

# **Lean Green Stream Clatterbridge Elective Surgery Centre**

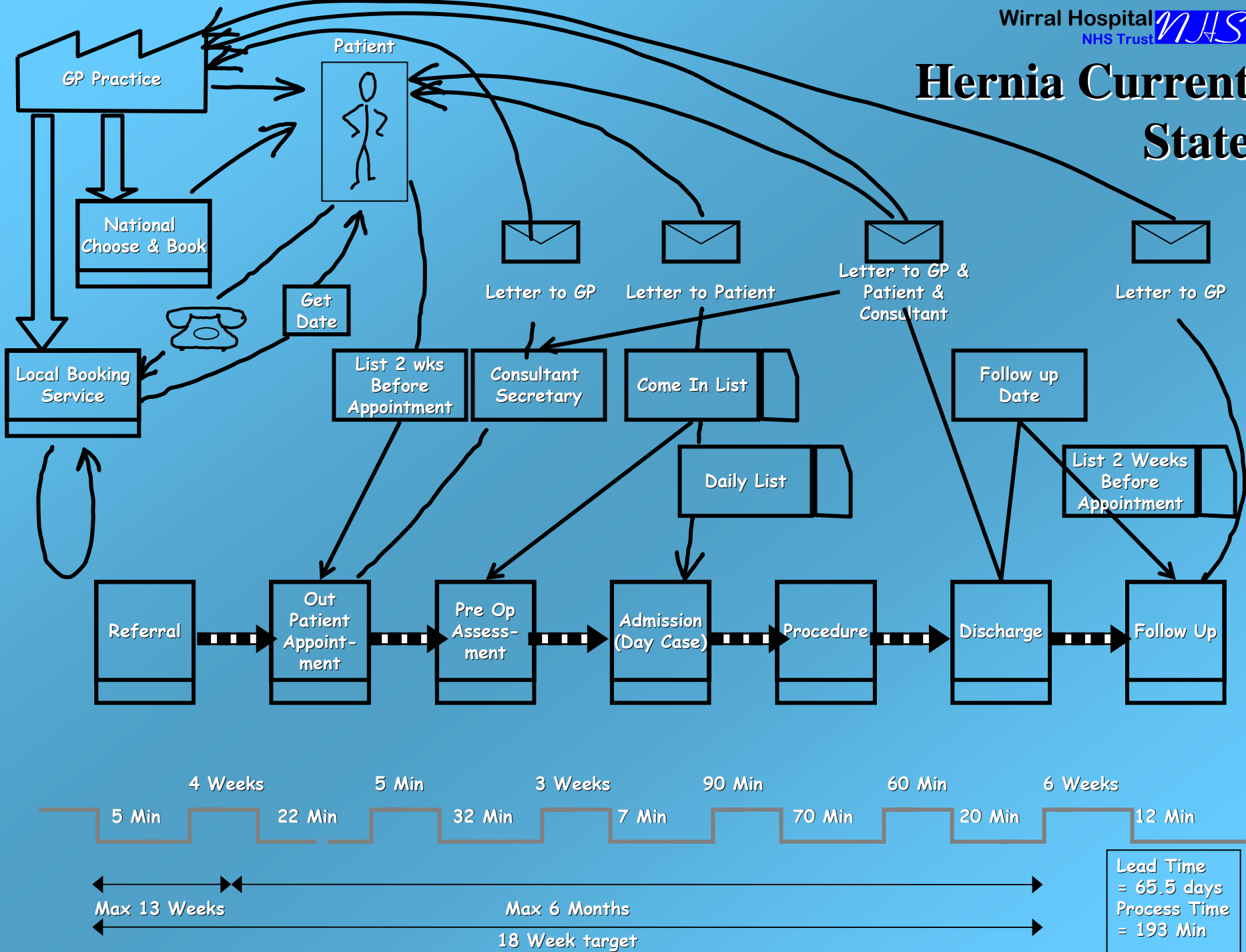
**Progress report August 2006**

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# **Aim**

**To improve the quality  
of the patient's journey**

# Hernia Current State



# 15th - 19th May 2006

## Rapid improvement workshop

- the green stream
- out patients and pre-op assessment
- day case unit
- niggles

