

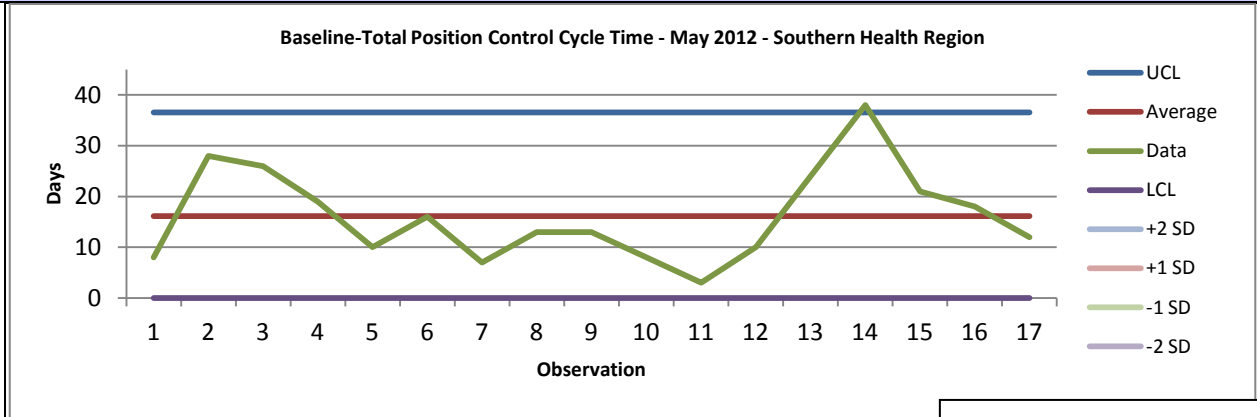
Project Charter

Project Details			
Region/Agency:	Southern Health Region	Facility:	
Project Name:	SOS(Surviving Operational Staffing)	Project Sponsor:	John Stinson/ Jan Gunness
Project Start:	March 19/12	Project Lead:	Tamara Burnham
Team Members:	M. Fehr, B. Klassen, L. Johnson, M. Thiessen, J. DeSousa, D. Pattyn, N. Kirk, R. Wall		

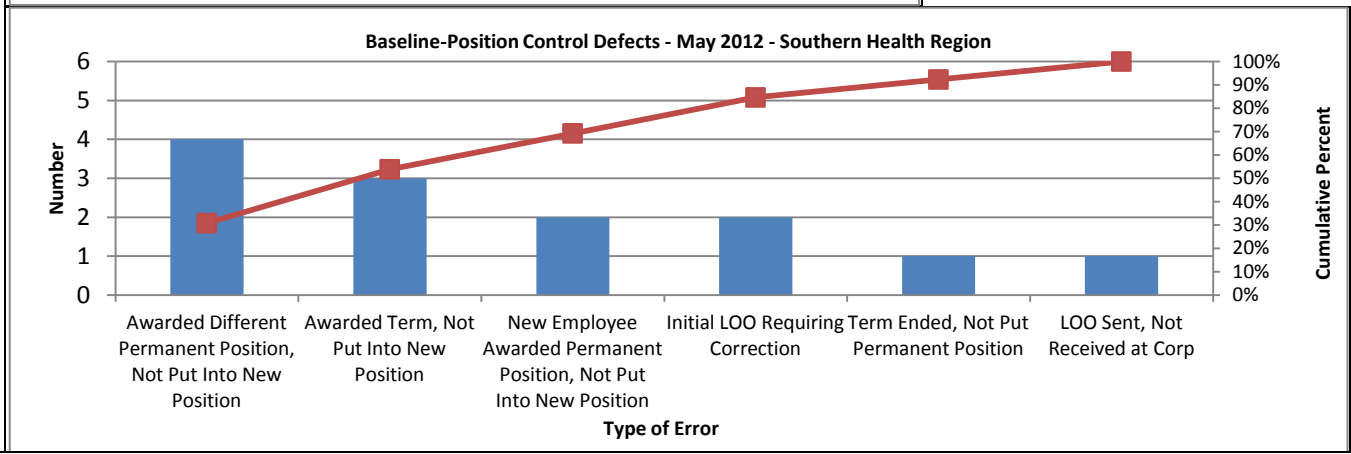
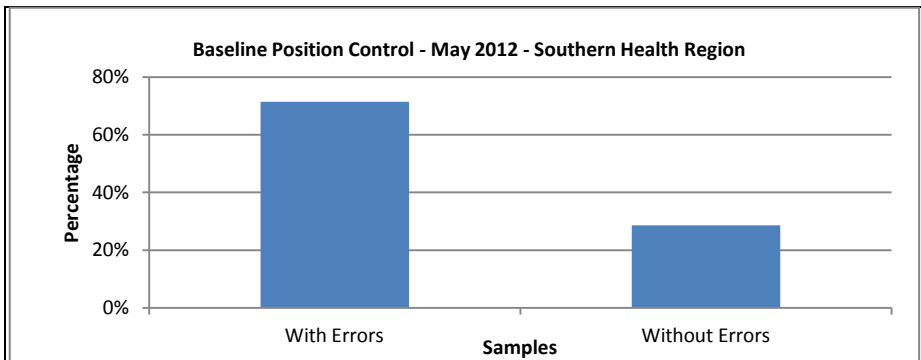
Problem Statement / Opportunity
 The process of staff position control assignment is inconsistent and lacks efficiency. Challenges with processes, roles, and user training results in customer dissatisfaction r/t the impact on patient care and staff frustration r/t staffing error and payroll discrepancies.

