

SEATTLE CHILDREN'S HOSPITAL

CONTINUOUS IMPROVEMENT MODEL

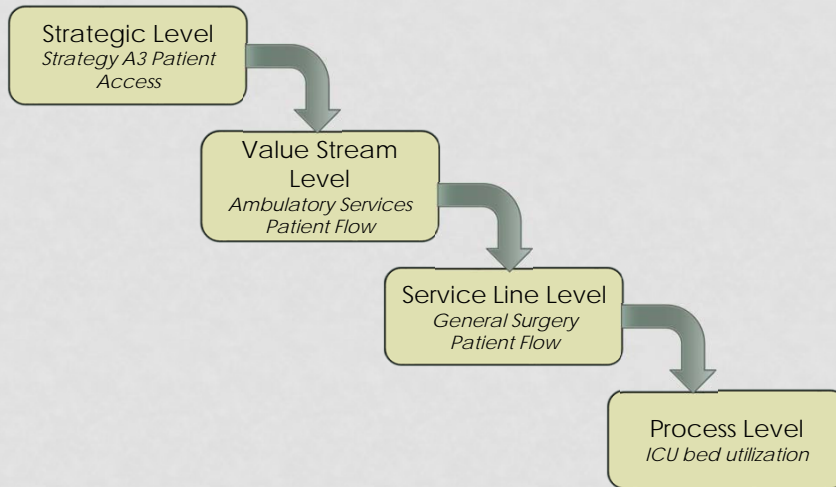
THE JOURNEY TO INTEGRATE THE IMPROVEMENT AND COACHING KATA



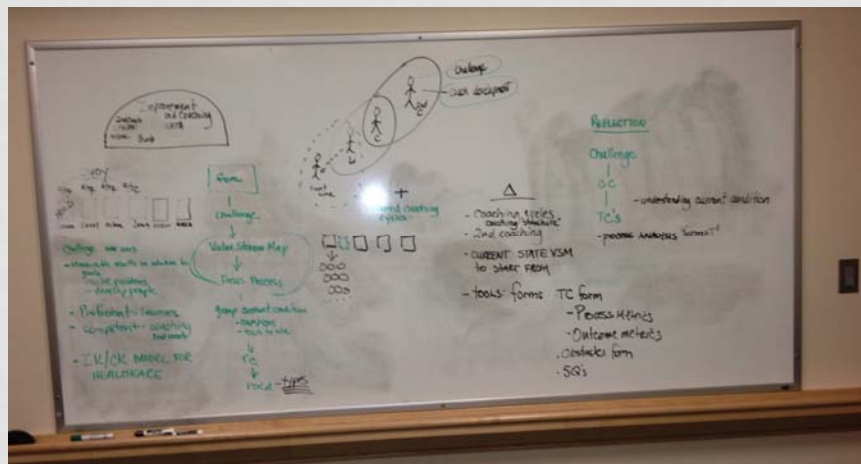
LEAN TRANSFORMATION

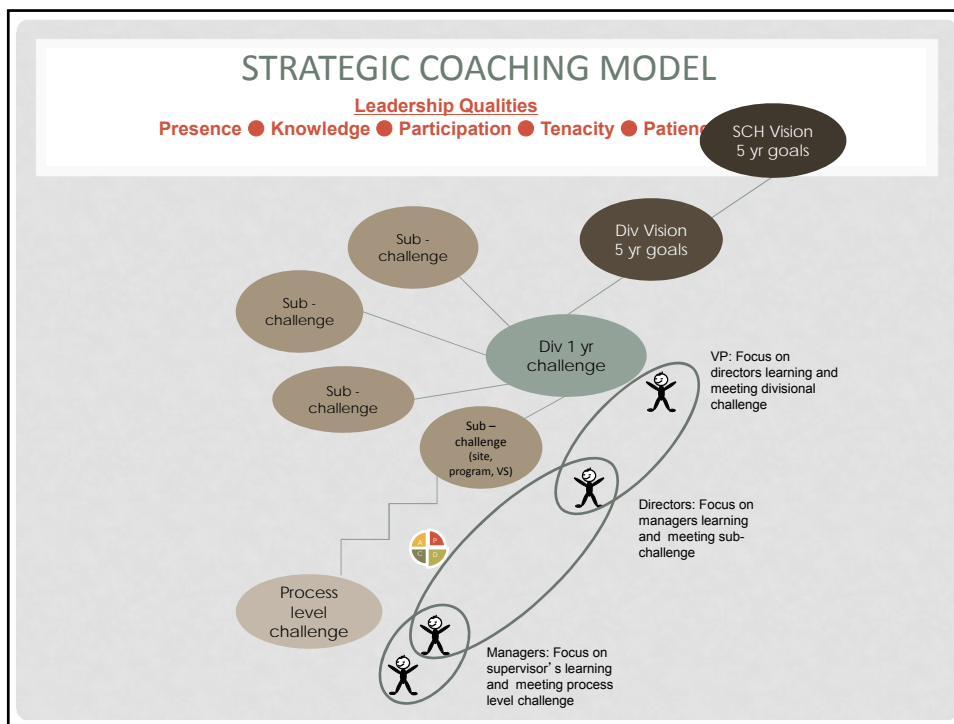


UNDERSTAND THE CONNECTIONS



SEE, KNOW, ACT TOGETHER



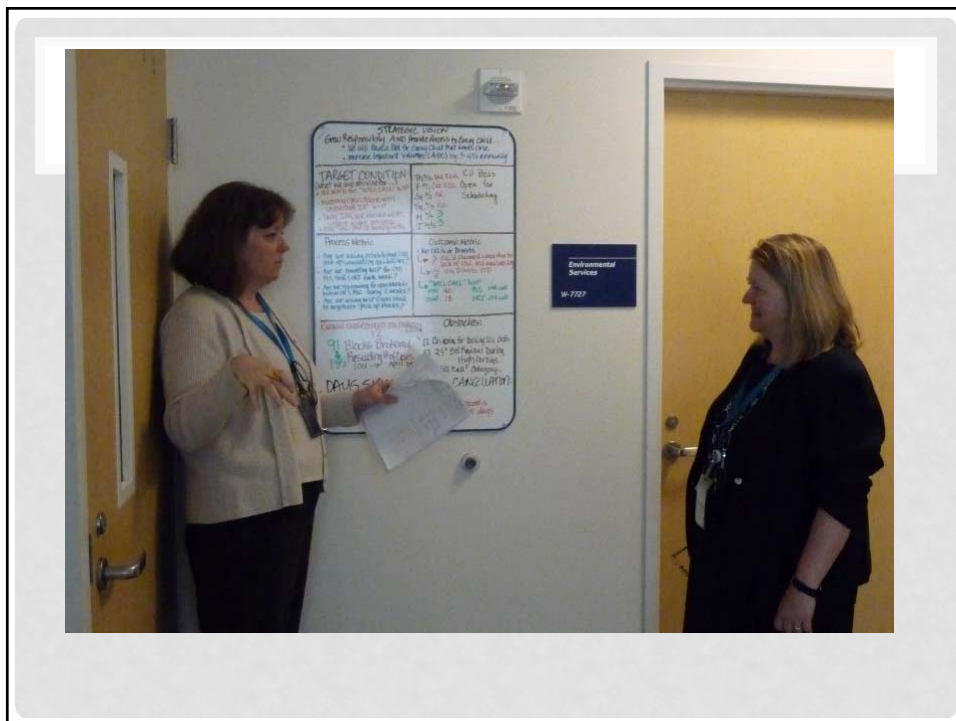


DIVISION COACHING MODEL

Focus Process	Learner (Coach)	Target Condition (what is the experiment)	Process Metric (how well we are doing the experiment)	Outcome Metric (are we getting the anticipated results)	Next Step/Barriers															
RPM Clinic Follow up	Suzanne Jones (Tracy Williams)	2 Designated RPM blocks per month with multiple providers available	Number of months with 2 RPM blocks available November - 1 March - 2 December - 2 April - 2 January - 1 May - 2 February - 1 June - 2	80% of families have plan within 24 hrs of clinic 10/7: 92% 12/16: 92% 10/21: 79% 1/6: 79% 11/4: 87% 12/2: 93%	patients couldn't be scheduled due to lack of access to GI motility schedule (ask Lusine to give calendar permission to Suzanne and Tracy)															
Urology Access	Whitney Murphy (Carol Magee)	1) 4 opportunities to increase NV volume 2) OR huddle to identify open block for pick up	1) 3/4 process metrics green 2) OR huddle occurred 12/2: red 12/29: green 1/5: green	NV volume meeting efficiency goal <table border="1"> <tr><th>Date</th><th>Goal</th><th>Actual</th></tr> <tr><td>12/29</td><td>9</td><td>23</td></tr> <tr><td>1/5</td><td>18</td><td>34</td></tr> </table> OR volume meeting access goal <table