

**Southern Health/Santé Sud**

**Quality Improvement  
Project  
Report Out**

**Chain Reaction/Ordering Nursing Supplies**  
**June 2018**

# Define

## *Problem Statement*

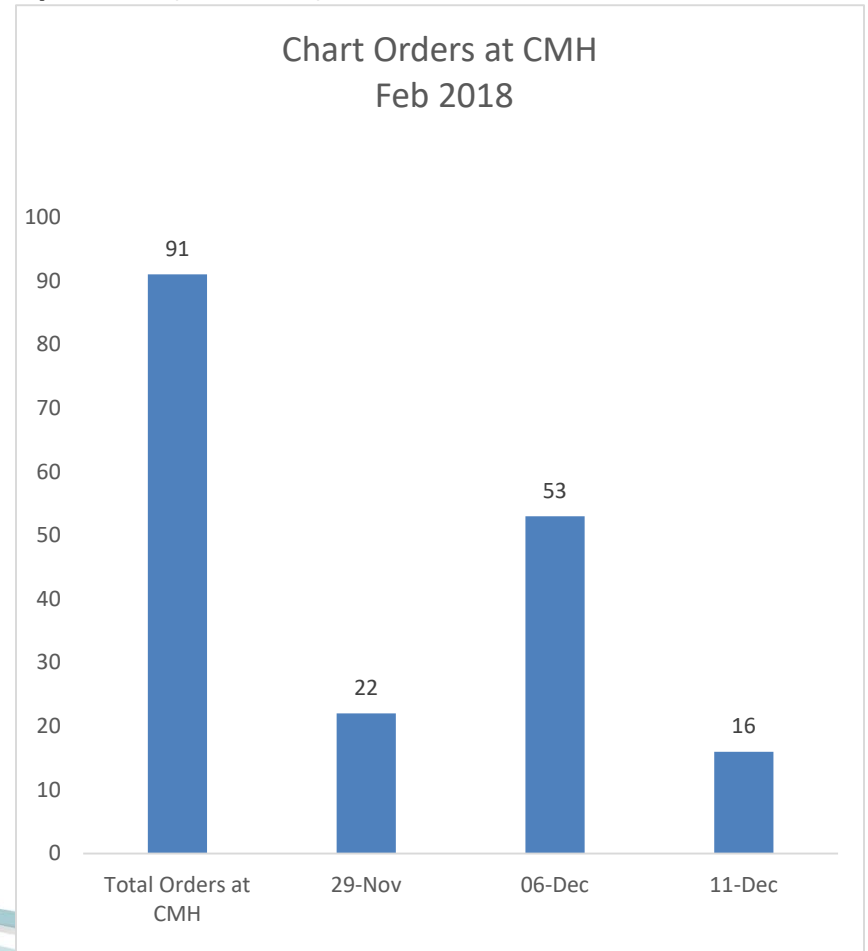
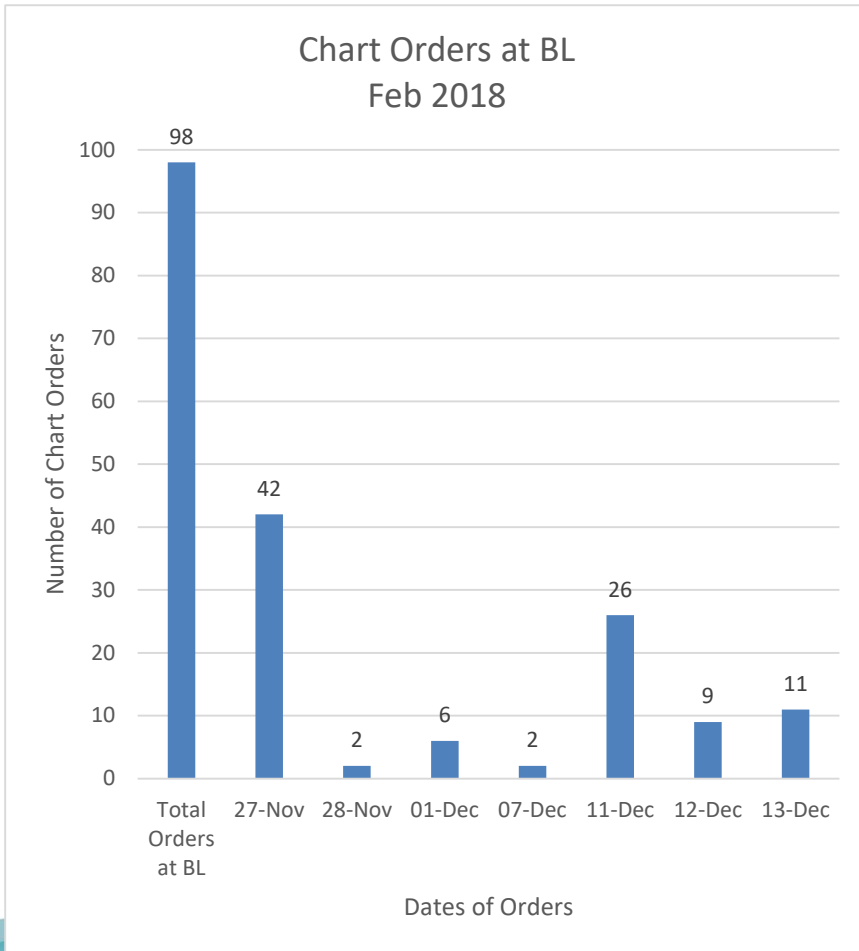
*Our current ordering process has problems. This causes frustration and inefficiencies with staff due to lack of communication and inappropriate use of resources. This can ultimately affect client care resulting in delayed treatment or using the wrong product.*



# Measure

What?	How?	Where?	Who?	When?
What is being measured?	How will you track the measurement? Tracking sheets, observations, other? Do you need any items to measure? Clock, pedometer, etc.	On which unit/area will the data be collected?	Who is responsible for collecting the measures measurements?	When are the measures being collected?
Time it takes to order a supply and deliver to correct location and points in between.	Tracking sheets using timing	Nursing desk, maintenance area, front admin area, entrances and BTHC stores	Front admin, maintenance, BTHC stores, nursing and ward clerk/stores	Beginning November 27, 2017 for 4 weeks.
Determining the types of problems in the ordering process.	Tracking sheets	Nursing desk, maintenance area, front admin area, entrances and BTHC stores	Front admin, maintenance, BTHC stores, nursing and ward clerk/stores	Beginning November 27, 2017 for 4 weeks & Retrospectively from BTHC Stores
The number of movements between delivery and correct location.	Tracking sheets	Nursing desk, maintenance area, front admin area, entrances and BTHC stores	Front admin, maintenance, BTHC stores, nursing and ward clerk/stores	Beginning November 27, 2017 for 4 weeks.
Time it takes to move items from delivery to correct location.	Tracking sheets	Nursing desk, maintenance area, front admin area, entrances and BTHC stores	Front admin, maintenance, BTHC stores, nursing and ward clerk/stores	Beginning November 27, 2017 for 4 weeks.

