Southern Health
'Lean Mean Ordering Machine'
Carman Home Care

Quality Improvement Project Report Out

May 2013

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Define

What process did we looking at?

We reviewed the medical surgical supply ordering from Boundary Trails supply and RN bundling of the products to prepare them to be sent to the client home.

This is multi stage process that involves the RN's completing an ordering form and the clerk transcribing the needed items to a Carman Home Care Top Up List (TUL). Both of these forms were created specific to Carman by Carman staff

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Define

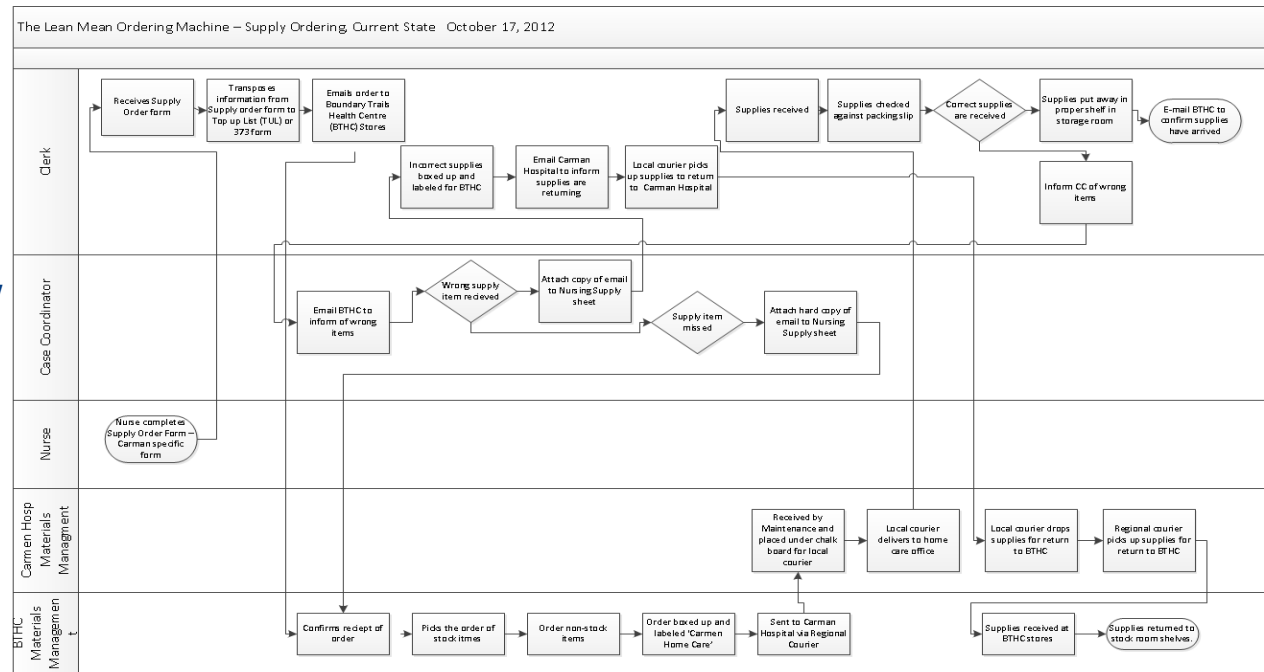**What were the main perceived problems with the process?**

The current process of supply management frustrates staff by not being able to provide efficient services to client needs.

RN's felt that they did not have timely access to the right supplies and supplies were being wasted due to overstocking

Define

Current State

➢ Multiple people involved in process

➢ Difficult to follow process – too many steps

The Lean Mean Ordering Machine – Supply Ordering, Current State   October 17, 2012

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Measure

What did we measure and why? How are the measures related to the process?

We measured the cycle time for the ordering process and cycle time for the RN to bundle supplies to get them ready to take to client's homes for use.

We also planned to measure the defects in the 2 processes, however we found that there were very few defects, meaning that the processes supported having the right stock on hand.

Analyze

What story did our measures tell us about our system?

