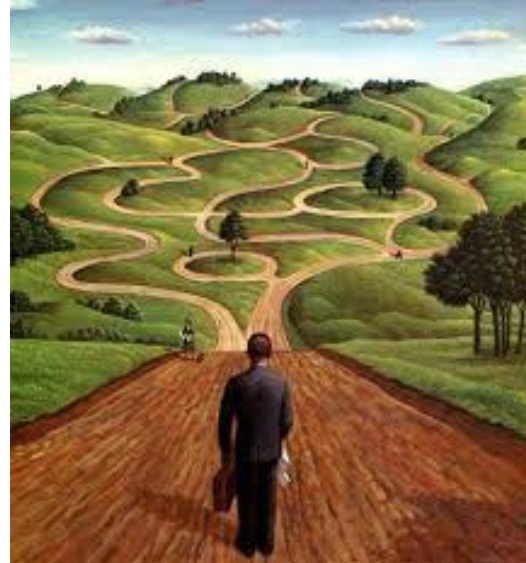




Mercy Health Saint Mary's Kata Story



6/15/2016

Who is Saint Mary's

- Mercy Health Saint Mary's is a 344 bed acute care hospital with 2500 colleagues and 120 primary care physicians and 50 specialists



- Saint Mary's is one of over 100 hospitals in the larger Trinity Health nationwide system.

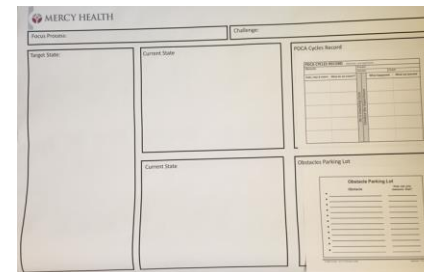
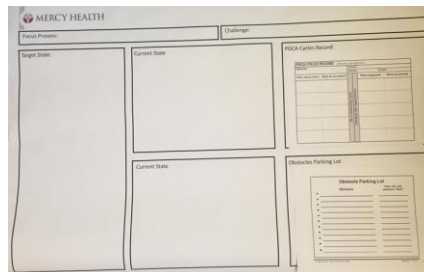
What is Process Excellence

- Process Excellence is a department of 10 colleagues that serve the Saint Mary's organization

The Process Excellence team partners with leaders and colleagues, empowering every person to live into a brighter future for Mercy Health Saint Mary's patients, families and community. We leverage the human spirit and the challenging environment of healthcare , striving for perfection through daily practice of continuous improvement

Our Kata Journey

- Kata training at the 2014 MLC annual conference
- Began with 2 boards in our Anatomic Pathology lab in January of 2015-both of these teams are still active and working on new problems



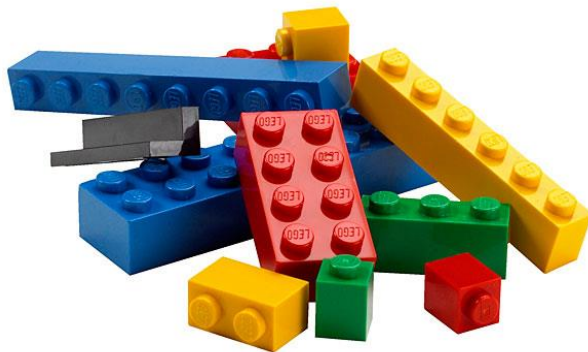
- Partnered with Micron Manufacturing to accelerate our learning, look for trends and learn from one another



Lesson Learned #1

The Little Stuff is the Big Stuff

*Celebrate the small wins!!
Stories from 4 of the 12 current
active teams*



Anatomic Pathology

Challenge

Improve report TAT-% of cases signed out within 24 hours from 61% to 72%

Results to date

- Reduction of recut slides by 50%
- Cases signed out in 24 hours is 63%

AP-How did you do that?