# Summary of Supplies ordered for Boyne Lodge (BL) and Carman Memorial Hospital (CMH)



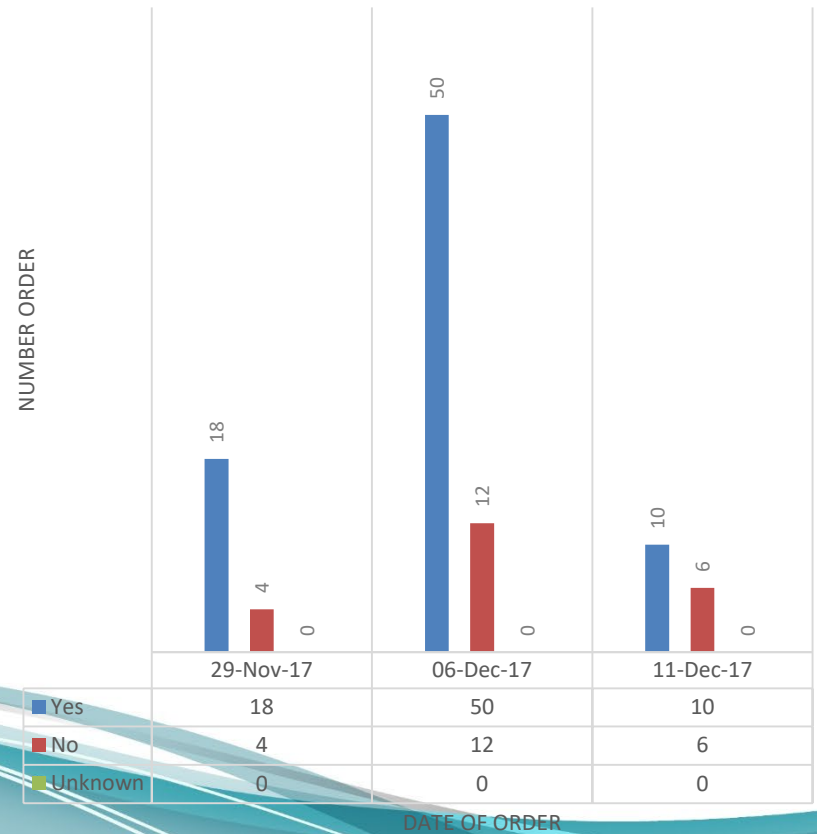
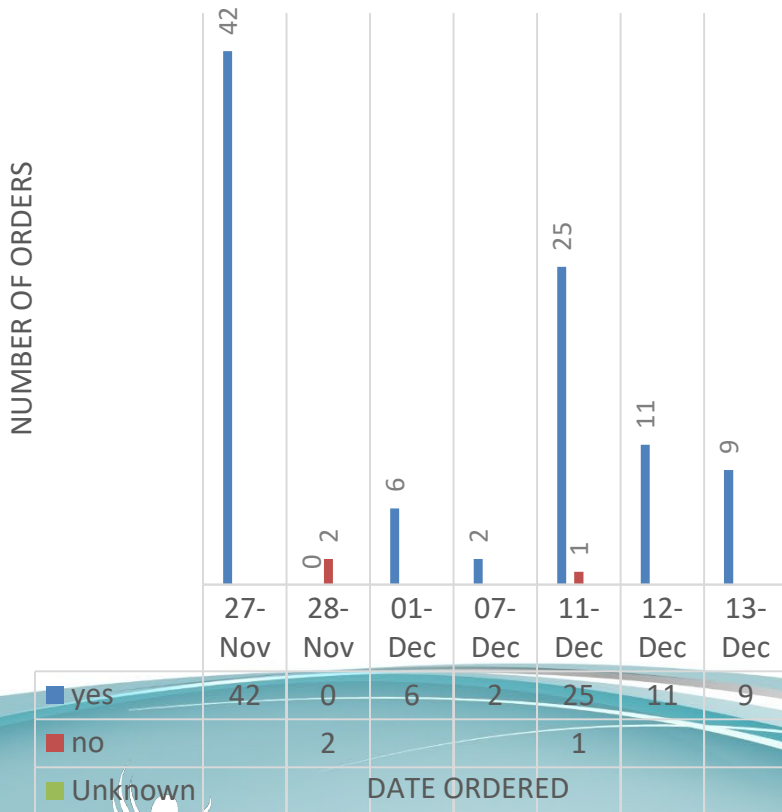
# Is the item on the top up list?

- BL

- CMH

BL IS IT ON TOP UP LIST?

CMH IS IT ON THE TOP UP LIST?



# Analyze

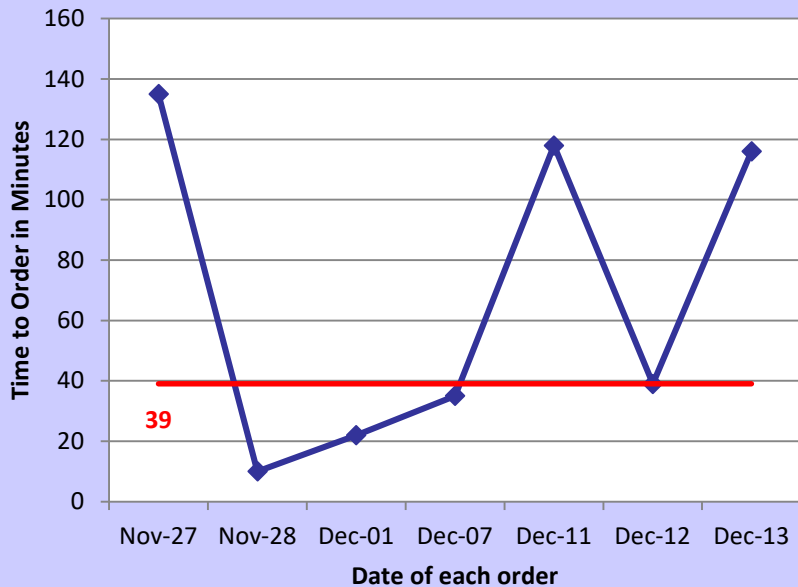
Period	Time in Minutes
Nov-27	135
Nov-28	10
Dec-01	22
Dec-07	35
Dec-11	118
Dec-12	39
Dec-13	116

