

the Standard

WRH SOP Prioritization Roadmap

Service Links	2014 Oct	2015 Jan	Apr	Jul	Oct	2016 Jan	Apr	Jul	Oct	2017 Jan
Priority P. 1: Cath Lab			SOP supports decrease	project continues						
Priority P. 2: MRI Wait Times			SOP supports decrease	project continues						
Priority P. 3: Med Incidents			SOP supports decrease	project continues						
Priority P. 4: OR Scheduling			SOP supports decrease	project continues						
OR/Peri-Operative Services			OR IT Systems/Pre Surgical Screening							
			OR Turn Around Times							
Critical Care			ICU Units Standardization							
Surgical Services			Surgical Units Standardization							
			Standardization of Ambulatory Clinics							
Medical Services						Medicine Units Standardization				

SOP is Ready to Launch Wave 2 SOP Projects

“A goal without a plan is just a wish.” ~ Antoine de Saint-Exupery
The SOP team has just finalized its plan for the transition from the Wave 1 to Wave 2 projects.

As much as we have enjoyed providing intense support to our Priority Project teams, our SOP resources are also required for the next Wave Projects. In preparation for the transition we have defined three levels of SOP support: intense, moderate and light.

This month, Wave 1 projects will shift to moderate support and will move to light support by the middle of the summer. The teams have learned a lot during their projects and with the completion of the SOP 2-day training we know they are ready to take on this exciting challenge. The SOP team will still be there to support the Wave 1 projects and can parachute in as necessary, but these teams will soon be driving their projects independently. We are very proud of the teams and their progress to date in case you couldn't tell!

A detailed report of the plan is available on the SOP webpage.

VALEDICTORY HUDDLE

Friday, April 10

11 am at SOP Ouellette Office

1 pm at the SOP Met Office

Please join us as we reflect on all of the amazing achievements to date and bring back some of our most important team members—our patients—to share feedback on the SOP experience.

Med/Fluid Incidents

Ready for Expansion of Pharmacy Hours

Is everyone ready and excited for Pharmacy’s expansion of hours? We are hearing great feedback from the organization and front line staff about the upcoming change. As of April 13th, the Pharmacy Department will be open from 07:00—23:00 Monday to Friday with regular hours on weekends.

The Pharmacy team has been hard at work preparing for the change in hours. We would love to hear feedback from you on how the new hours will/are impacting the care you provide to patients at WRH. Please e-mail us your feedback at future@wrh.on.ca. This will let us know how we’re doing and if there are any tweaks that may need to be made during the implementation period.



A MESSAGE FROM KM&T GLOBAL



By *Jeremy Butler*
KM&T Global Health

Spring is in the air, and for many of us thoughts turn to new projects, fresh or refreshed objectives, and we begin looking forward after another dreary winter.

Here at KM&T Global, we are keenly looking forward to WRH’s next wave of projects and improvement activity that will help you get ready for a new state-of-the-art hospital.

I wanted to take a moment to remind you that looking forward to the new, doesn’t mean letting go of the old. The projects that kicked off last autumn are very much alive. We have stressed from the start that SOP is a journey. At realignment you brought together two organizations with unique cultures, values and ways of working. The ‘Opportunity Search’ exercise showed us where standardization and optimization were needed, and from that the projects were born. We are getting ready to add a new set of projects, but our work with Wave 1 projects is not done. The SOP team has supported the Priority Project teams for the last

few months, and that support continues, albeit with a dialled down level of intensity.

Agreeing to clear deliverables, learning how to define and fix problems, holding weekly huddles, challenging each other openly and honestly all probably seem like very straightforward activities, however, our respective ways of working have built up over many years. Our personal attitudes and how we approach our work has built up over the years, and has served us well. We all want to succeed in our daily work. We haven’t arrived to where we are today by deliberately working ‘badly’, so it can be difficult when the lens turns inwards, and we take a fresh look at how we do what we do. It is not unusual to feel threatened, to think that this will just go away or that it’s just a fad – but nothing could be further from the truth.

Windsor residents, your families and your friends will be getting a brand new facility. Even the most jaded of citizens knows that a shiny building means nothing if the way the care is delivered is inconsistent. You are in the middle of possibly the most exciting healthcare development happening right now in Canada. The stakes are high – and WRH has got to get this right – but the rewards are dazzling.

Here at KM&T we say, hold my hand and we’ll walk this journey together!




Cath Lab

Working on Patient Flow

We wrote last month, we had some challenges with our table being down and that created some real learning opportunities. We continue to monitor and adjust our grid according to our demand. We also learned that we needed to look at how our patients flow through the lab. We needed to understand what system barriers are hindering our patients moving through the lab smoothly and effectively. With that in mind we set out to perform some observation studies where we collected times for different stages of the patient’s journey through the lab. Through this we identified several opportunities to make flow even better.

