

**South Eastman Health Region**

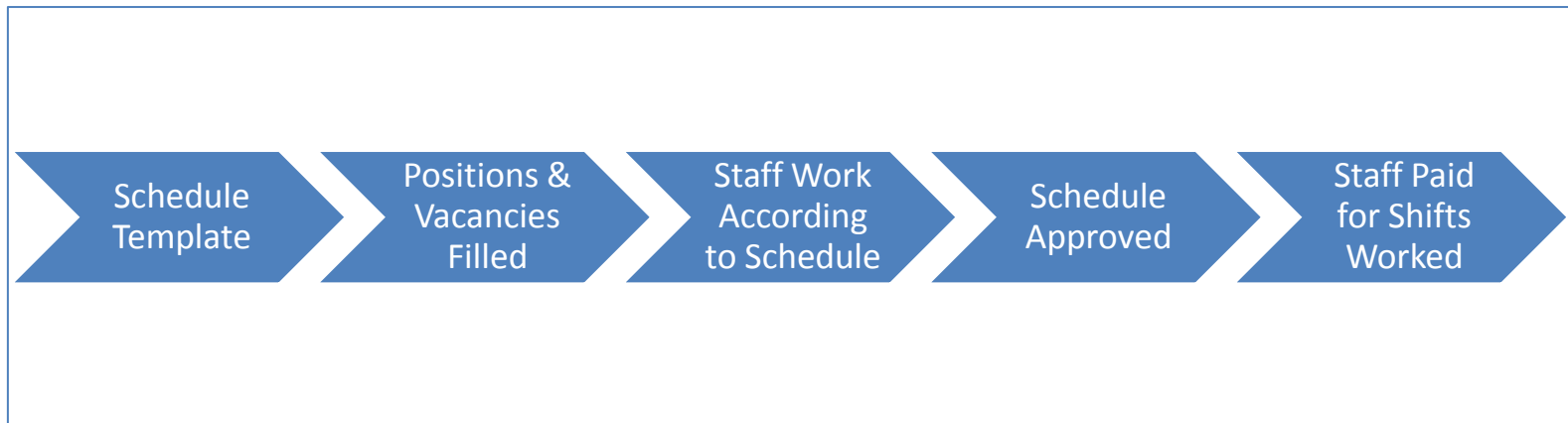
# **Quality Improvement Project Report Out**

**July, 2012**

# Define

The Process: Staff Scheduling in South Eastman Region

“The Big Picture”



Learning To See



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# Define

## Main perceived problems with the process:

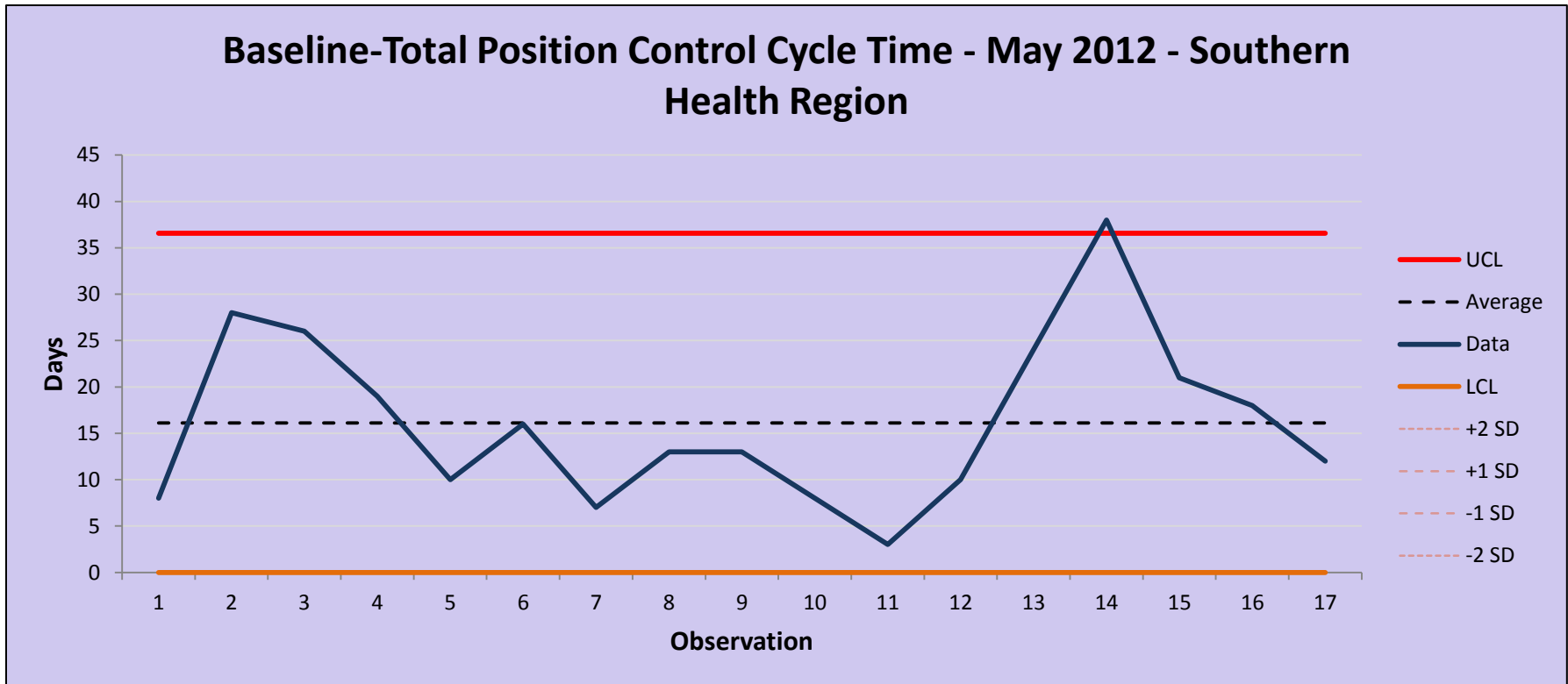
- Staff invest large amounts of time & energy into process
- Use of both electronic system & paper documentation
- High error rate
  - Often have too many or too few staff
  - Frequent payroll discrepancies
- Impact on staff recruitment & retention

