

Seven Day Hospital using a LEAN approach

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CENTER MANAGER
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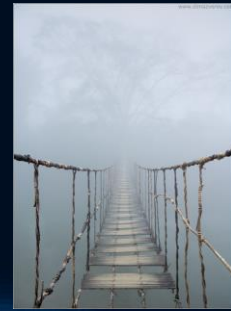
Where did we start?

Senior Executive Leadership Team
(SELT)

Surveyed physicians and asked who
had a very different staffing model on
weekends?

- Radiology, Cardiology and Therapy

The Unknown.....



Data in former state

Staffing decreased
85% on weekends

60-80% of patients did
not receive a follow up
visits if evaluated on
Thursday

200 "others" each
weekend day

Clinical Evidence

105 studies have
documented "the weekend
effect"

Spans globally Australia,
England, The Netherlands,
and US

3 million admissions

Elective surgery is also
included creating a "Friday
effect"

Saposnik et al found people
who have a stroke on the
weekend have an increase
mortality rate and less of a
chance to return to same
place of residence

Proponents contend:

Senior Clinicians present

Multidisciplinary team assessment within 14 hours

August 2016

CMC uses LEAN management system:

- Allow employees build the schedule, structure, and staffing

What is LEAN?

- Respect for the people doing the work, value in the eyes of the customer, FLOW, removal of waste

Rapid Improvement Events

Schedule 11.5 hour days

- Week one: Work Mon/Tuesday off Wed/TH / Work Fr, Sat, Sun
- Week two: off Mon /Tue. Work Wed/TH, off Fri, Sat, Sun

Structure

- Group lead/Team Lead model

Staffing

- Everyone on a team follows same schedule- part time grandfathered in

CHANGE:

- <https://youtu.be/hlBDvJsPzo>



Sometimes to do the right thing, we must keep a promise we never made. – Robert Brault

Consequences

Developed plan over 9 months

40% Turnover full and part time staff

Containment

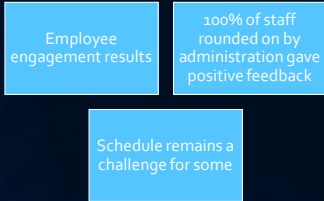
PRN

Two travelers for a month

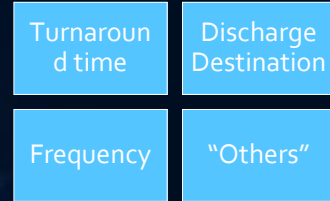
Student commitment was unchanged!

Leaders went into ICU patient care

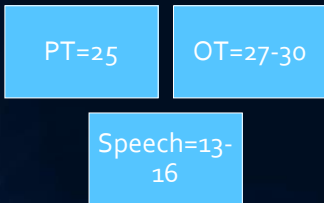
Started in June 2017



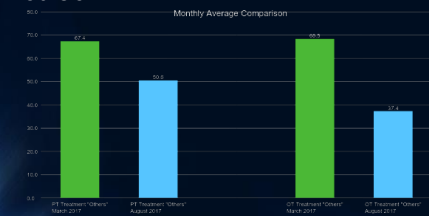
Data



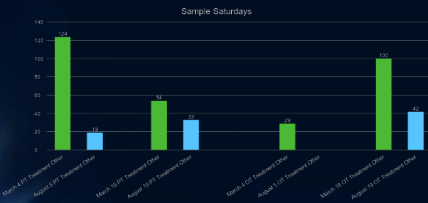
Turnaround time



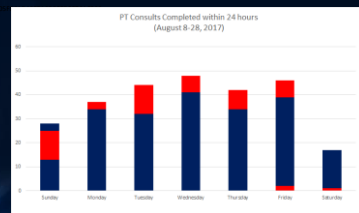
"Others"



Weekend "others"



TAT for Consults



Commitment to plan of care

1000 bed hospital
 Staffing levels of 15 PTs per day, 7 days a week
 From 8/3 – 9/18 they averaged 55% in seeing all "daily" frequencies as required.
 For those who needed multiple sessions (i.e., 4/week), averaged 50% seen.
 It's a new process, but the goal is to get to 90%.

Determination of # patients/day

Table Time Form

Department: **PT** POC: **PT** POC Dept: **PT** Requested Date of Delivery for Position: **10/1/17**

Process Name: **PT/OT Lead/Team** Requested Date of Position: **10/1/17**

Make As Process: **PT/OT**

Start of Labor: **21 Sep 17**

Total Available Time to a Work Day (by department)

Frequency	Time	Rate	Total
Lead/OT	15.00	1	15.00
PT/OT	15.00	15	225.00
OT/OT	15.00	1	15.00
OT/PT	15.00	1	15.00
OT/OT	15.00	1	15.00
Total Available WorkTime	60.00	20	1200.00

Total Available WorkTime/OT number / Total Available WorkTime/OT number

Total Demand per Day, Total Hours, and Available Positions in the process by POC/OT

Bill Type: **0000** **000000**

OT **0000**

Recent graduate culture

20-30 applicants for open positions for OT

16-40 applicants for PT positions

20 speech applicants within 24 hrs of posting

Lean Leadership

• <https://youtu.be/z1zhx4rKxKo>

Group Lead/Team Lead model

Team leads lead 5-8 people

They move together through the hospital

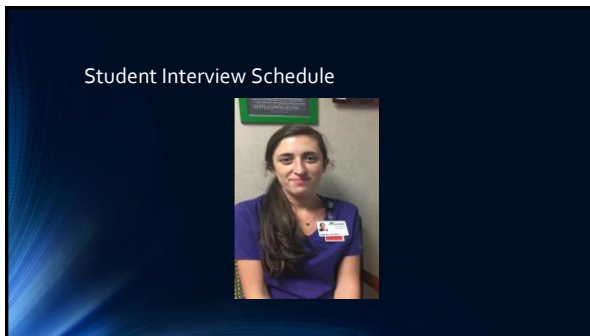
Group lead leads the 3 teams working each day

Team Leads

Responsible for morale

Mentor, coach

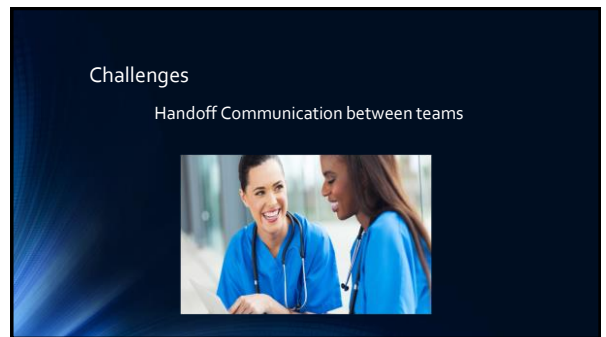
Remove waste, problem solve



Feedback

100% of staff rounded on by Administrator love the structure

Staff struggle with schedule: long days/weekends but multiple reports include: "I can't imagine going back to 5 days a week"



Next steps