- The ordering process is stable, but the team felt it could be more efficient based on the current state process map
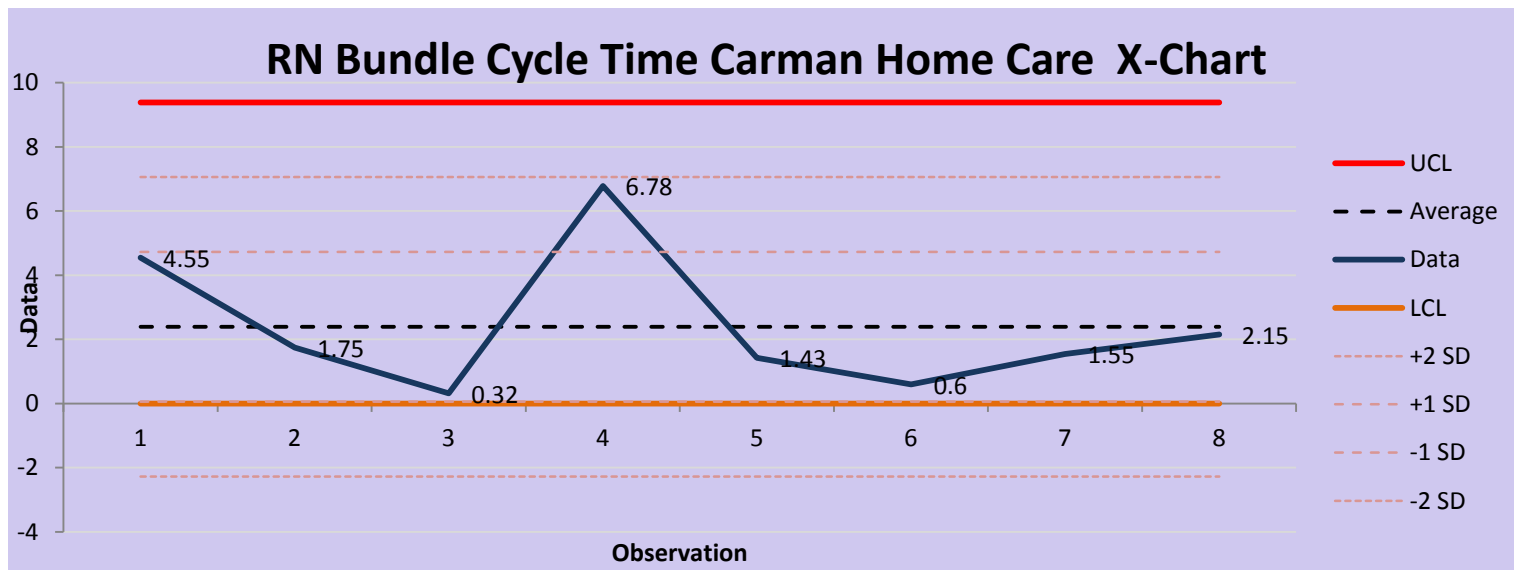

Total Cycle Time Ordering Process for Medical Surgical Supplies - Carman Home Care X-Chart
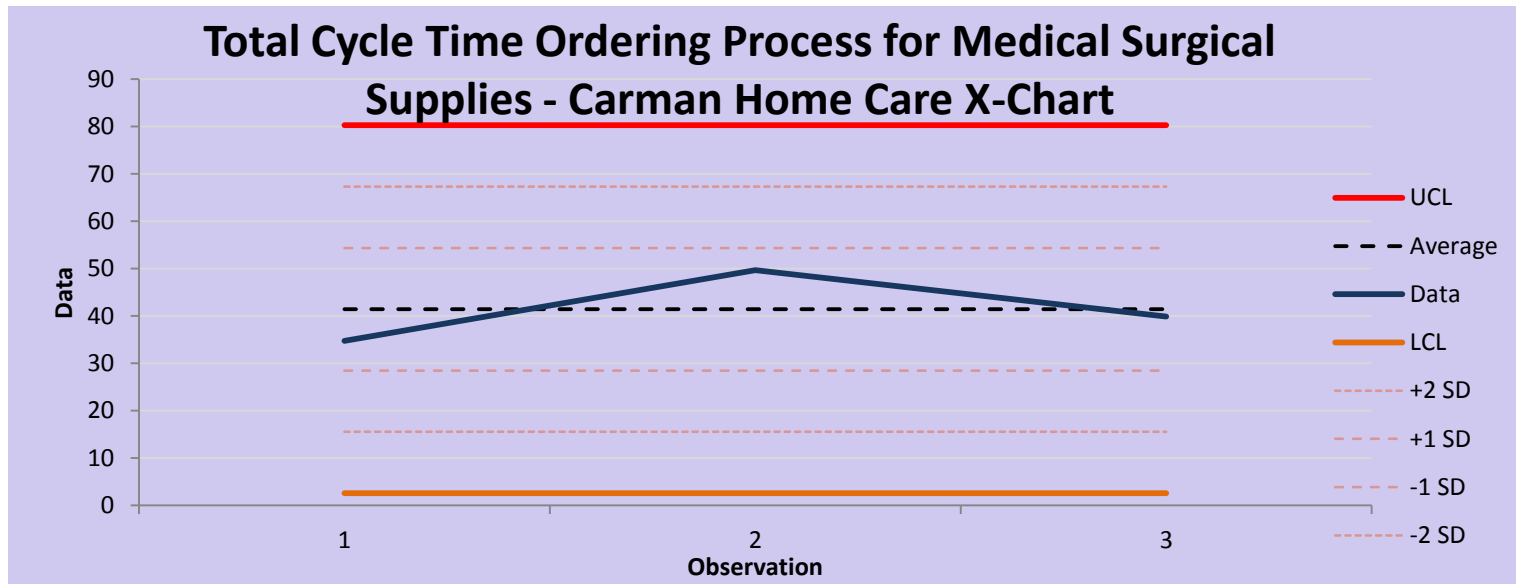
Analyze

