

HOSPITAL CHARACTERISTICS

**ADVOCATE CHRIST
MEDICAL CENTER**

- ▶ Oak Lawn, IL
- ▶ 695 beds
- ▶ <http://www.advocatehealth.com/mc/default.cfm>

S . T . E . E . E . P .



SAFE

Handoffs between nurses was reduced from 5-6 to 2, including standard work.



TIMELY

Patient wait time was reduced in several areas.



PATIENT-CENTERED

When developing the new process, each team walked the process from the patient's perspective and completed various "voice of the customer" activities prior to developing the solutions. education that is tailored to each patient.

TEAM MEMBERS

Lynn Hennessey, RN

Vice President of Nursing, Vice President Sponsor

Terese Shomody

BSN, Manager, GI Lab, Process Owner

Vicky Williams

Director, Surgical Services, Sponsor

STREAMLINING GI PROCEDURES

The Problem

Advocate Christ Medical Center's space in the admittance bay area and resource usage was unable to meet the increase in demand. An average GI patient experienced 70 minutes of total wait time, with 19 minutes of this wait time occurring in the procedure room. Only 24 percent of GI patient procedures start on time, which contributes 80 percent of GI patients' length of stay pushed to 3h 35m, with an average of 3h 6m. Patients do not see their physician for the procedure for an average of 1h 32m.

The Solution

A multi-disciplinary, cross functional team, including physicians and nurses, strategically planned a new vision for the GI Lab, while relying on front-line associates to develop the solutions to achieve the desired state. Lean methodologies were taught and deployed, resulting in improvement to operational efficiencies. These teams built a new process based on a pull versus push system and incorporated regular reviews for continuous improvement.

Results

As of July 31, 2009:

- » 71 percent reduction in average bay area wait time
- » 26 percent reduction in average recovery time
- » 57 percent of patients bypass the admit/recovery area and go straight to the procedure room to reduce bay area congestion and increase recovery capacity
- » 45 minute versus 60 minute procedure durations
- » Overall reduction in patient handoffs from 5 or 6 to 2
- » 3 rapid improvement events, 3 workouts resulting in:
 - 65 percent reduction in process waste
 - 74 percent reduction in other opportunities per lean methodologies