MERCY HEALTH

Facet Process: _____ Challenge: _____

Challenge Statement:
We will have improved our specimen TAT from 61% to 72% of cases signed out within 24 hours by June 30th 2016

Target Condition: Gross Room

- Specimens from Lacks sent down on the lift when the surgery has been completed (para held in surgical suite) sustained by September 30th 2016
- A way of knowing in the Gross Room when the lift has arrived in the lab by September 30th 2016
- All charts updated on a daily basis

Current State

Obstacles Parking Lot

Obstacle Parking Lot

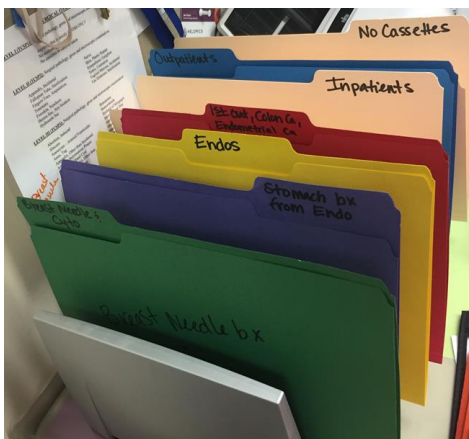
Obstacle

When will you fix it?

Who will you fix it?

The Five Questions

- What is the problem?
- What are the causes?
- What are the effects?
- What are the solutions?
- What are the risks?



PCDA CYCLES RECORD (Each row = one experiment)

Obstacle: Slides waiting for paperwork down in office

Date, step & metric	What do you expect?	Process:	Learner:	Coach:
On Wed 2/23, we discussed potential impact of new process on our department. We discussed the impact of the new process on our department. We discussed the impact of the new process on our department.	What do you expect?	Process:	Learner:	Coach:
By 4:15 the slides for our department were ready to be delivered. We discussed the impact of the new process on our department.	What do you expect?	Process:	Learner:	Coach:
On Friday 2/27 of the department. We discussed the impact of the new process on our department.	What do you expect?	Process:	Learner:	Coach:

CT Team

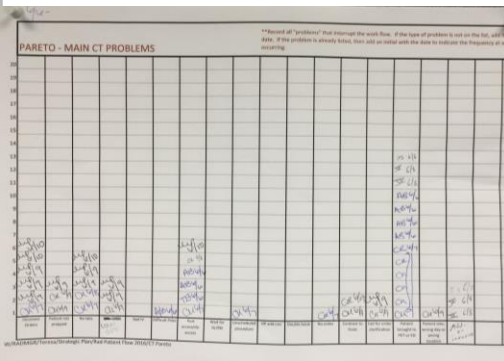
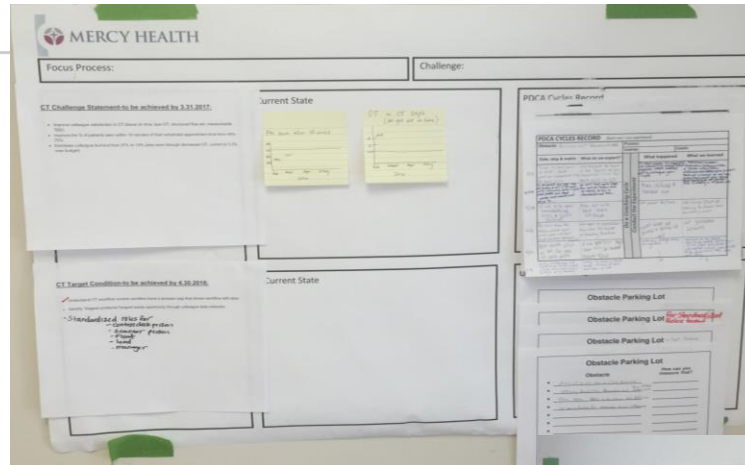
Challenge

Increase % of patients seen within 10 minutes of apt time from 44% to 75% and decrease OT by from 3.2% to 1.6%

Results to date:

- Overtime down from 3.4% to 3%
- % of patients seen within 10 minutes increased from 44 to 48%

CT-How did you do that?