Period	Time in Minutes
Nov-29	22
Dec-06	42
Dec-11	50

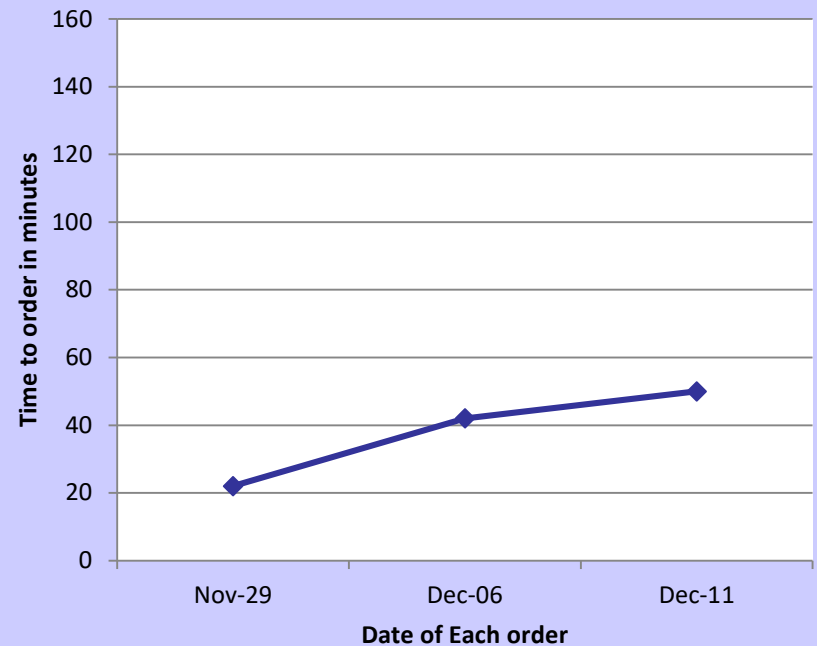
**BL CMH**

**Run Chart with median line  
BL time in minutes to place each  
order**

**November 27 to December 22 2017**



**Run Chart for CMH time in  
minutes to place each order  
November 27 to December 22, 2017**



# Improve

- **By May 1, 2018 Boyne Lodge will reduce the numbers of orders by 40% and have at least 20 products on standing orders.**
- **By May 1, 2018 Carman Memorial Hospital will reduce the number of orders by 33% and have at least 6 products (OR and MDR) on standing orders.**

# Improve

## PDSA



Prepared By:  
Tanya  
McGregor  
Monica Wiebe

Organization:	Southern Health
Facility:	Carman Memorial Hospital/Boyne Lodge
Project:	Chain Reaction – Ordering Nursing Supplies

### Plan - Describe what the new process will look like?

The new process will be more streamlined, have less errors in ordering, improve communication, and will require less time to complete the order.

### Do – What are all the activities that have to take place to test this change.

Actions	Person Responsible	Due Date
Add to Pre-Admission Checklist – Are there any specific supplies/equipment that this new client requires? Speak to Seniors Lead to inquire/inform her of this information.	Carolyn Fenny Boyne Lodge Nursing Department	End of March 2018
Investigate/Determine Standing Order Requirements. Complete a past history report for past standing orders.	Tasha Worms Agnes Maddison Monica Wiebe Carolyn Fenny Mike Wlock	March 20, 2018
Complete 5S in Nursing Storage Room at Boyne Lodge.	Tasha Worms Agnes Maddison OR Staff	March 12, 13, 14, 2018
Review current Top Up Lists and add/delete items as needed.	Tasha Worms Agnes Maddison Mike Wlock	March 20, 2018
Determine how often Top Up Lists should be reviewed – ex. Monthly.	Tasha Worms Agnes Maddison	March 20, 2018
Educate on use of Top Up Lists.	Helen Hoepfner	March 20, 2018

### Study

What are the post measure(s)	When will the process be re-measured	Data Outcomes
Time it takes to place an order	April 4-18, 2018	
Was the item ordered on the Top Up List	April 4-18, 2018	
Number of items ordered and how many times were they ordered.	April 4-18, 2018	
Did any new admissions at Boyne Lodge not have the correct supply	April 4-18, 2018	