# Measure

Measurements focused on 2 sub-processes at beginning of “big picture” process:

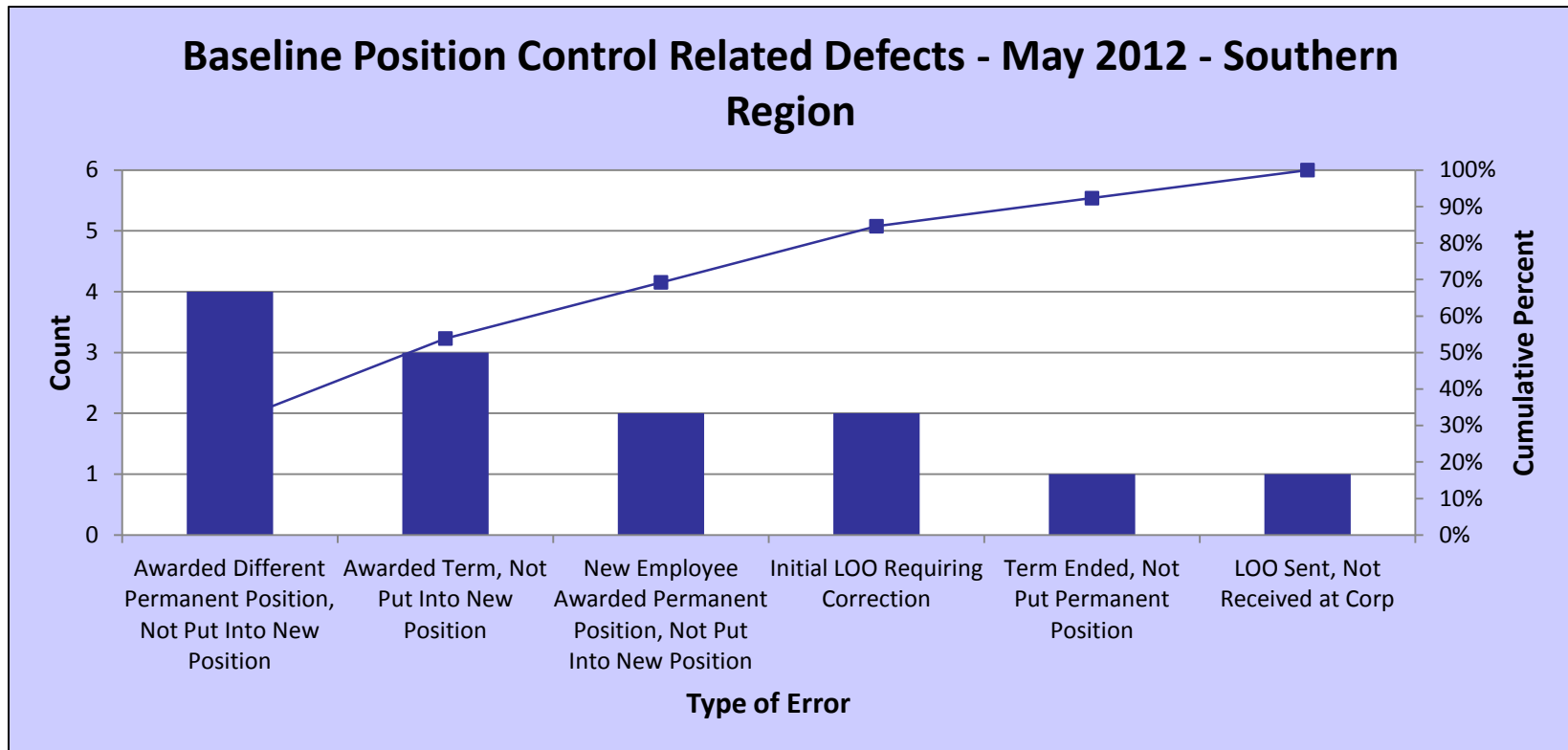
1. Filling Vacant Positions: Job postings, awarding positions, letters of offer, employees entered in schedule & paid
2. Staff Requests for Leave (Days off): Form submission, manager approval, staff replacement, schedule adjusted, employees paid