Background / Context
 MB Health is sponsoring the 4 year Pursuing Excellence initiative for all regions in the province. The SEH position control process has been identified as a process with significant opportunities for optimizing function and efficiency and is selected as one of the greenbelt certification projects for the region.

Current State Analysis and Measures



Data Story
 Baseline average cycle time 16.12 days with a range of 3 to 38 days to enter employees in electronic scheduling system.
 Error rate for position control placement 72%, with 6 different types of errors occurring.



Project Charter

Aim Statement (Future State)

- 50% reduction in defects
- Position control process cycle time to occur within one pay period (14 days)

Improvement Ideas Discussed

- Modify electronic version of Position Control form and implement consistent practice of form to improve efficiency, process tracking, and reduce error
- Develop formally documented process for position control assignment to establish consistent practice, reduce error and provide communication of process to all users
- Develop letter of offer templates (standard work) and place in accessible area

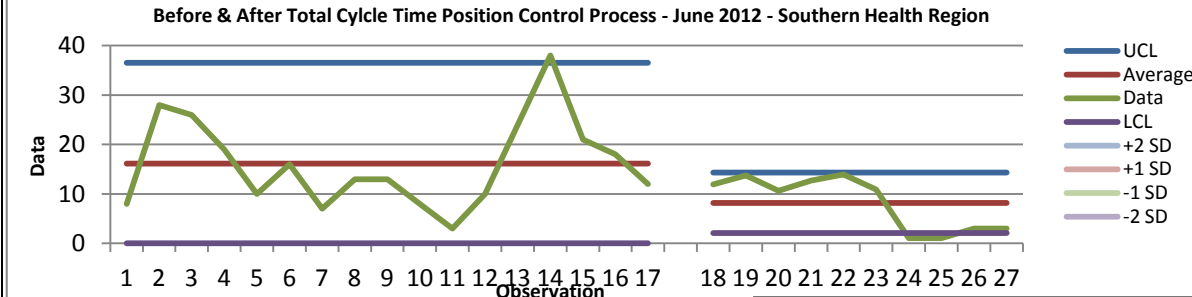
PDSA Cycle Implementation Plan

- Develop & use electronic "Letter of Offer" templates
- Combine "Position Control" form & "Posting" forms into one form & begin using
- Develop standard process protocols/algorithms & use as reference

Control and Follow-up Plan

A number of changes made to process; fundamental changes included form and letter of offer development (recommend removal of previous forms/ letters), standard work changes included standard electronic process with written guidelines for staff reference, mistake proofing through documents designed with drop down entry boxes, and visual control through designed algorithm for staff reference. Propose implementation beyond project team to whole region in fall 2012 with follow up measurement period November-December 2012 to confirm control maintained.

Outcomes



Data Story

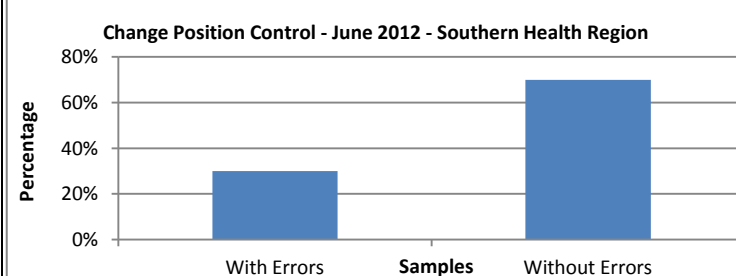
Project succeeded in achieving aim goals:

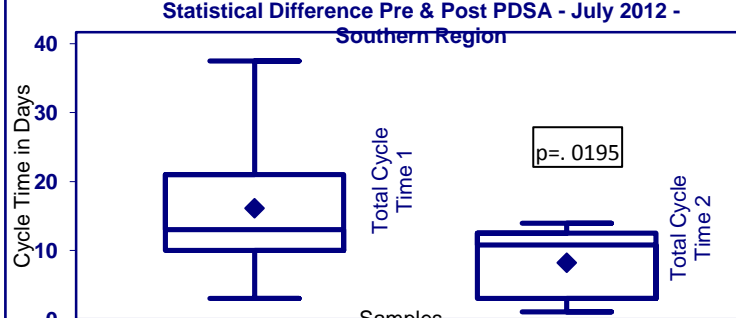
Average cycle time reduced to 8.21 days (49% improvement) with a range of 1 to 14 days to enter employees in electronic scheduling system.

Error rate decreased from 72% to 30% (58% improvement).

T-test yielded a statistically significant result ($p=.0195$) between the baseline and PDSA sample.

For project savings, 78% of average hires for region were analyzed and projected costs of unfilled vacancies (overtime, agency fees) were calculated for a potential savings of \$633,000.





Project Timeline

Project Start	Define	Measure	Analyze	Improve	Control	Project End
March 19/12	April 20/12	April 20/12	May 10/12	May 10/12	June 26/12	July 13/12