### Act



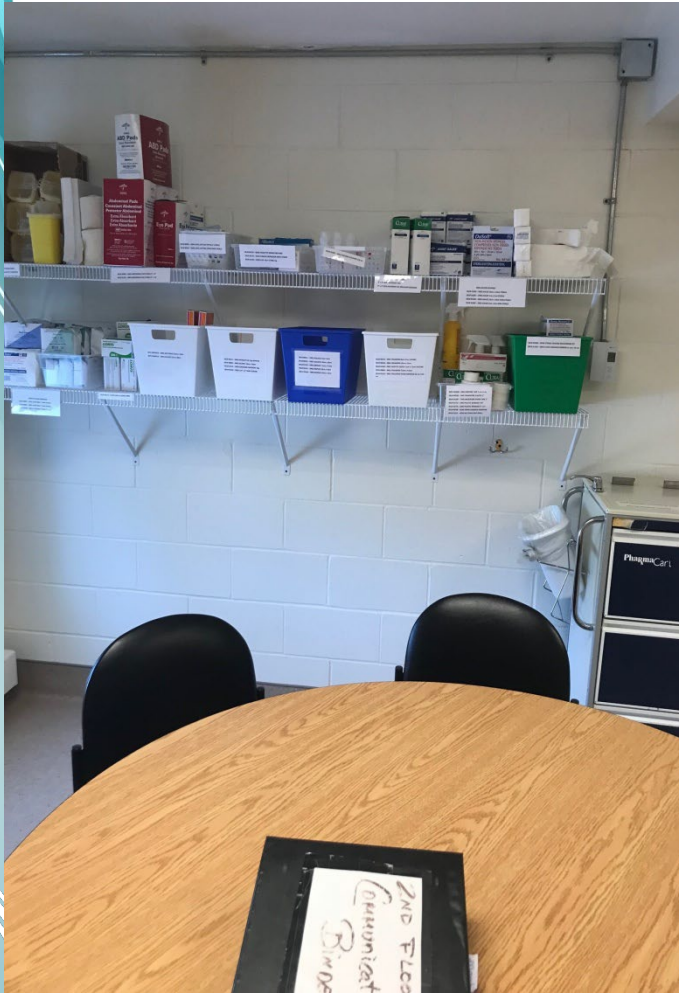
# Improve Before 5S



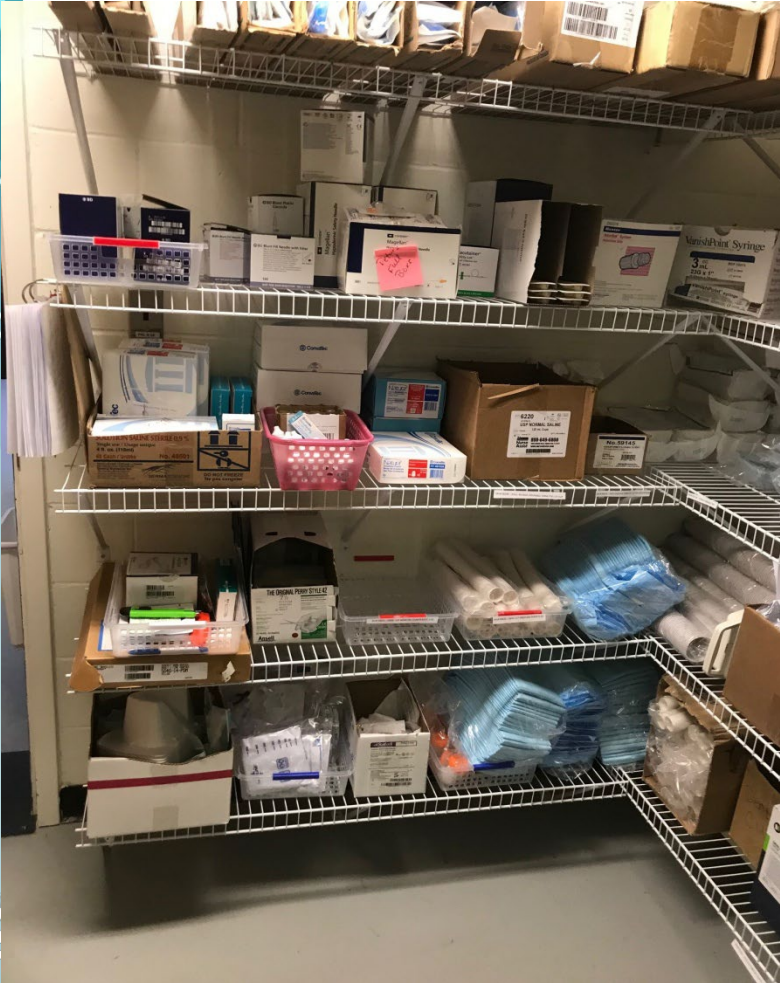
# Improve Before 5S



# Improve After 5S

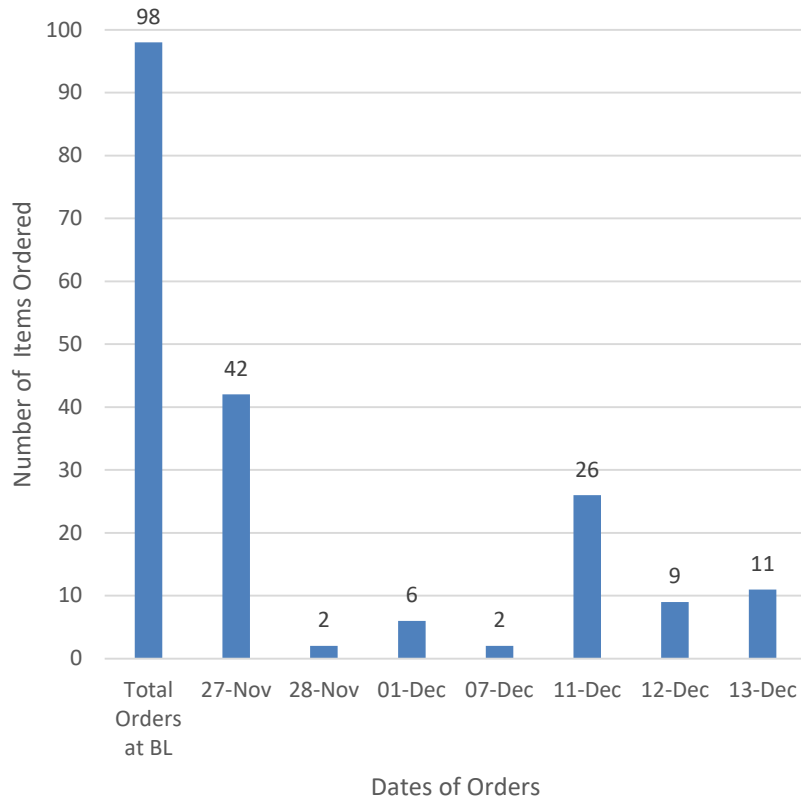


# Improve After 5S

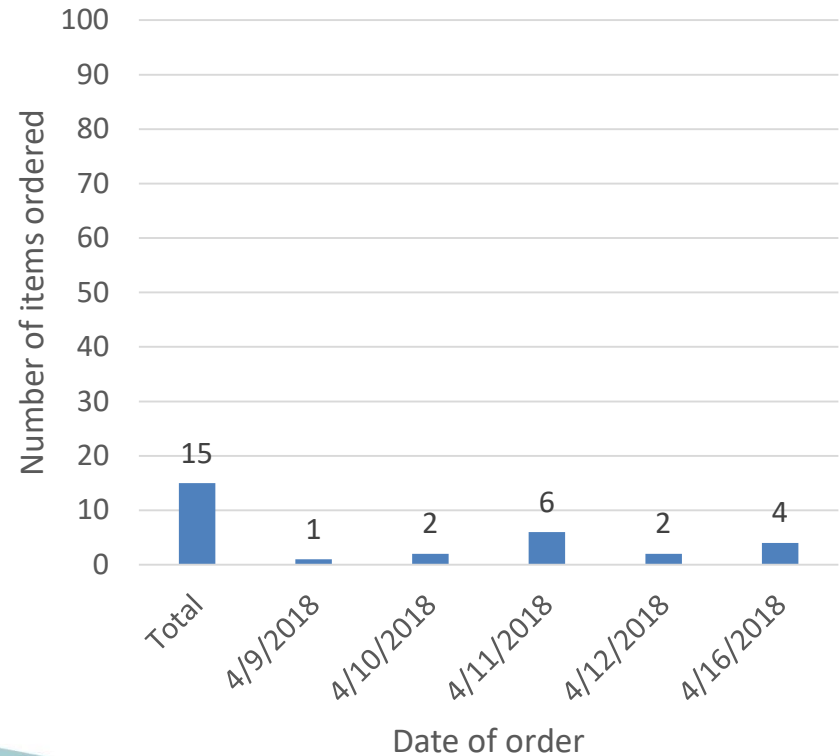