# Analyze



Average Cycle Time = 16.12 Days

# Analyze



**72% Error Rate**

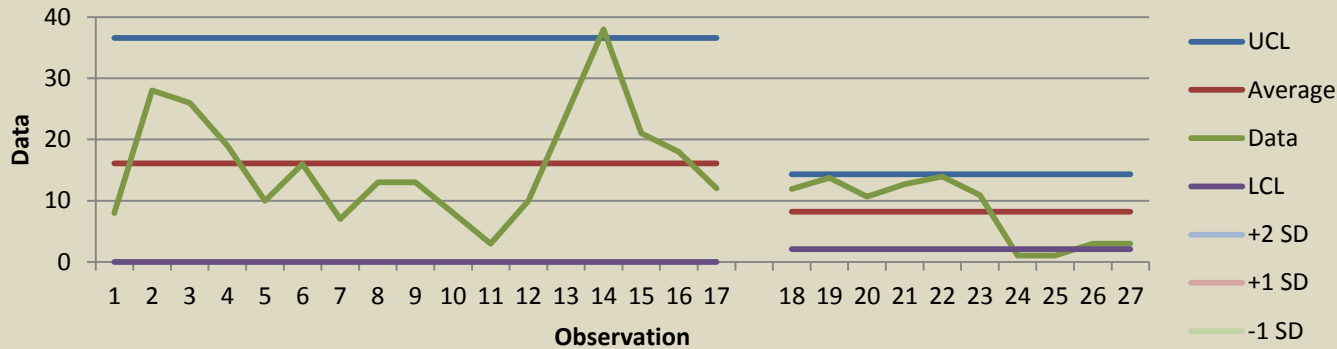
# Improve

## Changes made (1 PDSA):

1. Electronic process-Electronic form created so that process could be tracked & paper could be eliminated
2. Letter of offer (LOO) templates-3 standard electronic templates created (researched existing templates across province)
3. Standard process established-1 consistent process applicable to all sites
4. Written guidelines-Algorithm for process and “How To” guidelines
5. Review/ incorporate existing work – Modified existing Human Resource department form; work done on LOOs

