Management Case Study: Lean Tools (Kaizen event) to Optimize and Market a Bedside Delivery Discharge Prescription Program at a Community Teaching Hospital

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Learning Objectives

1. List characteristics of a management problem that are best resolved through a Kaizen event.
2. Bedside listening to the team members of a Kaizen event, identify other valuable sources of feedback that need to be incorporated into a Kaizen event.
3. Identify the metrics to measure how to evaluate the success of a bedside delivery discharge prescription program.

Fairview Hospital
- 458-bed Community Teaching Hospital
- Part of the Cleveland Clinic System
- Level II Trauma Center
- Centers of Excellence
  - Cancer Center
  - Heart Center
  - Birthing Center
- Total Staff approximately 70 FTEs

Culture of Continuous Improvement

- Fairview Hospital adopted a process to incorporate Kaizens into its processes starting 10/2011.
- Projects identified to be optimized by a Kaizen event were identified through:
  - Staff Feedback Regarding engagement issues
  - Management observation regarding lack of uniformity in a service
  - Strategic initiative
    - Bed-side Medication Delivery
- A significant commitment from staffs and management to provide the time to understand problems

Kaizen event

- Kaizen event enables us to rapidly improve a process in a collaborative fashion
- Kaizen event helps to identify waste – optimize resources
- Foster team buy-in
- Use of the A3 tool
  - Concise way of communicating purpose and actions
- Voice of the customer, Voice of the Business, Voice of the employee
Kaizen Cycle

Why a Kaizen event?

- Initiated Discharge Prescription Program hospital-wide 12/12.
- Significant growth in prescriptions/patients serviced but we had experienced a plateau effect over two-months
- Cost repositioning – need to show value of a new service
- Increase awareness in the service and track metrics
- Use success to appropriately resource service to our patients

The Process Detectives

Current State – Emerging Themes

Trends of Opportunity

Waste Identified

- Payment collection resulting in additional motion
- Insurance rework/missing paperwork
- Paper orders missing/collection
- Staff training
- Poor communications resulting in over production
- System resulting in waiting
- Roles not clearly defined
- Workflow resulting in travel
The Data

The Data

What We Learned (highlights)....

- The program is positive when the patient receives the medication in a timely manner.
- Communication is critical and must flow effortlessly.
- Role definition and standardization was needed to streamline the workflow.
- A positive response was noted during interviews with all stakeholders.
- There was a lack of education on the program among nursing and physicians.

Our Goal....

**Primary Metric**
- Increase the percentage of patients and number of prescriptions captured in the focus areas by 25%.

**Secondary Metric**
- Increase productivity by 25% for the Ambulatory Pharmacy.

Recommended Changes....

- There were 18 recommendations – highlights:
  - Educate all stakeholders utilizing communication plan.
  - DCT to call patient placement coordinator to collect list of potential discharges & track throughout the day for updates.
  - Prior authorization list HUC educated & will provide DCT on discharges.
  - DCT role changed to just market and facilitate program on floor.
  - Inpatient pharmacist role identified.

Results – Increases
Results - Profit

Metrics will continue to be followed

- Post Kaizen event – team meets every two weeks
- Increased number of patients using the service
- Increased prescriptions and profit
- Continue to follow impact on HCAHPS scores
  - Recent comment on HCAHPS survey - I also loved the discharge medication pharmacy service - very convenient! The pharmacy staff were all excellent and did an excellent job concerning my discharge medications.

Continued Improvement

- Request appropriate resources to expand program marketing to whole house.
- Request new space for the retail pharmacy
- Team highlighted as one of the “success stories” to the leaders of all Cleveland Clinic Hospitals in the last leadership training series.
- Continue to market opportunity

Beyond the feedback of the team what is an effective exercise within the Kaizen event to identify opportunities?

A Assessing the “voice of the employee”
B Assessing the “voice of the customer”
C Assessing the “voice of business”
D All of the above

True or False: An A3 tool is only effective for highlighting the reason for a Kaizen within the team conducting the event.

A True
B False

Committing 4 days of staff time to a Kaizen event represents a rapid change management strategy?

A Yes
B No