# Summary of Supplies ordered for Boyne Lodge

Orders at BL November 27 to December 22, 2017



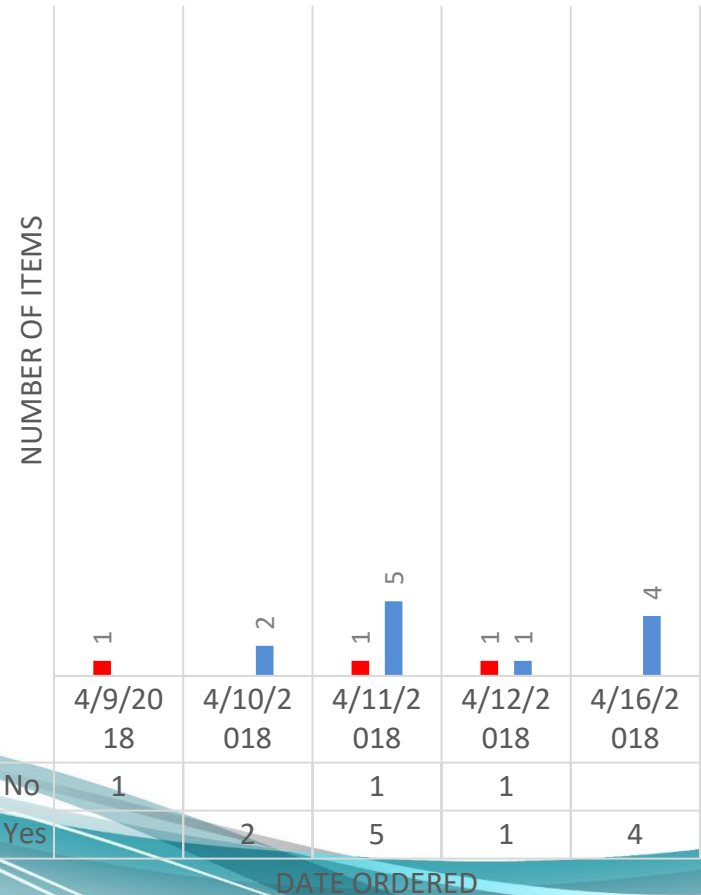
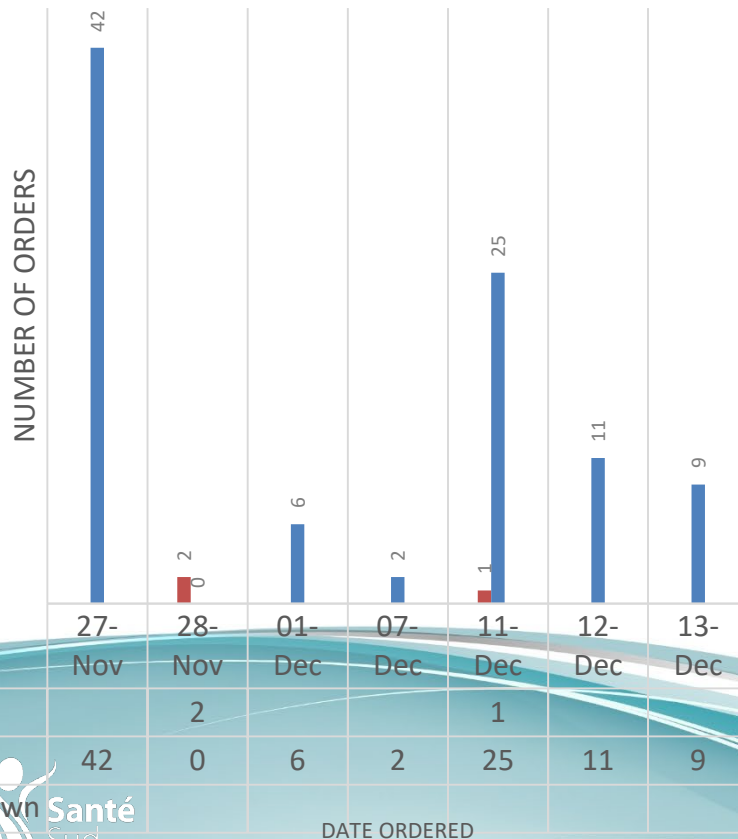
Orders for Boyne Lodge April 4 to 18, 2018