You may ask, ‘What are some of the barriers to patient flow?’ A few examples are poorly organization of supplies and equipment, missing patient information that delays a procedure, and delays in admitting. The information gathered will be valuable to help the team develop standard work and improve processes to make the patient experience the best it can be.



A Touch of Spring!

A huge thanks goes out to Marie Booze (left) from the Ouellette OR Booking Office for preparing loads of delicious treats for the SOP Spring Fling Huddle.

The bright and sunny surprise was very welcome on a cold, March Friday!



OR Scheduling *Preparing to Spread*

As the OR Scheduling project team prepares for the new fiscal year, the team has been working hard to ensure every Total Knee surgery booking request they receive has all of the required pieces. This includes DART (Decisions Affecting Readiness to Treat) information that has a big impact on wait times. The team has learned a lot about the OR Scheduling process over the last 5 months and is ready to start expanding their findings and improvements to other types of surgeries booked in the OR.

The team has also been reviewing in detail the information given to patients by WRH and the Surgeon’s offices. They want to ensure the patients have all of the information they require before their surgery and that the information is consistent and correct. The team is looking forward to connecting back with their patient, Christine Halik, who is going to help provide the patients perspective on the information package.

MRI *Focusing on patient flow*

With the grid redesign now complete the attention for the next month turns to examining the flow of patients through the MRI area. Similar to the work that has been completed in the Cath Lab, the MRI group will be focusing on understanding the system barriers that affect how the patients move through the process from start to finish: the screening, the setup, the MRI room and scan. There are good practices that can be shared between the campuses and by sharing those practices and developing a standard approach to the daily execution of the grid, a better patient flow will emerge.

A critical lens is needed to be effective in identifying and developing improvement ideas. Even though our current throughput is one of the best in the province, the group understands that there is always room for improvement.



MATCHING PROGRAM: MRI Technologists from Ouellette and Met spent the day learning about each others’ processes.

Collaboration ~ Commitment ~ Community

Why SOP will lead to lasting change

When I heard about the Standardization and Optimization Process (SOP) my first thought was, "I need to be part of this"!

The move to a New Single-Site Acute Care Hospital is a huge step forward for our community, and the SOP is a unique opportunity to work together to make improvements today and make sure we bring a unified team to the new state-of-the-art facility when it opens.

There is no denying that change can be scary. Like many of you, I recognize that local healthcare has experienced some changes in the past that may be difficult to understand. We cannot let our history define our future or miss this opportunity to examine who we are, and where we need improvement.



*By Dr. Andrew Petrakos,
SOP Physician Advisor*

We have to put any hesitation and resistance behind us. Change is not only coming, it is here. I encourage everyone to get involved. It is the right thing to do for this region and for our patients.

From the beginning, I realized the SOP journey would be different than anything we've been through before. For one, the stakes are much higher.

By allowing us to move from two acute care hospital campuses to one, realignment gave us the opportunity to redefine our future of healthcare together. This is a huge responsibility. This we should not take lightly.

As well, this process is not a top-down initiative. SOP is a collaboration between all levels of staff and the community. This is a fundamental shift from the way major changes were made in the past.

Before work began on each of the priority projects, the teams got together to map out current processes. Everyone was invited to these frank and often difficult discussions – frontline staff, senior management teams, physicians and patients.

Sitting in that room, listening to patients describe their experiences - the road blocks, the uncertainty, the feelings of helplessness and anxiety – made it clear to me why this process is so important. As a surgeon, I usually focus on the task - or the patient - at hand. The mapping sessions gave me the opportunity to reflect on every step of the patient journey and realize how difficult it can be for them. What a revealing experience!

That reality set the tone moving us forward. It was imperative to start quickly and work with passion. We owe it to our patients to take a close look at what's happening in our hospitals right now and explore new and innovative ways to improve.

The collaboration that I've witnessed over the past 6 months is unlike any that I've seen in my career. There have been some major strides forward, but the goal of the ideal state is yet to be reached.

For those of you who are still skeptical, I encourage you to take a closer look at the process and find ways you can get involved. The weekly huddles that take place at both campuses (11 am and 1 pm in the SOP offices) are a good place to start. If you have questions, send me an email. I would be more than happy to share more of my experiences with you.

We are at a turning point. We have the opportunity to learn from the past and move forward together. "Building on our Strengths" is the logo for the New Single-Site Acute Care Hospital. I think that describes the work of the SOP as well. We are building on the strengths of each and every member of the WRH team, working toward a shared vision of providing "Outstanding Care – No Exceptions!" for our patients.

Project Contact List

Questions or feedback for the project teams? Please reach out to us!

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