- The RN bundling process had variability, however the data did not support the belief that supplies were not available when needed

RN Bundle Cycle Time Carman Home Care X-Chart

Data values: 4.55, 1.75, 0.32, 6.78, 1.43, 0.6, 1.55, 2.15

Legend: UCL, Average, Data, LCL, +2 SD, +1 SD, -1 SD, -2 SD

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Analyze

- During GEMBA walks, the area was not organized and storage system was not supportive of new staff being able to locate supplies
- When an item was needed, it was difficult to know how much to order

Improve

What improvements did our team come up with?

1) Future State Map

The Lean Mean Ordering Machine – Supply Ordering, Future State – November 27, 2012
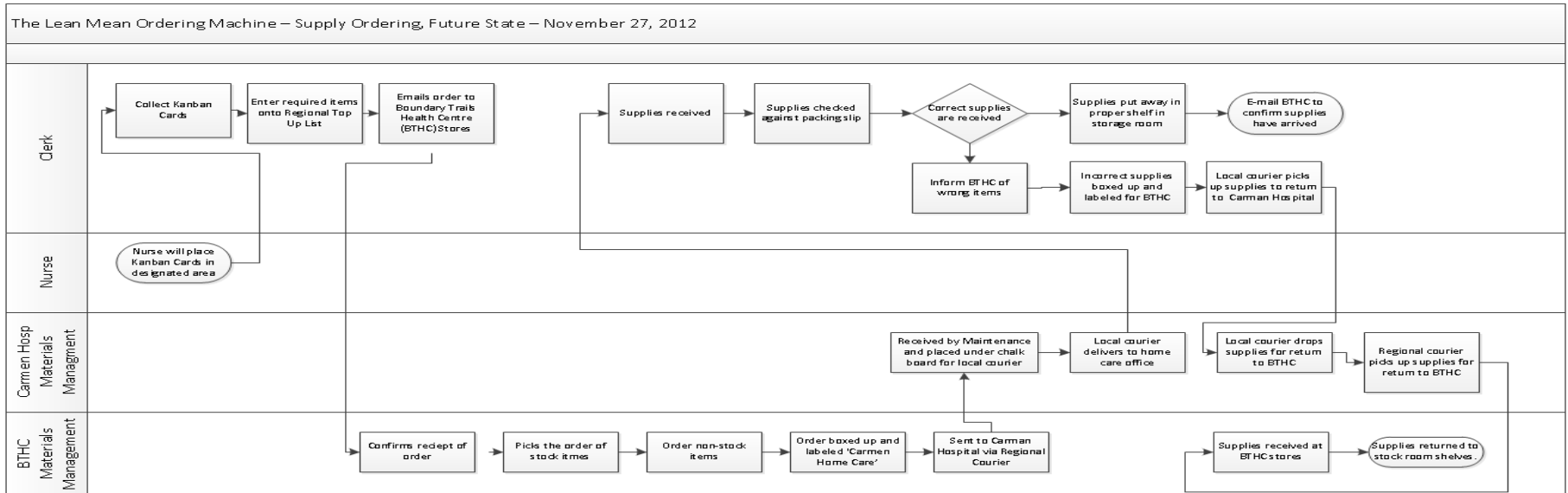
- ✓ Decrease number of people and steps involved
- ✓ Right person doing right work – decrease in processing forms
- ✓ Minimum stock levels of regular supply items
- ✓ Standard re-order quantities
- ✓ Reduced Inventory = increase space