# Is the item on the top up list?

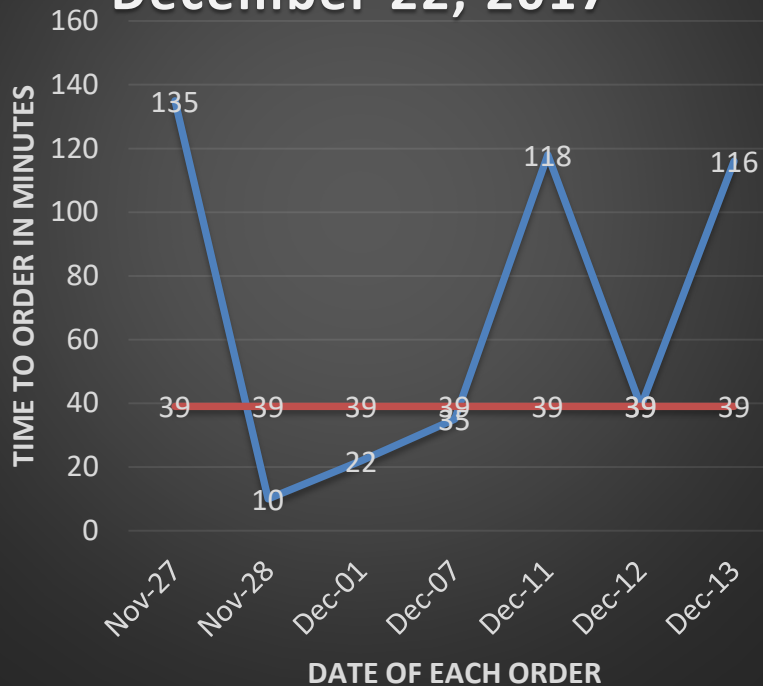
- BL – November 27 to December 22, 2017

- BL – April 4 to 18, 2018

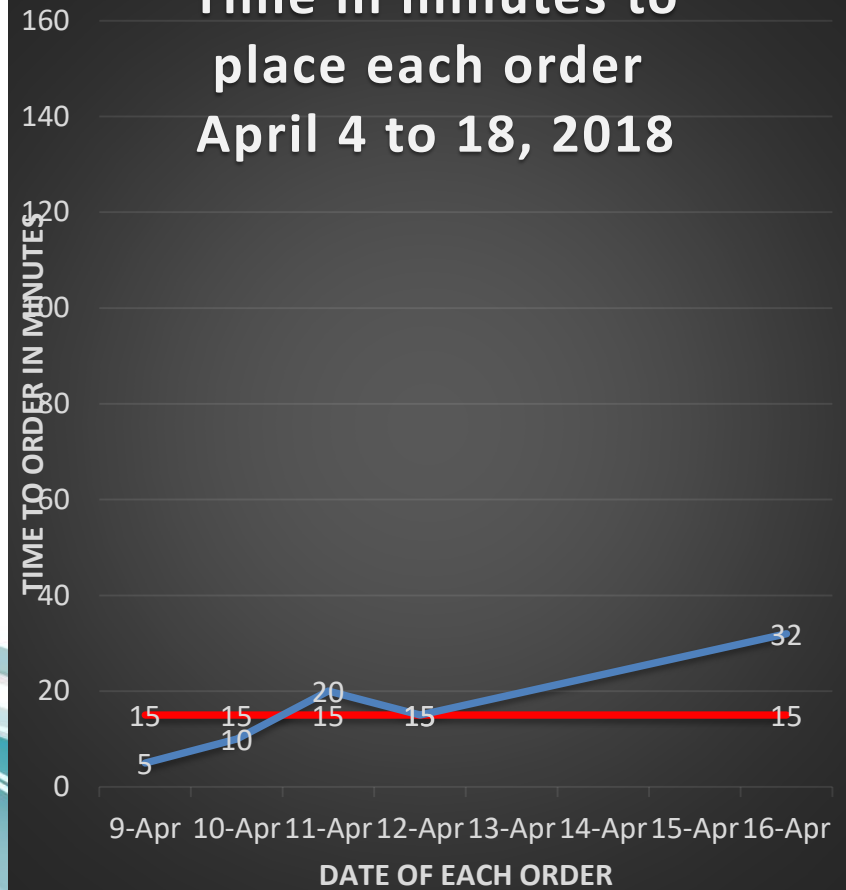


# Improve

**BL Run Chart**  
Time in Minutes to place  
each order  
November 27 to  
December 22, 2017

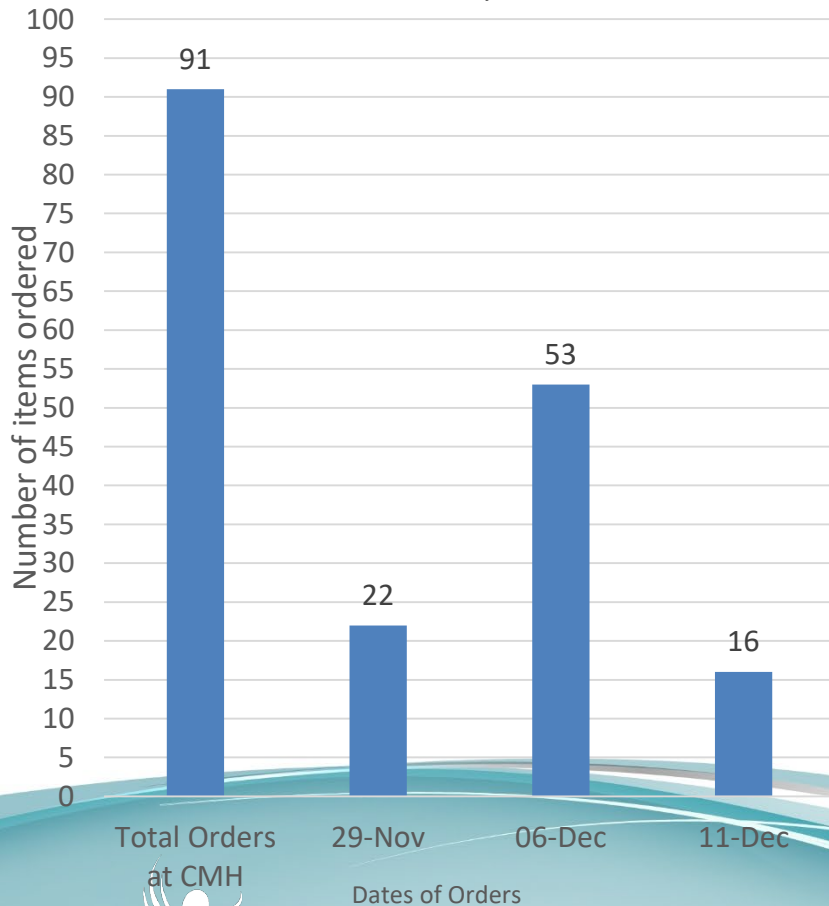