Tube Station Team

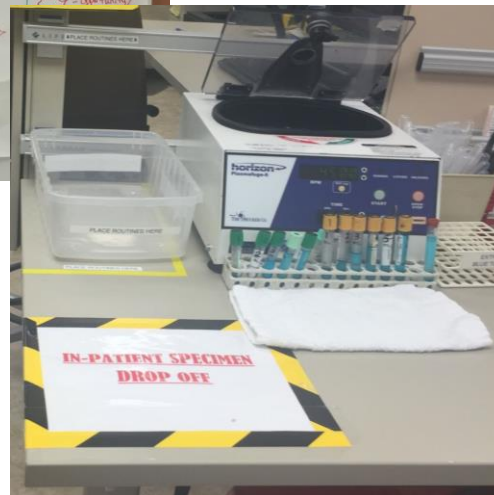
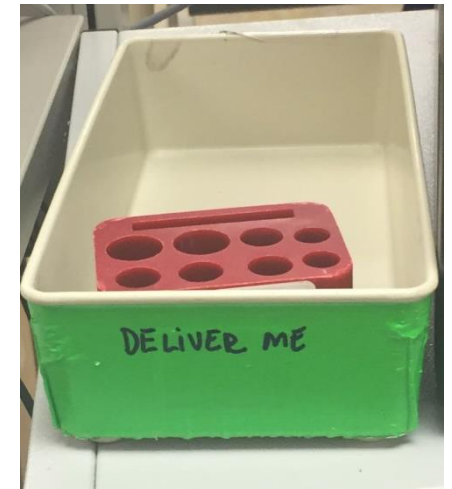
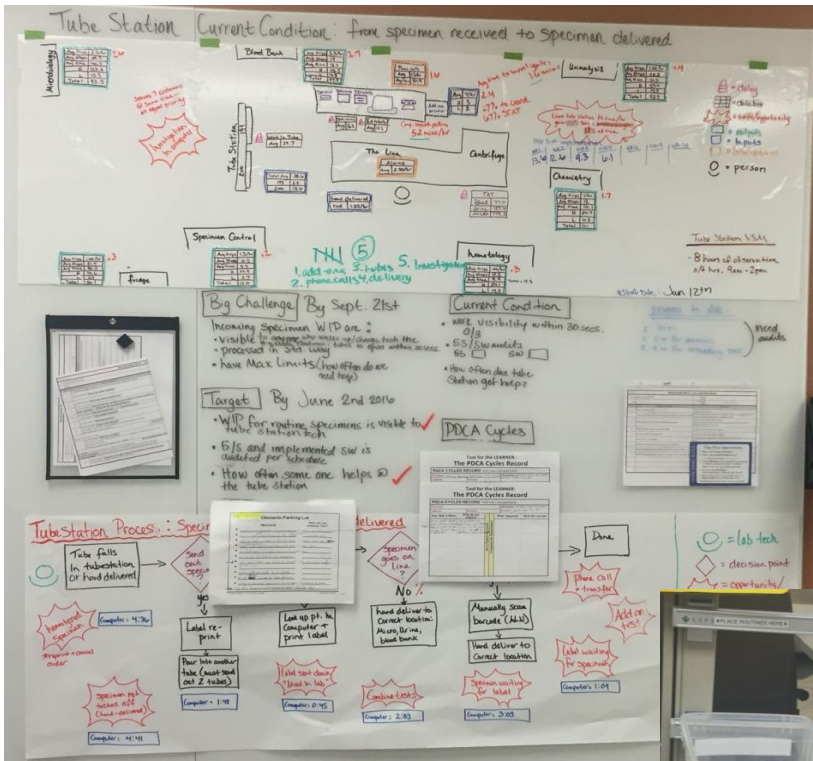
Challenge

STAT, routine and PTS specimens quantity are visible to tube station tech and charge tech within 30 seconds

Results to date:

- Routine specimens are visible within 30 seconds
- Reduction in time away from the bench by 50%

TS-How did you do that?



Wege Team

Challenge

Reduce redraw rate by 50% maintained for 4 months

Results to date

- Redraw rate reduced by 80% sustained for 6 months

Wege-How did you do that?

Lower VSM: Frame lines of Patient Arrival and Departure
 Improve the experience for the patient through decreased wait time, an improved Customer Service Call, and less than 20 min. improve the working environment for the lab staff. (Correctly: 75% used less than 20 min (Jan 2015))

Patient Registration Process

- Where are orders sent?
- What are the registration and a line?
- What are the registration and a line?