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Improve

What were the results of the changes?

PDSA 's: Plan - Do - Study – Analysis

    1) 5S storage room

        Red Tag

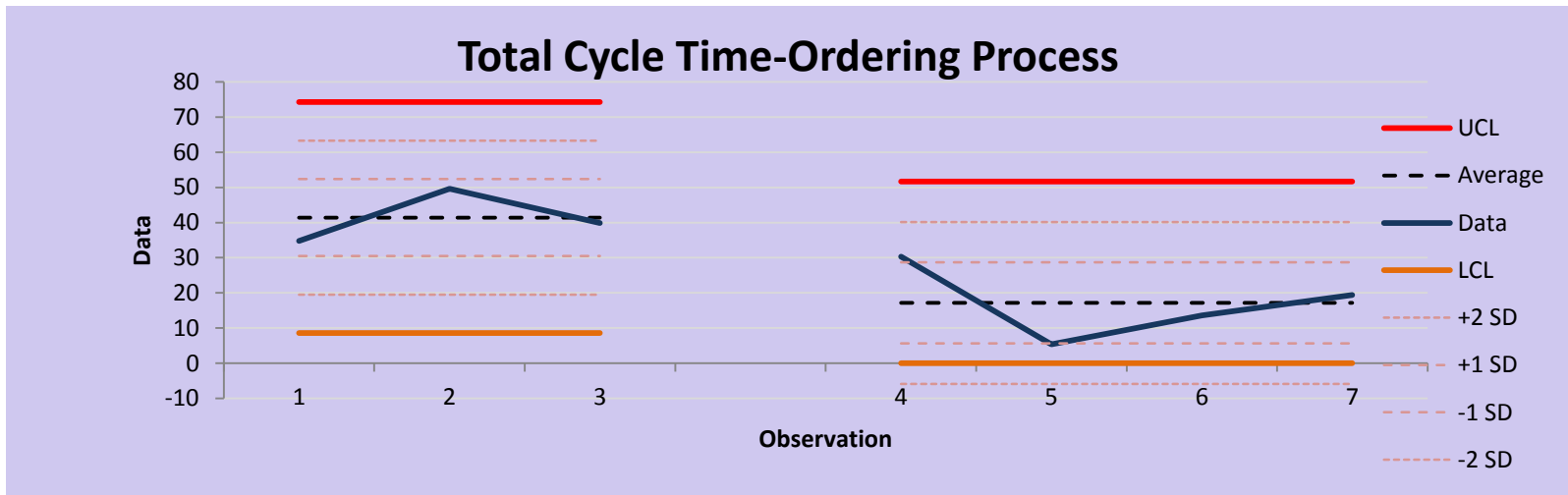   ❖ eliminated clutter and increased efficiency

    2) Kan Ban Ordering System

        Updated TUL – Regional

          ❖ standard work processes, in connection with more   organized environment, decreased the ordering cycle times and amount of overstock

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Improve

What were the results of the changes?