border="1"> <tr><th>Dec</th><th>33.5</th><th>35</th></tr> <tr><th>Jan</th><th>34.9</th><th>30.5</th></tr> </table>	Date	Goal	Actual	12/29	9	23	1/5	18	34	Dec	33.5	35	Jan	34.9	30.5	Connect with ambulatory leaders at all sites to solidify process for rapid response to room requests
Date	Goal	Actual																		
12/29	9	23																		
1/5	18	34																		
Dec	33.5	35																		
Jan	34.9	30.5																		
Bellevue Surgery Center new block schedule	Aaron Dipzinski and Carol Magee (Arlene Libby)	Block assignment process using supply and demand versus assignments by Division <i>DATA - Pull System Call Assign.</i>	Make visible to all service lines WIP (using 1.1.25 cases): cases/min CRA 160/2635 SUR 28/140 OPH 26/340 ORT 78/4435 OTO 239/2690 URO 87/3420 Lead Time: 31 days	BCSC WIP: 80% Utilization (with release) FACILITY UTILIZATION: 75% FACILITY CASE VOLUMES: Meet Budget BCSC LEAD TIME: < 21 days	Continue to work with SLD at 100 day meeting and use SC All Call heard to help populate weekly dashboard Consider moving SLD meeting to 12 or 1 pm to follow Surgery Coordinator meeting to get timely information															
Planned ICU Beds	Carol Magee (Arlene Libby)	ICU slots in EPIC (proposed by ICU leadership 11/14) 6/6/6/6/6 (includes all planned ICU admissions)	Able to meet proposal 75% of the time WK of 11/17: 3/5/3/2/2 WK of 11/24: 1/5/2/0/0 WK of 12/8: 6/3/3/3/4 WK of 12/15: 4/4/2/6/3	No cancels or diverts in FY 15 YTD CANCELS: 1 YTD DIVERTS: 1 Oct Volumes: 68P/64 A Nov Volumes: 58P/57A Dec Volumes: 64P	Ranking for acute care (and will it have impact on ICU admits)															