Big Challenge: By July 1st

- Less than 10% of pts wait over 20 mins
- % of pts redrawn is less than 1%
- Target: By June 30th
- Reduce % of pts waiting over 20 mins b/c 7a-9a 13p-3p to less than 10%
- 1 lab error relating to Vitamin processing

Current Condition:

Graphs and charts showing patient wait times and redraw rates.



Pareto - Wege Redraws Month: June 2016

Date	Test	Date	What happened	Date	Date
1	Hemolyzed	6/17/16	QNS	6/17/16	Lab Accidents
2				6/17/16	Clotted
3				6/17/16	Not drawn
4				6/17/16	Missed on Order Entry

GOAL: 20 redraws or less, with no more than 4 in every category



Long Term care Pharmacy Team

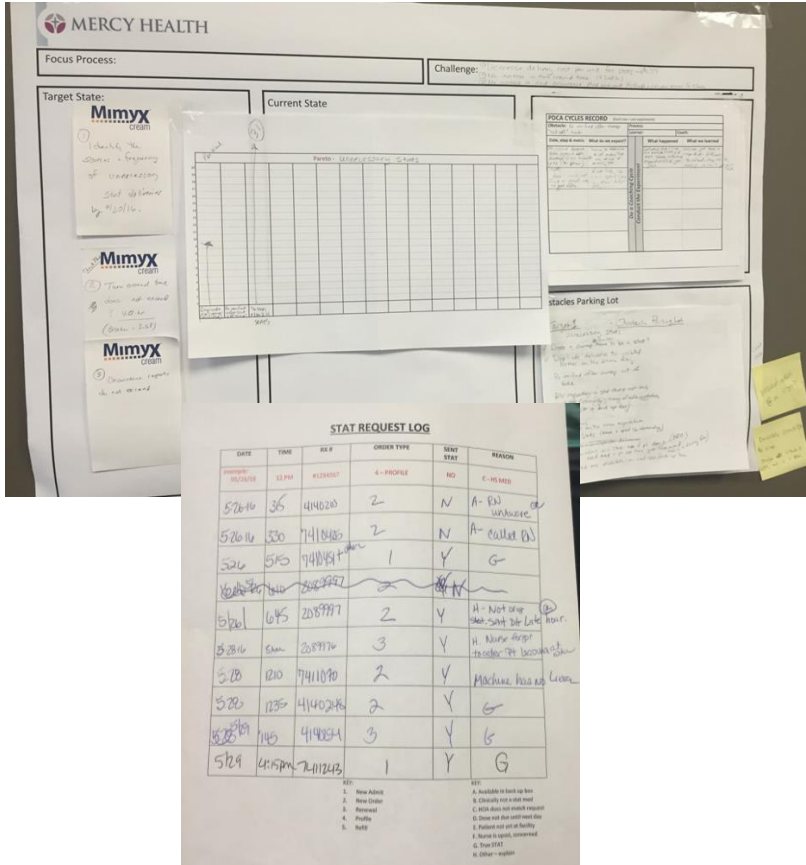
Challenge

Reduce FY 16 STAT courier fees by 10% (baseline of >\$500,000 in FY 15)

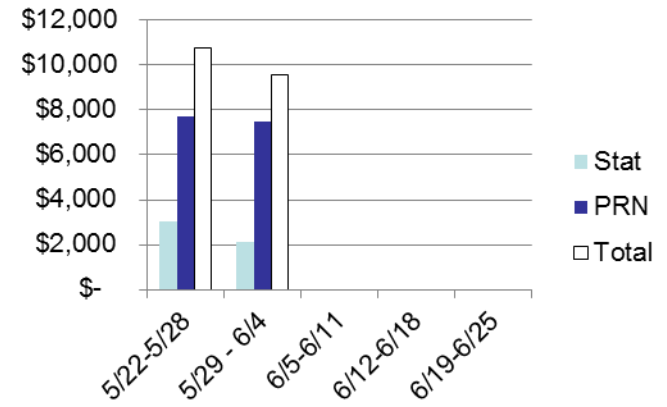
Results to date:

- Reduction of \$0.71 per STAT request
- Reduction of unnecessary STAT pick up by 43%
- Total reduction of STAT delivery fees of \$1000.00 per week

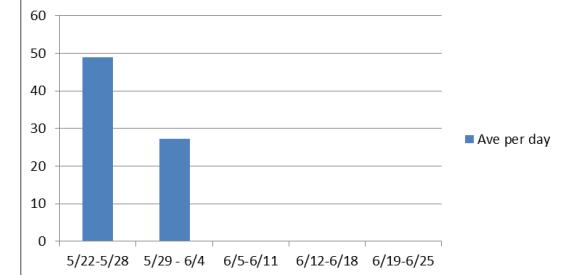
LTC-How did you do that?