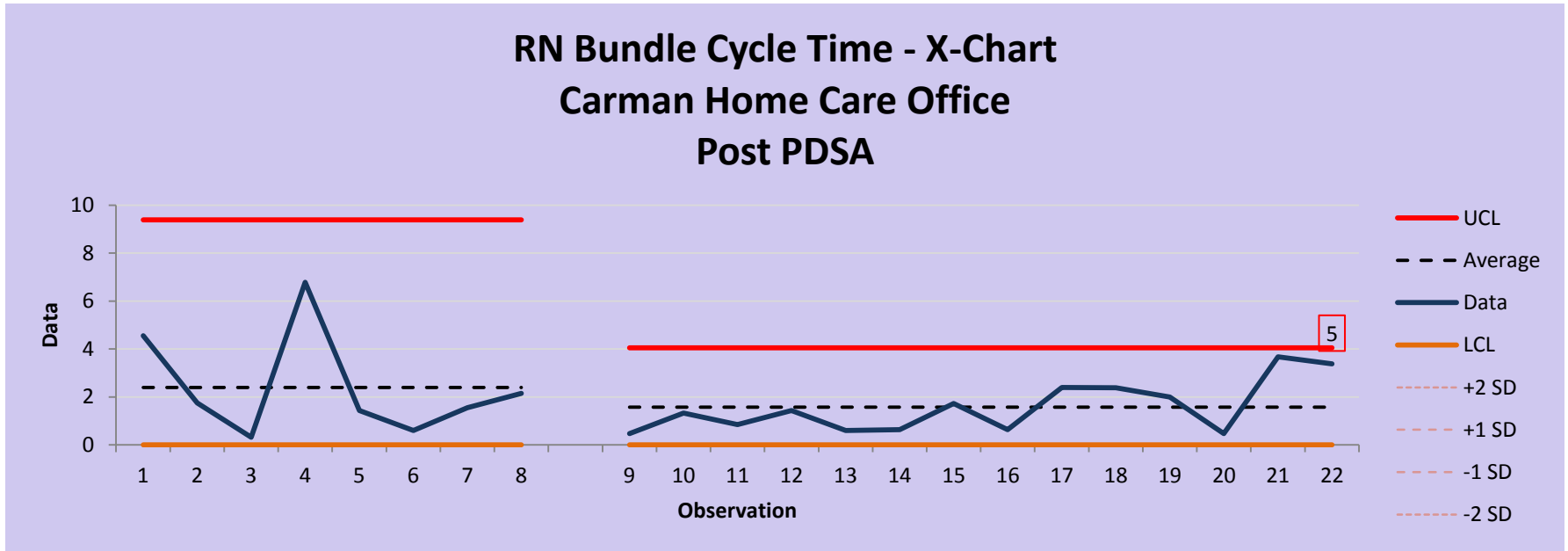
Total Cycle Time-Ordering Process

Total order cycle time was decreased from 41.42 minutes to 17.17 minutes – a savings of 24.25 minutes per cycle or 59%

We were able to remove the nurse in the ordering process

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Improve

What were the results of the changes?

RN Bundle Cycle Time - X-Chart
Carman Home Care Office
Post PDSA

Bundle time was decreased from 2.39 minutes to 1.57 minutes – a savings of 0.82 minutes per client or 34%

Able to establish a more consistent process – less variability

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Control

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

✓ Standard Work: Kan Ban Cards
   Used to order all regular stock items

✓ Mistake Proofing: re-order quantity and item numbers on TUL
   Eliminates over stocking

Carman Home Care Supply Room Kanban Card		
WHEN CARD IS EXPOSED, PLACE ON "TO ORDER" HOOK		
Item #:		
Distribution Center description:		
Unit Description:		
Qty to order:	Unit of Measure:	Min stock level:
	Price $	Full Stock =
Method to order (TUL or PO): **PO**		
When order is placed, hang on "on order" hook. If notified item is on backorder move to "Backorder" hook. When order arrives rotate stock place card back at minimum stock level		
Carman Home Care Supply Room Kanban Card		
WHEN CARD IS EXPOSED, PLACE ON "TO ORDER" HOOK		

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Control

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

✓Visual Control

Bins and cabinets,

designated areas for Kan Ban cards

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Lessons Learned

What were some of the key things we learned about quality improvement while doing this project?

✓It takes TIME. It is easy to get side tracked and time pass by quickly

✓5 S is a lot of work

✓Stock levels are important

✓Improvements can be made!!

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Next Steps

What next QI project is our organization going to be do next?

✓ Complete 5 minute 5 S to ensure the room stays tidy

✓ Pass along lessons learned to other home care offices

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The Team!

Maureen Dyck – Case Coordinator

Colleen Reimer – Direct Service Nurse

Dalene McGuire – Home Care Clerk

Bev Hamm – BTHC Logistics (replaced Matt Wilkinson)

Cheryl Harrison - Project Sponsor

Mary Heard - Project Lead

Brad Street – Facilitator