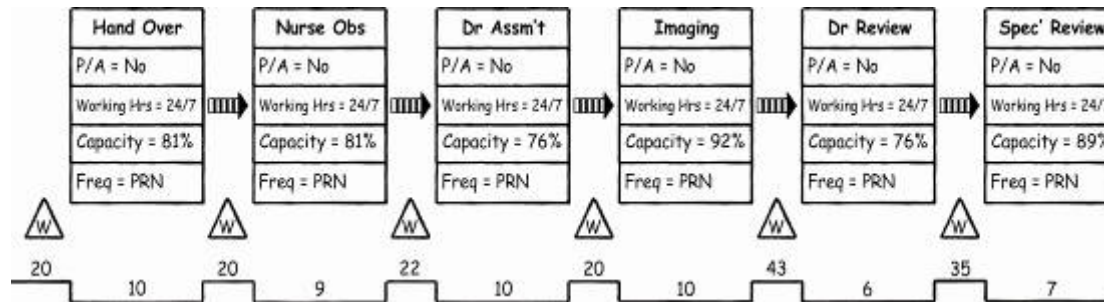


Key steps to turn the patient journey into an integrated process

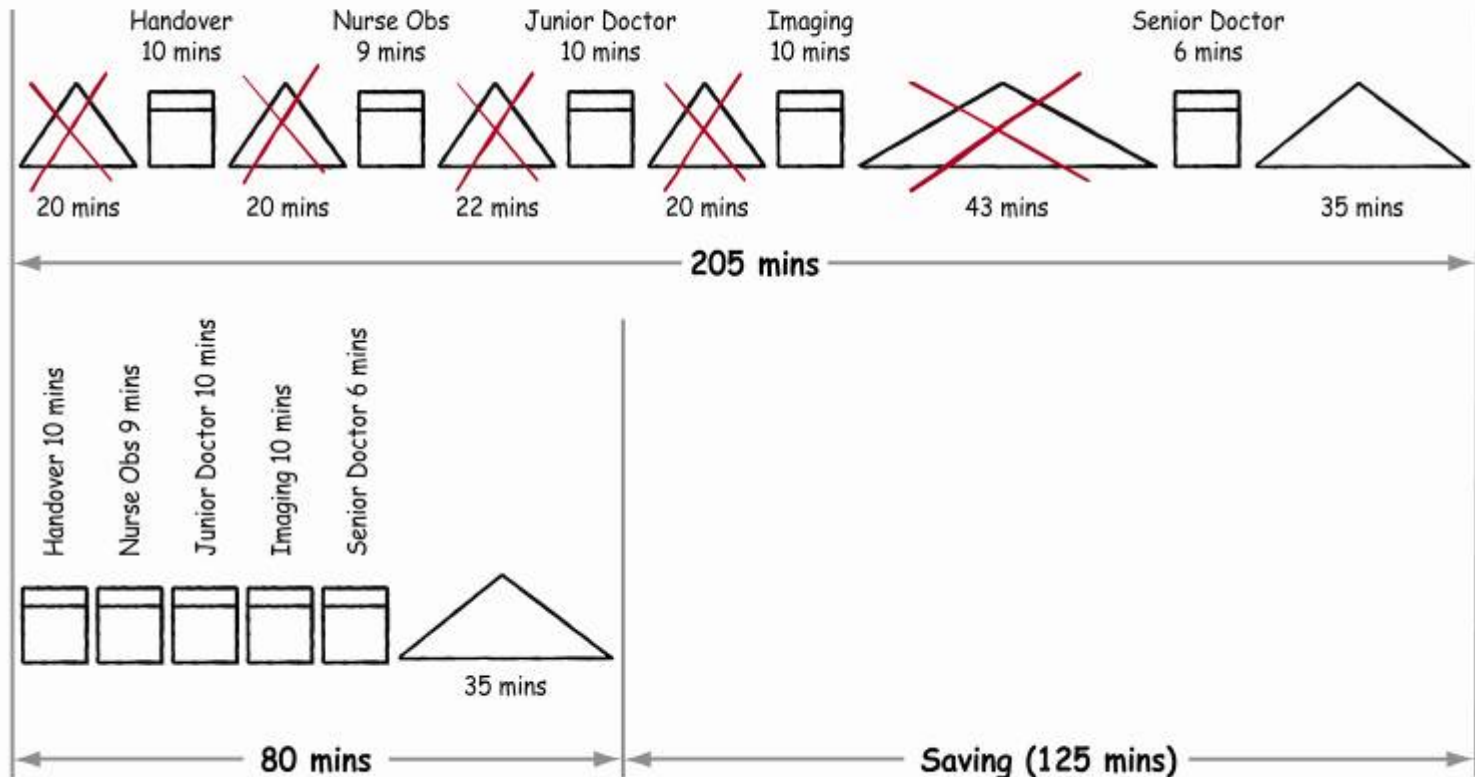
Ken Robertson

Friday, 10th July 2009

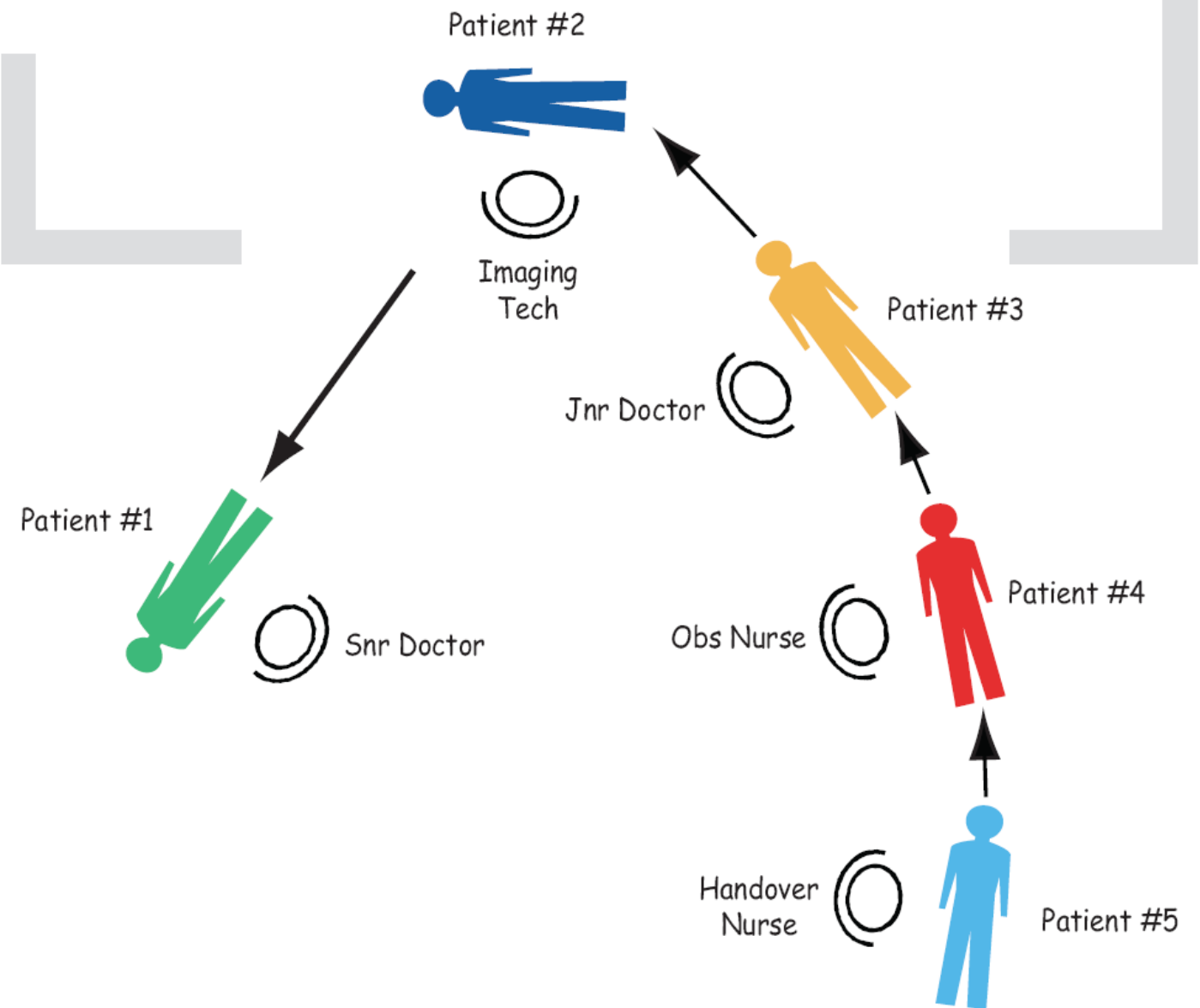
Front Door Current State Excerpt



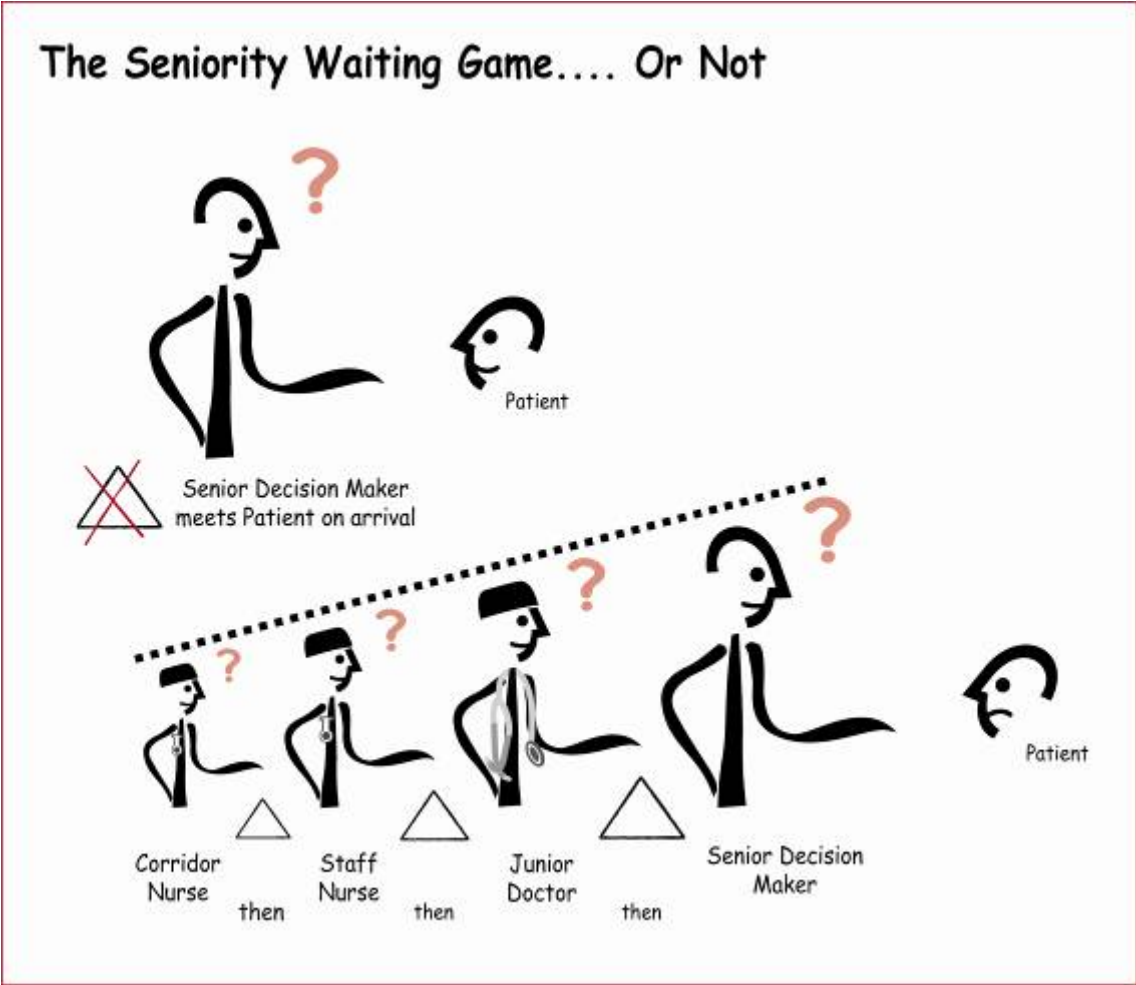
Continuous Flow..... Eliminating the Waits



An ED Cell Layout



Another Option an Even Smaller Cell?



Khalid Did This – Result: Admissions Down by 25.5%

Operations Management in Healthcare

- Identify the needs of patients
- Design and deliver services to meet needs
- Analysis and control of all steps necessary to deliver service
- **Control times between the steps**

Operations Management

RGH Unscheduled Care

- Visual Hospital
- Plan for every patient
 - In A&E
 - In Medical Assessment Unit
 - On the ward
 - In the Discharge Lounge
- Daily Plan for Staff
- Daily plan for Ward Rounds
- Assessment Status for the Hospital