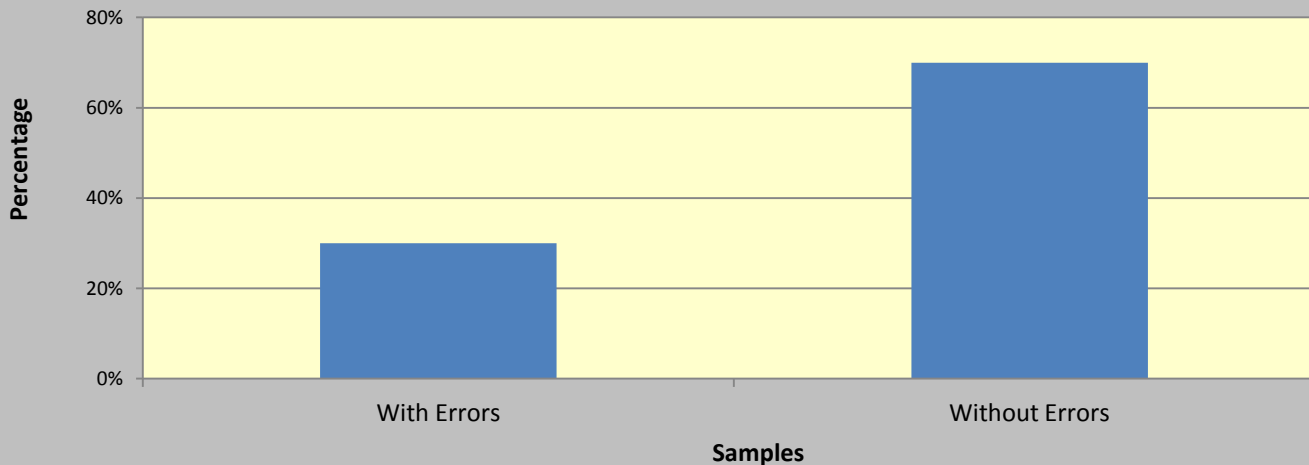
# Improve

**Before & After Total Cycle Time Position Control Process - June 2022 - Southern Health Region**



49% improvement in average cycle time (CT).  
CT decreased from 16.12 days to 8.21 days

**Change Position Control - June 2022 - Southern Health Region**



58% improvement in error rate.  
Error rate decreased from 72% to 30%.



# Control

Change Implemented	What controls have been implemented?	How do you know this control will ensure the improvement will be maintained?	Will the change be measured past the project completion day (If YES, who will do it, for how long, and how? If NO, why is it not necessary?)
Review & Update Existing Forms	<ul style="list-style-type: none"> <li>Standard Position Control Posting (PCP) form developed</li> </ul>	<ul style="list-style-type: none"> <li>Fundamental Change</li> <li>Standard Work</li> <li>Mistake Proofing</li> </ul>	Yes-Nov/Dec, 2012-whole team
Develop Letter of Offer (LOO) Templates	<ul style="list-style-type: none"> <li>Standard letters of offer with drop down boxes</li> </ul>	<ul style="list-style-type: none"> <li>Standard Work</li> <li>Mistake Proofing</li> </ul>	Yes-Nov/Dec, 2012-whole team
Electronic Process	<ul style="list-style-type: none"> <li>Electronic process developed rather than paper flow</li> </ul>	<ul style="list-style-type: none"> <li>Standard Work</li> </ul>	Yes-Nov/Dec, 2012-whole team
Establish Standard Process	<ul style="list-style-type: none"> <li>Developed one standard process that works for all facilities</li> </ul>	<ul style="list-style-type: none"> <li>Standard Work</li> </ul>	Yes-Nov/Dec, 2012-whole team
Develop Written Guidelines to Explain Process	<ul style="list-style-type: none"> <li>Written guidelines &amp; algorithm</li> </ul>	<ul style="list-style-type: none"> <li>Visual Control</li> </ul>	Yes-Nov/Dec, 2012-whole team

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# Lessons Learned

- **Teamwork** – Important to pick range of skills & focus on front line (hands on) staff; selecting members that express interest/ have fun
- **Organization skills** - Critical for project lead to be very organized in leadership of team
- **Communication** – Clear, ongoing communication; regular follow up between form meeting dates; in person/ phone contact valuable
- **Timelines** – Set timeline at beginning, build in slack, allow adequate time for analysis
- **Executive sponsorship** – Key to select sponsor that understands intent of project & has “power” to remove barriers

Learning To See



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# Next Steps

## Spread Plan:

- August, 2012 - Submit project report to VP Quality for review
- September, 2012 - Executive sponsorship approval for implementation
- September, 2012 - Electronic forms, letter of offer (LOO) templates & Guidelines/algorithms placed made accessible to all required staff
- September, 2012 - Electronic message to required staff re: implementation of project quality improvement
- October 1, 2012 - Regional implementation
- November 1 – December 15, 2012 - Measurement of implemented changes

# The Team!



**Team members:** Tamara Burnham, Mike Fehr, Lorraine Johnson, Janet DeSousa, Renate Wall (Absent: Melissa Thiessen, Nancy Kirk, Barb Klassen, Denise Pattyn)