Scheduling information to OR	Jenn Doeping (Aaron Dipzinski)	Apply updated non-op times to schedules	100% of OR Cases will start within 10 min of scheduled start time	OR ends within 15 minutes of end time 11/11 - Green 11/12 - Green 11/13 - Green 11/14 - Red	Switch all of Ortho scheduling over to new non-op times for the month of January Go Live ORT 1/5/15															
Timely OR Scheduling	Shannon Gaffney (Whitney Murphy)	1. All call board to identify which services have greatest variance from goal of contacting family in 1 week 2. Implement strategies to	Variance from 7days OLS: 0 OPH: 79 PLS: 173 ORT: 220 SUR: 122 OTO: 109 GYN: 0 Pain: 0 DEN: 0 URO: 44	100% of services contacting families within 1 week 12/5- 5/11 12/12- 5/11	Assign floats to services with greatest variance and understand barriers to floats reducing variance															

WHAT WE HAVE LEARNED

- Build the improvement and coaching kata into the “work” you already do
- Learn by doing
 - Nothing beats practice to help see what you don’t yet know
 - Experimentation ≠ process change or measurable improvement
- A weekly routine (IK/CK session) is essential for people and process development
- Coaching is essential
 - Define what it means to improve (data and facts)
 - Develop coaching capabilities and capacity to truly develop people and processes



ACKNOWLEDGEMENTS

With appreciation to the following individuals who contributed their time, creativity and energy in the the development and ongoing practice of continuous improvement at Seattle Children's Hospital

- Loan Lam
- Arlene Libby
- Carol Magee
- Chris Anibarro
- Jennifer Becker
- Aaron Dipzinski