A Plan for Every Patient in A&E featuring target times for each process step and highlighting any variance against plan as soon as it occurs

| Patient | 4/11 Breach Time | Nurse | TBS/Dr | Admission Time | Nurse Assmt (inc MEWS & ECG) 10 mins | Complete | Complete | DR to Complete | | | | Transfer (inc 15 mins (Resus 20/45 mins)) | Plan for Next Hour & Comments (Reasons for Delay) | | | |
|---------|------------------|-------|--------|----------------|--------------------------------------|---------------------|-----------------------------|----------------------------|------------------------------|----------------------|---------------------------|---|---|------|---------------------------------|---------------|
| | | | | | | ED DR Assmt 20 mins | Bloods Taken & Sent 20 mins | Referred for x Ray 30 mins | Time Patient Spent for X-Ray | ED DR Review 50 mins | Ref to Speciality 50 mins | | | | Speciality Review (inc 05 mins) | |
| MR X | | | | Plan | 1000 | 1010 | 1020 | 1030 | 1030 | | 1050 | 1050 | 1105 | 1240 | MED | AWAITING BED. |
| | | | | Actual | 1005 | 1010 | 1030 | 1030 | | 1100 | 1120 | 1220 | | | | |
| MRS Y | | | | Plan | 0905 | 0915 | 0925 | 0925 | 0935 | | 0955 | 0955 | 1010 | 1145 | SURG | AWAITING BED. |
| | | | | Actual | 0913 | 0918 | 0920 | N/A | | 1020 | 1030 | 1230 | | | | |
| | | | | Plan | | | | | | | | | | | | |
| | | | | Actual | | | | | | | | | | | | |
| | | | | Plan | | | | | | | | | | | | |
| | | | | Actual | | | | | | | | | | | | |