Reliable Charges



Reliable Stat Deliveries



The **BIGGEST** little wins!!!

- Teams learn to collect data-they become more efficient in determining what to collect, how to collect it and how to tell a story with it
- Teams learn how to hold each other accountable-empowering themselves and relying less on their manager/leader
- Teams learn how to have focused conversations
- Teams learn how to test an idea and run an effective experiment

Lesson Learned #2

Short Cuts lead to Dead Ends

The fastest way to go nowhere is to attempt a shortcut



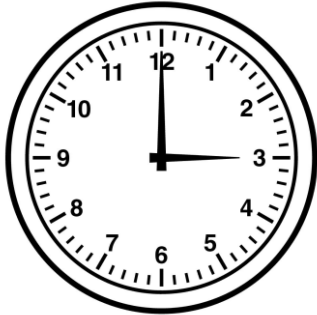
Shortcut 2: Target date further out than 1 month



We have found that when we did this:

- Our targets were often not met
- Our efforts were not as focused
- Our next steps became too big

Shortcut 3: Meet when you can meet



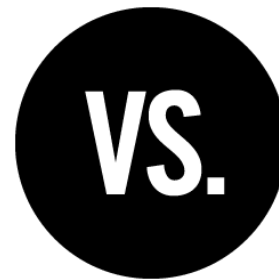
Kata cycles plan v. actual/1st coach compliance to kata process

Week of:	Week of:	Week of:	Week of:	Week of:	Week of:	Week of:	Week of:	Week of:	Week of:	Week of:	Week of:	Week of:	Week of:	Week of:	Week of:	Week of:	Week of:	Week of:	Week of:
2-16	2-23	3-2	3-9	3-16	3-23	3-30	4-6	4-13	4-20	4-27	5-4	5-11	5-18	5-25	6-1	6-8	6-15	6-22	6-29
Active Kata board: 20 cycles																			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Trained Kata coach: 20 active cycles																			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Trained Learner: 10 active cycles																			
1	2	3	4	5	6	7	8	9	10										
1	2	3	4	5	6	7	8	9	10										
1	2	3	4	5	6	7	8	9	10										
1	2	3	4	5	6	7	8	9	10										

We found that when we do this:

- We don't meet when we said we would
- We have lower team attendance

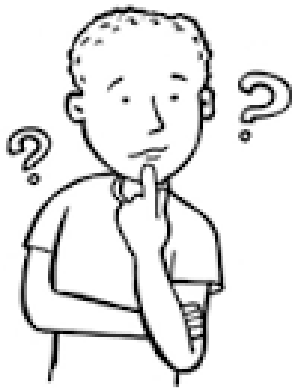
Shortcut 4: Just put anything down on the obstacle list



When we have done this we found:

- Removing an ill-defined obstacle is harder to do-taking the right steps is more difficult
- Obstacles that are stated as solutions are harder to remove
- When the list isn't specific to the current target condition the right steps aren't taken

Shortcut 5: fill out the cycle record “later”



This one has provided MUCH learning:

- Left side-we don't remember what we said and why, we don't follow through
- Right side-our next steps aren't as well thought out because we haven't done the hard work of figuring out what learning we had and what makes sense to do next



Our own flare

- We have implemented the use of a “good idea parking lot”
- We use a standard work for teaching new learners and training new coaches
- We allow no more than 3 PDCA cycle records to be worked at a time per team
- We have found success partnering the kata practice with a process or value stream map
- We are currently meeting weekly with teams for one hour



What's next for us

- Kata in the classroom training for frontline colleagues
- Our process excellence team is currently working on a way to monitor, maintain and improve the kata process for the organization
 - How do we all benefit from learnings we have
 - How do we keep the process standardized throughout the organization
 - How can we “tell the story” using Kata boards-history of previous target conditions and fun learning

Questions