**BL Run Chart**  
Time in minutes to  
place each order  
April 4 to 18, 2018

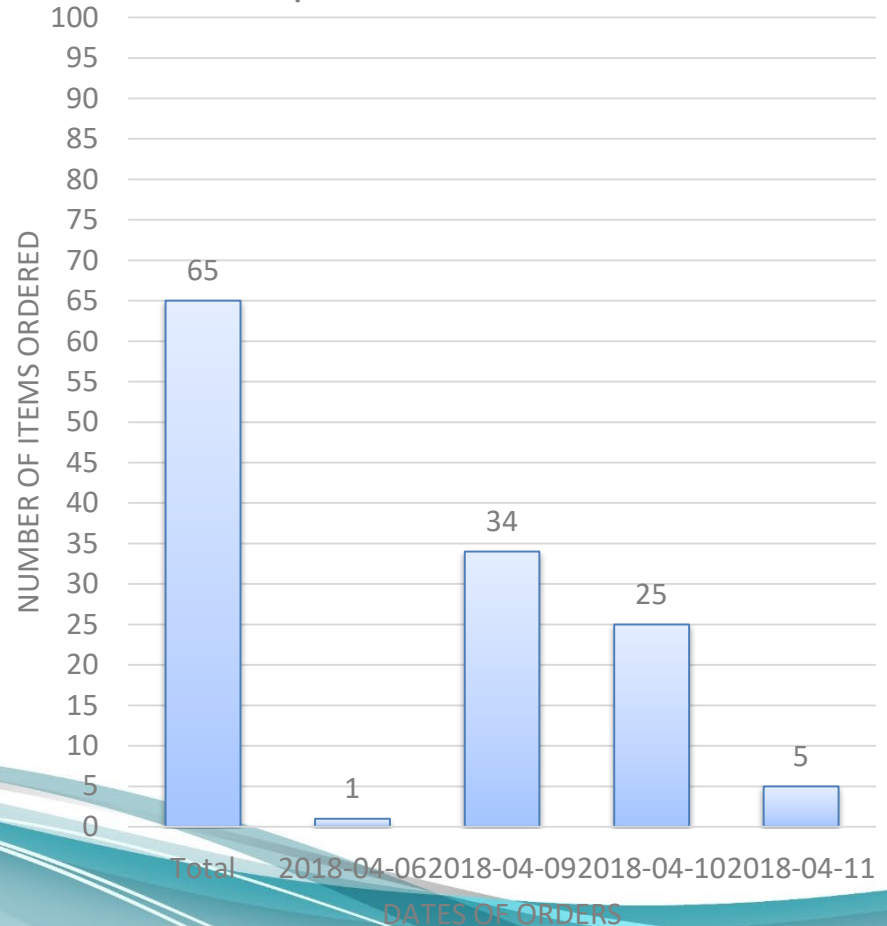


# Summary of Supplies ordered for Carman Memorial Hospital

Orders at CMH November 27 to December 22, 2017



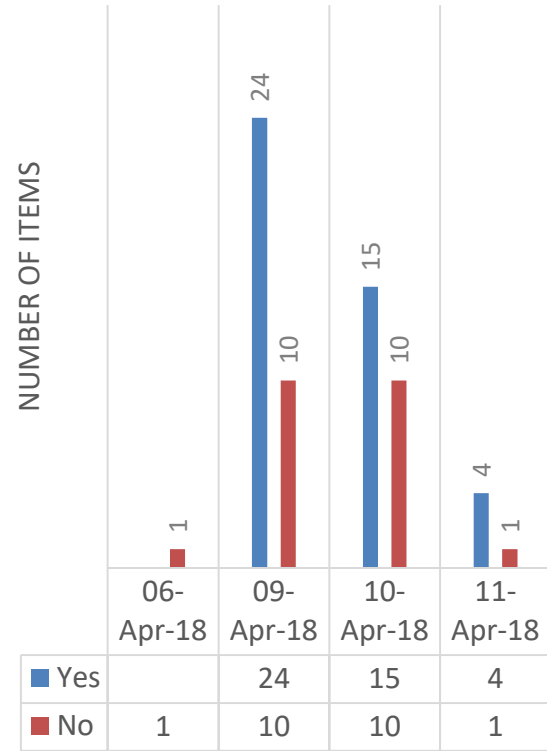
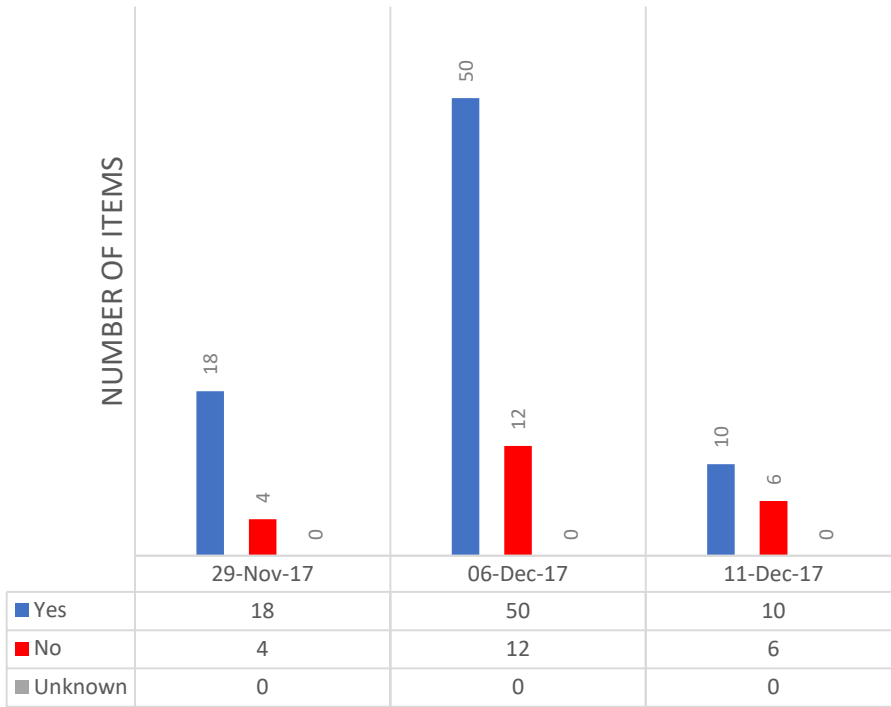
Orders for CMH April 4 to 18, 2018