# Green Stream

4.2% of procedures account for 52% of theatre throughput

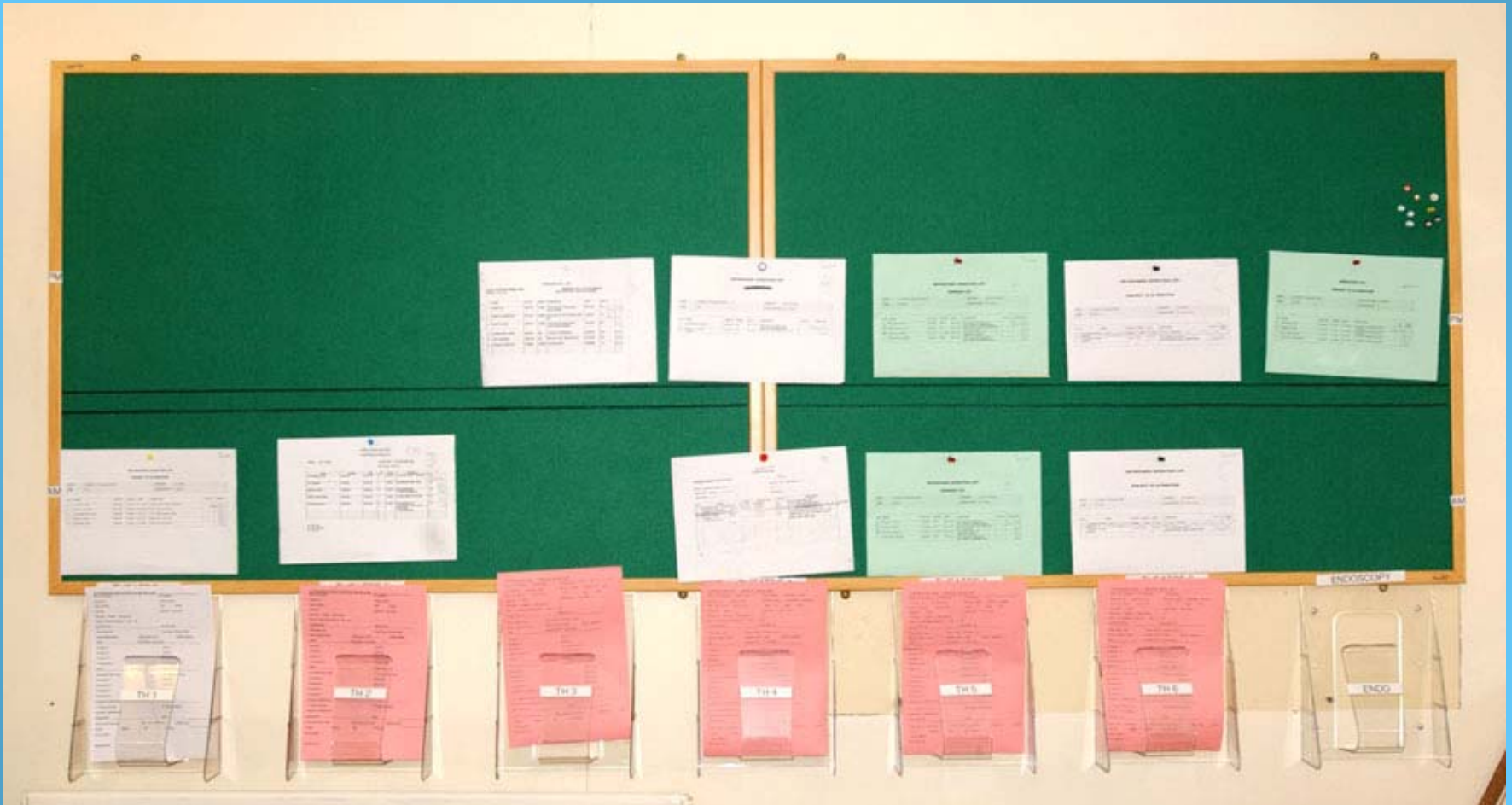
– LA flexible cystoscopy	15%
– GA cystoscopy	11%
– hernias & varicose veins	7%
– hip/knee replacements/arthroscopy	9%
– excision lumps & bumps	4%
– lower GI endoscopy	3%
– carpal tunnel	3%

# Rules supporting green lists individually agreed and embedded

- In a true green operating list the only weekly variation should be the patient's name and laterality
- Aim to achieve transparency and rigidity for routine work, in order to obtain flexibility for extra ordinary events
- Booking process centralised as lists go green
  - supports Trust's plans for centralised admission/discharge /transfer

*“Economies of repetition”*

# Visual display



# Theatre co-ordinators 8.30 am daily meeting

- Review previous day's lists
  - discuss any problems that arose and solutions
  - did all green lists start on time and if not why not?
  - numbers of issues logged on a chart
- Scan today's lists
  - anticipate any potential problems and discuss prevention

*Allows expert know-how to be shared by all staff*



# Pre-op assessment

- Touches reduced
- All phlebotomy now undertaken by pre-op nursing staff
- Chest x-rays performed locally
- ECG machine evaluation in progress prior to purchase
  - in future approximately 200 ECGs per month will be performed by pre-op assessment freeing up slots in ECG department

