

December 2015

the Standard

SOP 2015 Highlights



LOOKING BACK: Our hard working teams have been going full force this year. As we say good by to 2015, we want to take this opportunity to recognize some of their biggest accomplishments so far. Looking forward to seeing what 2016 brings!

Breaking Down the Silos

The Ortho Value Stream

For healthcare providers, the most important aspect of any care delivery is the degree of value that is provided to the patient. Unfortunately, all too often, healthcare patients experience a system that is poorly organized, with each provider working solely on their portion of care without working across the entire patient experience. This “silo-ed” approach results in some improvements within the various portions, but an overall “fractured” experience. The SOP Team is working collaboratively on projects across the Orthopedic patient journey; from the initial consult with the primary care provider to the surgical follow-up in the Fracture Clinic. A smoother experience for the patient is being built through the application of Lean approaches. Patient involvement in the Value Stream Mapping

exercises (the first step in each stream of work), standardizing referrals across the various providers, and increasing collaboration at each point of patient contact, are just some of the ways that the teams are working to improve the journey. The multiple project teams are working collaboratively, often bringing staff together for the first time to apply their experience and knowledge on the stages of care.

The benefits for the patients (as a result of this work) have become clear through our Key Performance Indicators. The project teams have been successful in decreasing the number of errors in the Orthopaedic booking process, and ensuring a safer surgical experience through earlier pre-surgical assessments. The teams are in the process of reducing the wait times for a Fracture Clinic appointment by 50%, and they continue to work on reducing the wait for an initial Ortho consult and surgery.

The Main Event | Weekly Huddles



Lights, OTN Camera, Action! Excited chatter and laughter erupts as a crowd congregates for huddle. Like a giant puzzle, the Standardization and Optimization Process (SOP) projects come together and are featured prominently on the walls of each SOP office.

At our weekly Friday huddles, we celebrate small wins and the achievement of targets. Sometimes there is frustration, as challenges and roadblocks to changes are encountered. Recognizing this, the Project Management Office (PMO) Wall and weekly project huddles provide the transparency and accountability necessary for success.

The combination of these communication methods, ensures that each project remains on schedule, that appropriate key performance indicators are being tracked and any risks or issues are escalated to the executive leadership team.

Staff that have been seconded to leadership roles within the projects also play a significant part in sustaining the PMO Wall and weekly huddles. Each project lead makes a significant contribution related to their time and effort in assimilating quality improvement knowledge and championing change improvements throughout the hospital and among community partners.

Reducing Wait Times | MRI

The SOP MRI team has been working to address the wait times issue. When we started this project, patients were waiting 100 to 115 days at both campuses and that number was on the rise. With the accomplishments and achievements being met each month, the wait times have stabilized at 91 days at Ouellette and 67 days at Met. Significant gains were made through the development of a grid that is representative of the demand. We also now have a system in place to match the grid to the demand on a 6 month interval.

Although there is still more work to do, continuous improvement is about making small improvements over the course of time. In the MRI project, these small improvements are starting to make a big difference!

Data Driven Change

How do you know if there has been an improvement? For SOP team members, the only answer is, “by measuring the change made and observing the effect it has on the outcome”. We rely on data to measure change.

We are currently collecting data on more than 40 elements of our projects. This will tell us if the work we are doing is making a difference. Decision Support has been an invaluable resource for data. In addition, our team members are developing their manual data collection skills. For example, Standard Unit recently completed its first round of Activity Tracking to determine how much time nurses spend providing direct patient care. They will continue to study this throughout the project to see if the changes they are putting in place are in fact leading to more time with patients.

Getting to Know You

Over the course of the year, staff participating on SOP multi-campus projects have had an opportunity to get to know their colleagues/counterparts at the “other” site. Project leads, along with team members at WRH have been working very closely to collaborate, transfer knowledge, and challenge the status quo on steps that directly impact the work they do today.

Staff involved in the projects have had an opportunity to see how the “other” site completes the work. In some cases, transferring practices across the campuses has been the best solution and in others cases complete co-design has been necessary. Standardizing processes is the goal, but opening up these lines of communication has also lead to some amazing friendships and a greater appreciation of our colleagues and their roles.



History and Physical

History and Physical is an important document that contains information about a patient’s medical history and current condition. This information is required when booking surgery for a patient, but in the past, WRH was only receiving it 40% of the time for Orthopedic surgeries at the time of referral submission.

The lack of this information led to pre-assessment delays, re-scheduled appointments, longer waits and an overall negative patient experience.

