-workers are pleased with and support. The other key benefit of the workshop was the learning achieved along the way.

The Team learned that having the workshop over four half-days was too short and hard on the improvement process. This would be handled differently in future workshops. The Team also realized how important pre-workshop communication is especially to those who are impacted by the work.

Results

Metric	Pre Workshop	Post Workshop	Difference
Lead Time- Patient Experience	47 minutes	22 minutes	53% Improvement
Person Time	68 minutes	44 minutes	37% Improvement
Travel Distance for Staff (RNs)	669 feet per patient	420 feet per patient	37% Improvement

Overall, the Rapid Process Improvement workshop was a great success, the Team learned a lot, and employee morale continues to improve as a result.