# Touches on the day case unit

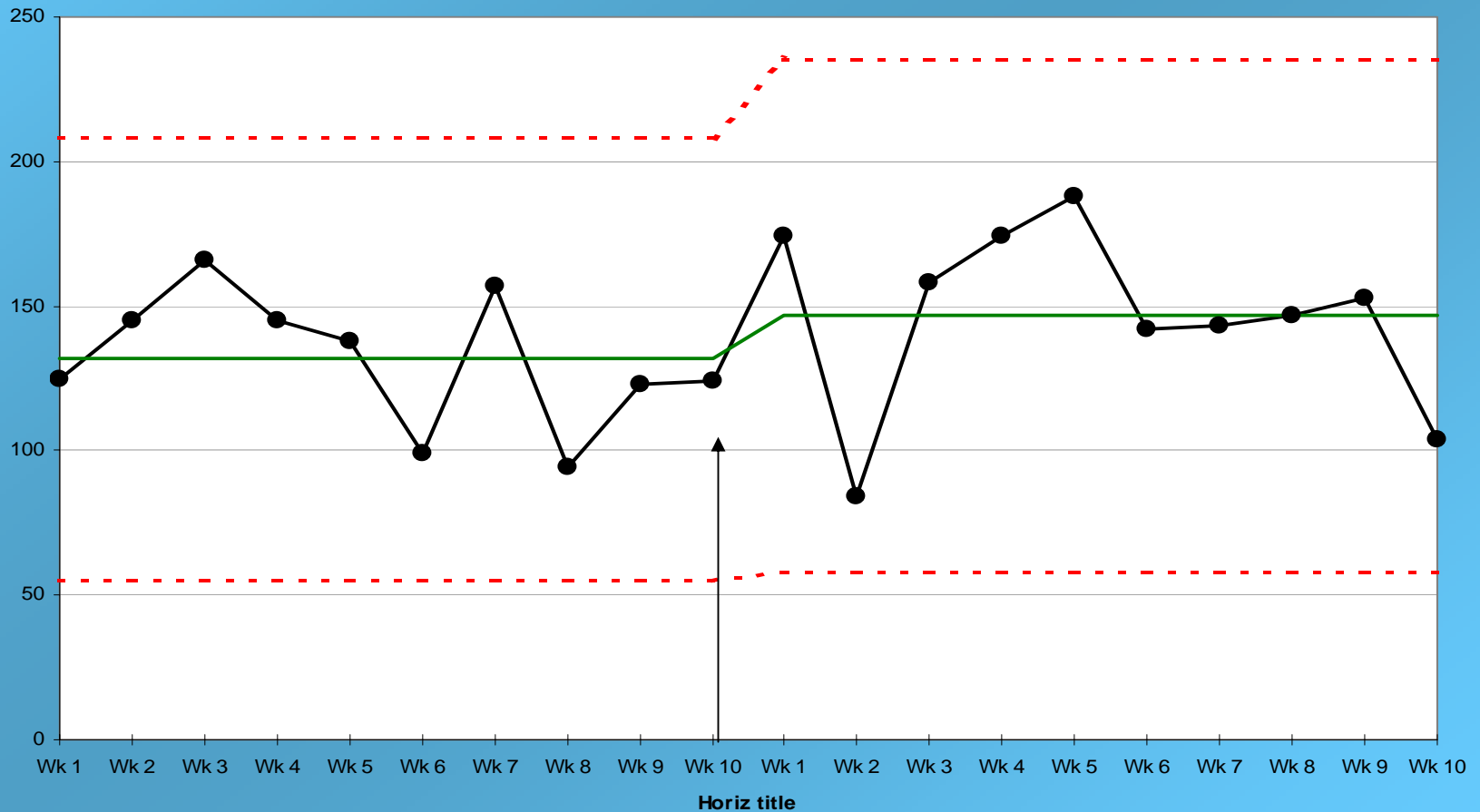
- **Pre Lean**
  - 34 touches for both GA and LA
- **Post Lean**
  - 13 touches for GA
    - continues to be higher than expected due to poor signage
  - 10 touches for LA
  - freeing up staff to offer a more individual patient focused approach and improving customer satisfaction

# Total numbers through Day Unit 10 weeks before and following Lean event

Total numbers through LDSU 10 weeks pre lean and 10 weeks post lean (date of lean indicated)

Centre: Mean

Calculate sigma up



# Satisfaction survey

**All patient and staff groups support day ward changes**

**Separation of LAs from GAs and male and female areas**

**All agree patients flow through unit better**

- 54 patients
- 18 ward staff
- 14 theatre staff
- 10 surgeons
- 1 anaesthetist

# Next step

## Switch wards - orthopaedics upstairs, general surgery & urology + LA day case unit downstairs - advantages:

- orthopaedics
  - Gain an extra bay - 6 more beds
  - Number of side rooms increase from 2 to 4
- general surgery & urology + LA unit
  - facilitates flexible staffing arrangements for GA, LA and in-patient areas
    - one nurse manager is currently in charge of all 3 areas
  - avoids HCAs running up and down stairs
  - areas can be used flexibly in response to daily variation in cases

# Keeping the momentum

## 2-weekly meetings with key staff

- review status of open action items from project plan
- review process metrics to ensure improvements are being achieved
- discuss additional opportunities for improvement
- continue to improve the process

