

# Project Charter



| Project Details  |  |                  |                             |
|--|--|------------------|-----------------------------|
| Region/Agency:   | Southern RHA   | Facility:        | Notre Dame Foyer            |
| Project Name:  | Laundry Hang-ups   | Project Sponsor: | J.Kristjansson / C.Harisson |
| Project Start:   | August 9, 2012   | Project Lead:    | Mona Spencer                |
| Team Members:  | Debbie Piche, Viviane Jamault, Monique Martel, Jackie Chanel, Micheline Lesage |                  |                             |
| Problem Statement / Opportunity  |  |                  |                             |
| <p><i>The current process is frustrating to the staff as it limits one's ability to provide the customers with adequate linen supplies needed in order to perform their duties.</i></p>  |  |                  |                             |
| Background / Context   |  |                  |                             |
| <p><i>The Notre Dame Foyer Laundry department provides laundry services to the clients of the Notre Dame Foyer (60 beds), Notre Dame Hospital (9 beds), Lorne Memorial Hospital (18 beds) and the Manitou Health Centre (26 beds). The Laundry department has noted continued increases in laundry poundage. The customer, staff and clients of the Notre Dame Foyer have noted that they frequently have a shortage of supplies (towels, facecloths, peries and bibs). The shortage tends to be more prevalent on Sundays and the early part of Monday. The processing of laundry varies day-to-day as well as employee-to-employee.</i></p>  |  |                  |                             |
| Current State Analysis and Measures  |  |                  |                             |
| <ol style="list-style-type: none"> <li>1. <i>There was inconsistent practise/ processes in the laundry department in the sorting, washing, drying and distribution of linens.</i></li> <li>2. <i>Sorting was not consistent nor in accordance to infection control practises.</i></li> <li>3. <i>There was inconsistent weighing of laundry items</i></li> <li>4. <i>Washing showed a lot of variation – weight, washer, type, priority</i></li> <li>5. <i>Drying showed a lot of variation – drying time</i></li> <li>6. <i>The various customers did not have the supplies they required resulting in increased interruptions, frequent motion and frequent transport. The lack of supplies was frustrating to the staff.</i></li> </ol> |  |                  |                             |
| Aim Statement (Future State)   |  |                  |                             |
| <p>The improved process which includes the prioritization of sorting, washing, drying processes and improved delivery of linen to ensure our customers have the supplies they require 100% of the time.</p>  |  |                  |                             |
| Improvement Ideas Discussed  |  |                  |                             |

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P

- Improve delivery time to departments
- Establish standardized sorting that also meets infection control guidelines
- Maximize washer loads
- Chose appropriate washer cycle and washer based on load type
- Adjust inventory to reflect use /need
- All staff have consistent work practice
- Make sure that washers are running over the lunch break
- Determine how long to set dryers based for different type of loads and different weights
- Maximize dryer loads

A

- Change the delivery of linen to units and departments to ensure that they have the linens they require.
- Have volunteer work / volunteer two half days vs a full day
- Stop folding rags
- Change start and end of staff work hours to reflect need
- Create listing of priority loads
- Balance the drying loads / temperature controls. Eg. Have 2 heavy loads and one light
- Change who folds peries and bibs

C

- Improved stocking areas
- Different weighing system
- Have tubs that indicate size / weight
- Check what cycle mops should be washed
- Stock once a day
- Weigh laundry as / after laundry is being sorted
- Stagger lunch breaks
- Decrease interruptions
- Ensure cycles (cards) for washing are appropriate

E

- Change how we fold bibs, towels, peries
- Have sensed dryers that monitor humidity
- Do not fold bibs

## PDSA Cycle Implementation Plan

| What                            | Who                                  | When                        | Outcome  |
|---------------------------------|--------------------------------------|-----------------------------|--|
| PDSA #1 <b>Stocking</b>         | Team                                 | October 24 – March 26, 2013 | Reduce motion and transport. Noted that inadequate supplies to meet supply & demand. Delays in getting linens ordered and rec'd  |
|                                 | Team                                 | March 14 – April 1 2013     | Improved storage and supplies  |
|                                 | Team                                 | May 1 - June 5, 2013        | Maintenance of reductions.<br>Nursing did not have any shortages of linen – 100% improvement<br>Laundry staff did not have any interruptions for linen supplies - 100% improvement<br><b>Completed.</b>  |
| PDSA #2 <b>Sorting Process</b>  | Laundry Workers<br>Housekeeping Lead | October 24 - March 14, 2013 | Consistent sorting process<br>Sorting is completed by infection control practises.<br>Reduction from 25 different types of wash loads to 15. <b>Completed.</b>   |
| PDSA #3 <b>Washing Process</b>  | Laundry Workers<br>Housekeeping Lead | May 1-10, 2013              | Consistent process and priorities have been developed. Need to communicate and ensure consistent practise.   |
|                                 |                                      | May 10 – June 5, 2013       | <b>Completed</b>   |
| PDSA #4 <b>Drying process</b>   | Laundry Workers<br>Housekeeping Lead | May 10 - June 5,2013        | Maximize dryer loads as much as possible with previously implemented changes in sorting and washing process<br>Standardize the drying process for all staff – consistent practice<br>Unable to reduce additional drying time due to quality (ie wrinkling of clothing/linens as well folding time.<br>The need for an additional PDSA to look at reducing folding time was sought.<br><b>Completed</b> |
| PDSA #5 <b>Reducing Folding</b> | Laundry Workers<br>Housekeeping Lead | June 5 – 29, 2013           | Stopped folding laundry bags – saved 50 min 45 sec / week<br>Stopped folding rags – saved 40 min / week<br><b>Completed</b>  |

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## Control and Follow-up Plan

- Monitor the linen items that are not available to the various departments when needed (tracking form).
- Monitor the frequency of times laundry staff are unable to put the linen away in the appropriate location (tracking form).
- Conduct spot checks regarding the sorting and washing processes. (monthly x3, then quarterly by Laundry Lead will conduct audits and reviewed with Environmental Services Manager & GB)

## Insights

- The delays in getting the linen stock in and into circulation caused delays and some frustration amongst staff. Some of the changes in PDSA #1 should have been delayed until the linen stock was available – which may / may not have decreased struggles.
- Vacation, leaves and vacant positions caused delays in the progression of the project.
- The importance of communication and how we communicate to the expanded team (all staff) is key to the success in implementation and accepted change processes.
- The project resulted in significant improvements to the nursing staff and increased satisfaction for laundry staff.

## Project Timeline

| Project Start | Define  | Measure | Analyze | Improve  | Control | Project End |
|---------------|---------|---------|---------|--|---------|-------------|
| August 9      | Sept 14 | Sept 14 | Oct 24  | Oct 24<br>March 14<br>March 21<br>May 1<br>May 10<br>June 5<br>June 29 | July 17 |             |