Thanks to WRH process changes and the hard work of the Orthopedic Surgeon’s offices, the History and Physical documents are now present 90-95% of the time.

This change is huge, as it impacts a number of different groups, but most importantly, the patient.

For the booking clerks, this eliminates rework and allows them to confirm an OR booking immediately. It also means the patient’s pre-assessment appointment can be booked sooner, offering a longer appointment notice period for the patient, more flexibility in choosing a date, and a safer pre-assessment for our patients.

For patients, the smoother process means a less stressful experience leading up to surgery.

Keeping Our Patients Safe

In 2015, several SOP projects directly targeted the improved safety and wellbeing of our patients, including the Med/Fluid Incident Project, and the Ortho Patient Pre-Assessment Project.



Orthopaedic patients require a full pre-assessment screening to properly prepare them for their upcoming surgery. In the past, Ortho patients were pre-assessed about 3 days prior to surgery. The staff felt that this was not ideal, as it was not enough time to safely prepare the patients.

Since improving the booking processes, patients are now pre-assessed 2-3 weeks before their surgery date, and the team is working towards 3-4 weeks. This allows staff the time to properly access these patients and deal with any medical issues they may have in time to proceed with their surgery.

By focusing on the expansion of Pharmacy hours, and the associated reduction of Pyxis machine overrides, this team has been able to celebrate three patient harm incident free months in 2015! Before kicking off this work, WRH had not yet achieved a recorded ZERO harm month. By reducing medication incidents, we are working toward keeping our patients safe!

Quality Improvement—A Way of Life

This year, SOP entered phase 2 of the priority projects, expanding the scope and reach of the work of our teams. As we grow in size, the number of people involved in our projects and the number of voices included, is also expanding.

Facilitated mapping sessions for the phase 2 priority projects took place in the spring, and mini mapping sessions were held to support the phase 1 priority projects as they continued to progress. Our huddles have grown to include 4 projects at both the 11 am and 1 pm sessions. This has created a very vibrant and lively atmosphere as the project teams report out on their weekly progress, challenges and next steps.

As the project teams continued to evolve and grow, so did the need for some quality improvement training. Members from the SOP team identified key players within their project teams, as well as front line staff involved in driving project changes, to participate in a 2-day quality improvement workshop.

With a better understanding of how quality improvement ties into their day-to-day processes, and an enhanced appreciation for continuous improvement and system change, we are excited to see what these teams can achieve in 2016!



Through mapping sessions, meetings and learning opportunities, our team members are developing their quality improvement skills.

Meaningful Partnerships

Patient, student & community engagement



SOP team attended the WROC'n'WROL Walk event (and won the costume contest!) and the Windsor Corporate Challenge that raised funds for the Sunshine Foundation.

Any SOP project team member will tell you – perspective and input are valuable resources. But where do project teams find the perspective or input they need? Over the last year, the SOP team reached out to form meaningful partnerships with a variety of hospital stakeholders.

Students from the Odette MBA program and the Schulich School of Medicine worked directly with the SOP projects. Their presence was mutually beneficial; students gained valuable experience while the SOP teams benefitted from their hard work and unique perspective.

During 2015, SOP expanded its relationships beyond the hospital walls. Team members regularly visit physician offices to

help improve the communication channel with the hospital. Chantelle Botscheller of the Windsor Family Health Team regularly provides input on behalf of the community.

The most important perspective of all, is that of our patients. This year, five new patients were included in the projects. This is in addition to the five patients SOP relied on during the first wave of projects. Thanks to all of our patients!

The input of these stakeholders has shaped the vision of the projects and influenced decisions over the last year. The SOP team looks forward to strengthening these relationships in 2016!

Staff Experience of Care

The best ideas come from those who do the work! By engaging frontline staff in the SOP projects, we ensure that mapping events and associated pieces of work are being lead by, and vetted through those who are doing the work day in and day out.

Leads in many of the projects have started clinic huddles in their areas to gather feedback from their colleagues. Surveys and interviews have also taken place in order to measure and track the staff experience of care.

Windsor Regional Hospital staff have been instrumental in generating innovate ideas that have:

- ⇒ Achieved an improvement in the staff experience of providing care.
- ⇒ Decreased the number of frustrated patients.
- ⇒ Established a better pace of work for staff.
- ⇒ Ensured that the right equipment and materials are in place.
- ⇒ Facilitated work with other departments on the same/similar processes.
- ⇒ Decreased obstacles that get in the way of the work.

Keep up the excellent work!

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