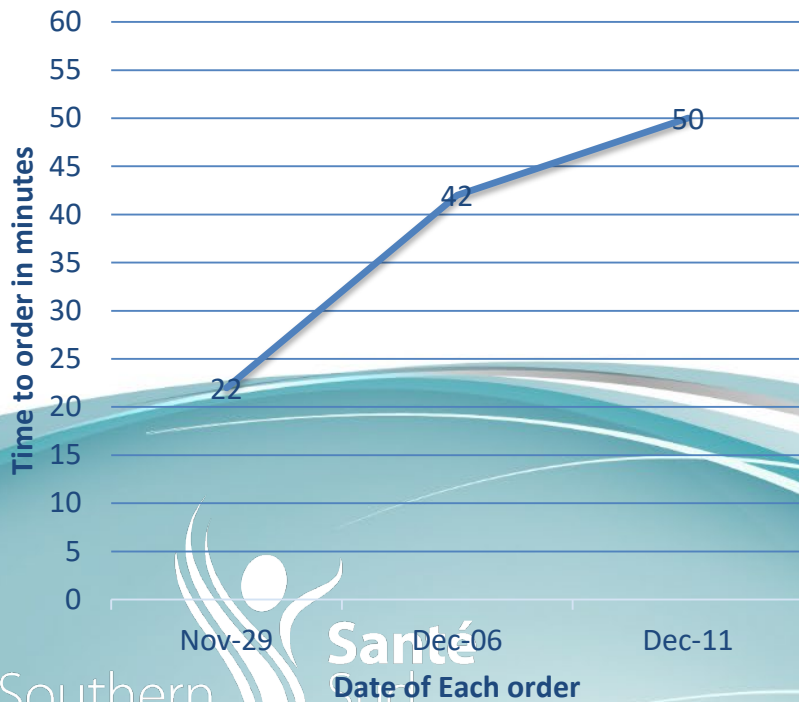
# CMH

## Is the item on the top up list?

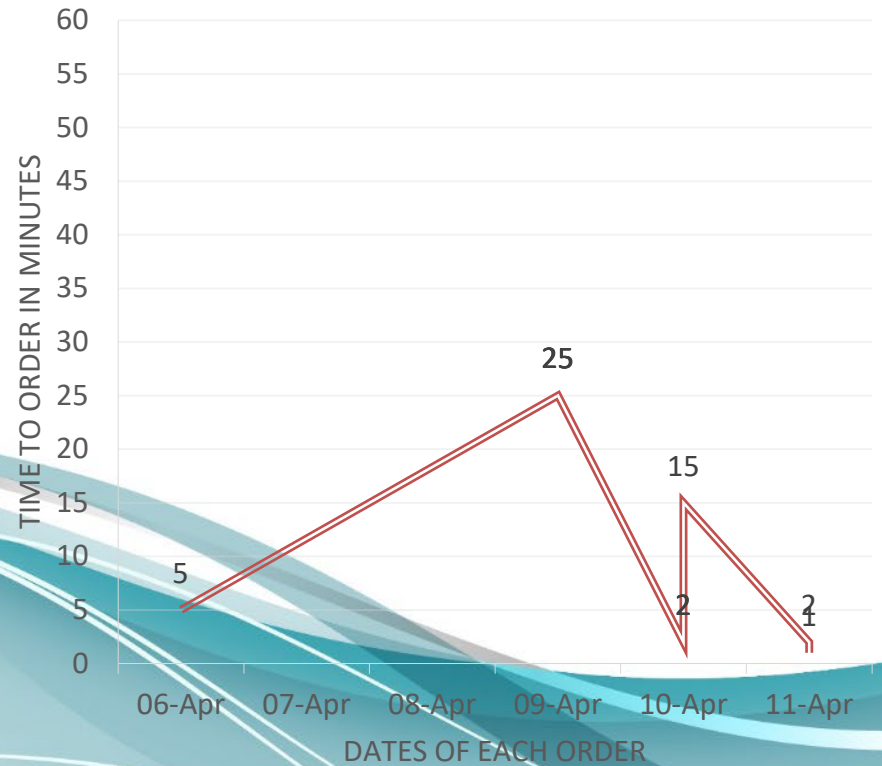


# Improve

**CMH Run Chart**  
**Time in minutes to place**  
**each order**  
**November 27 to December**  
**22, 2017**



**CMH RUN CHART**  
**TIME IN MINUTES TO**  
**PLACE EACH ORDER**  
**APRIL 4 TO 18, 2018**



**Santé**  
**Date of Each order**

# Control

*What controls have we put in place to ensure that performance does not lapse?*

√ Fundamental Change	For both BL and CMH, the process of ordering has changed through the use of top up lists and standing orders.
√ Visual Control	CMH has color coding with KanBan system.
√ Standard Work	BL and CMH will use top up lists and standing orders to assist replacement staff while the main ordering staff are away.
√ Training	BL and CMH will provide education to staff on how the supply room and ordering system works. This education will include the layout of the room, how to find supplies and the process to request those supplies. This education could be added to the current education days. Scavenger hunts were also suggested as a fun way to instruct staff.
√ Continue to Measure	At BL and CMH, the 5S audit will be completed to ensure proper implementation.
√ Audit	At BL and CMH, the reviewing of top up lists and standing orders will be performed on a regular basis biannually and as needed. We will be looking at accuracy and any need to add or delete supplies.
√ Checklist	BL added the new admission question regarding equipment and supplies that are required for new admissions.
√ Written Sign	At CMH, the Kan Ban system is in place with signage including labeling areas on the shelving which identifies the supplies. A map of the storage room area listing the supplies and their placement is posted. A Supply Request Log by staff is kept. At BL, signage which includes the name and reference number for each item is posted on the shelves. A map of the storage room area listing the supplies and their placement will be posted. BL also keeps a Supply Request Log.

# Lessons Learned

*Staff comments and customer feedback on the improvements*

- BL and CMH staff will be more likely to reach out to BTHC stores with questions or concerns.
- Revising and implementing Top Up Lists and Standing orders saves time.
- More time for unpacking.
- Easier to see and find things in the storage room.
- BL nurses like the changes in the report room related to the dressing supplies.
- As this will always be a work in progress, there will be a continuous cycle of improvement.
- Decrease hoarding problems.
- Improved communication and relationships between all team members.
- The process works and has many benefits.

# Savings

## • Improvements Achieved:

<p>Cost Savings</p>	<ul style="list-style-type: none"> <li>• CMH/BL: The creation of standard work in the use of top up and standard orders will affect time and cost savings.</li> <li>• BL: Comparing the two measurement periods relating to the amount of time to place an order, it was discovered that by using standing orders at this time 1.5 hours a week could be spent on other tasks. Dollar wise this time amounts to approximately \$1700 per year. As efficiency improves with standing orders more time could be saved.</li> <li>• CMH: Unable to accurately compare the data between the two measurement periods due to the year end ordering process followed at CMH which caused there to be an increase in the number of orders placed during our second measurement period. We will continue to monitor. Clarification was received by Regional Materials Management clarifying year end ordering process.</li> </ul>
<p>Patient Safety</p>	<ul style="list-style-type: none"> <li>• BL: Having the correct product available including our new admissions</li> <li>• BL/CMH: Not running out of certain supplies such as dressing supplies specific for certain patients/residents.</li> </ul>
<p>Cycle Time</p>	<ul style="list-style-type: none"> <li>• The creation of standard work in the use of top up and standard orders will affect time and cost savings.</li> <li>• BL: Comparing the two measurement periods relating to the amount of time to place an order, it was discovered that by using standing orders at this time 1.5 hours a week could be spent on other tasks.</li> <li>• CMH: Unable to accurately compare the data between the two measurement periods due to the year end ordering process followed at CMH which caused there to be an increase in the number of orders placed during our second measurement period. We will continue to monitor. Clarification was received by Regional Materials Management clarifying year end ordering process.</li> </ul>
<p>Other.....</p>	<ul style="list-style-type: none"> <li>• Re-deployment of time:             <ul style="list-style-type: none"> <li>○ More time to clean and organize.</li> <li>○ More time for other ward clerk duties.</li> <li>○ Can be measured by are other duties up to date – ie charts at BL – or is stores more tidy.</li> </ul> </li> <li>• BI/CMH: More space available.</li> <li>• CMH: Cards back properly, etc re KanBan system – gives more time to organize the stores area.</li> </ul>

# Next Steps

What next QI project or where is the project spreading?

- 5Sing filing cabinets, other supply and utility rooms and maintenance shops
- Creating a clean top up list for other areas such as housekeeping, administration
- Regional Logistics and Chain Management – sharing this project around the region
- Creating standing orders for other areas such as environmental or administration

# The Team!



# Final presentation

- Thank You,
- Questions or comments?