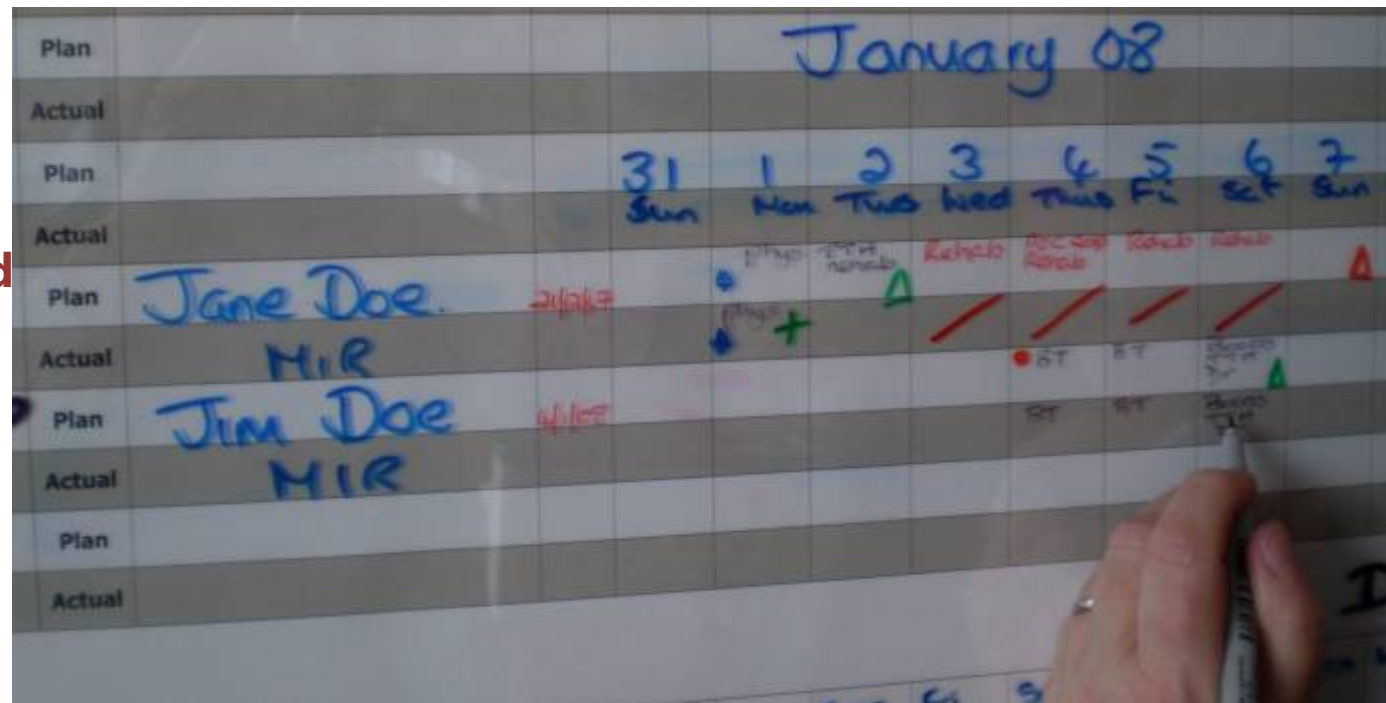


Plan for Every Patient - Ward

| | Patient Name | Condition | Admission Date | Planned Discharge Date | Fri | Sat | Sun | Mon | Tue | Wed | Thu | ... | in |
|--------|---------------|-----------|----------------|------------------------|------------------------------|--|--------------------------|--------------|------------|------------------------------|--------|--------|----|
| | | | | | 10/Jul | 11/Jul | 12/Jul | 13/Jul | 14/Jul | 15/Jul | 16/Jul | 17/Jul | |
| Plan | Ken Robertson | L TKR | 11-Nov | 17-Nov | ● ECG, BLOODS, CF, ANAES, | Ⓧ IVAB, PT, XR-F, EXU, PAIN RELIEF, ANAES | ↓ XR, PT, BLOODS, ROD | PT | PT | PT, TTH, BOOK OPD, REF DN/PN | ▲ | | |
| Actual | Dr Brown | | | | ECG, BLOODS, CF | Ⓧ IVAB, PT, XR-F, EXU, PAIN RELIEF, ANAES | ↓ XR, PT, BLOODS, ROD | PT ✓ | | | | | |
| Plan | A N Other | TKR | 11-Nov | 17-Nov | ● ECG, BLOODS, CF, ANAES | Ⓧ IVAB, PT, XR-F, EXU, PAIN RELIEF, ANAES | ↓ XR, PT, BLOODS, ROD | PT | PT, BLOODS | PT, TTH, BOOK OPD, REF DN/PN | ▲ | | |
| Actual | Dr Smith | | | | ECG, BLOODS, CF | Ⓧ IVAB, PT, XR-F, EXU, PAIN RELIEF, ANAES | ↓ XR, PT, BLOODS, ROD | PT, XR, TWOC | | | | | |

Visual Operations Management – The Plan for Every Patient in action

| Bed | Patient, Admission Date and Consultant | | 01/01 MON | 02/01 TUE | 03/01 WED | 04/01 THURS | 05/01 FRI | 06/01 SAT | 07/01 SUN | 08/01 MON | Comments |
|-----|--|--------|---|--|--------------|-------------------------------------|--------------|--|--------------|--------------|---|
| A1 | Jane Doe 21/12/07 ABC | Plan | PHYS ◆ | TTH REHAB ▲ | REHAB | POC EXP REHAB | REHAB | REHAB ▲ | | | HAS POC, 4 x DAILY + 01/08 |
| | | Actual | + PHYS ◆ | TTH | / | / | / | | | | FOR REHAB |
| A2 | Jim Doe 04/01/08 XYZ | Plan | | | | ● BT | BT | BLOODS, TTH, DR ▲ | | | NPOC |
| | | Actual | | | | BT | BT | BLOODS, TTH, DR | | | |



A Plan for Every Patient board at Ward Level – Links to Fishbone

AGENDA FOR OPS HUB MEETING

- Capture & validate data for Visual Hospital
- Capture & validate nurse staffing data
- Review ward round OTIF data
- Complete & distribute the Escalation Matrix
- Review plan & actions from previous meeting and identify issues
- Identify actions cards required for action and agree plan until next meeting
- Any other business – Outside of meeting

The Visual Hospital in Action – with the Master Patient Scheduler



Visual Staffing Matrix Nursing

| | | AM Today | | PM | | NOCT | | AM Tomorrow | |
|-----|------|----------|--------|---------|--------|---------|--------|-------------|--------|
| | | Planned | Actual | Planned | Actual | Planned | Actual | Planned | Actual |
| C7E | QUAL | 5 | | 4 | | 2 | | 5 | |
| | N/A | 2 | | 2 | | 2 | | 2 | |
| C7W | QUAL | 5 | | 4 | | 3 | | 5 | |
| | N/A | 2 | | 2 | | 2 | | 2 | |
| D5W | QUAL | 3 | | 5 | | 3 | | 3 | |
| | N/A | 2 | | 2 | | 2 | | 2 | |
| SAU | QUAL | 3 | | 3 | | 2 | | 3 | |
| | N/A | 1 | | 1 | | 1 | | 1 | |
| D2W | QUAL | 4 | | 5 | | 4 | | 4 | |
| | N/A | 2 | | 2 | | 2 | | 2 | |
| C5E | QUAL | 5 | | 3 | | 2 | | 5 | |
| | N/A | 3 | | 2 | | 2 | | 3 | |
| C5W | QUAL | 5 | | 3 | | 2 | | 5 | |
| | N/A | 3 | | 2 | | 2 | | 3 | |
| D3E | QUAL | 4 | | 4 | | 2 | | 4 | |
| | N/A | 3 | | 3 | | 2 | | 3 | |

A fishbone icon identifying the key support service in treating a patient on a ward

