

the Standard



Much less waiting happening in our waiting areas, thanks to changes in scheduling, and the hard work of fracture clinic staff.

Clearing Out Wait Rooms

A huge accomplishment for the fracture clinics

“Wow! I only waited fifteen minutes for a shot.” Patients are noticing and appreciating the differences in the Ouellette fracture clinic already. As of December 7th patient appointments have been scheduled differently, staggering appointments to reduce patient wait time. The results so far have been very encouraging. The median wait previously was 69 minutes and has dropped to 20 -25 minutes in most of the clinics tested. There has also been a decrease in the time spent within the treatment room waiting for the physician between steps in the treatment process. The success is being reflected in our patient experience surveys. One patient remarked, “This was the quickest visit at the fracture clinic.”

During the test, the team huddled after each clinic and included feedback from all staff and the physician to discover other opportunities to decrease wait time and improve flow. Prior to the test, we thought that the time to take an x-ray was a limiting factor in the process. Instead we learned that answering phone calls and other important but less urgent duties interrupt the clerks and delay the processing of x-ray orders. The next wave of tests should address this issue.

The team is also using the waiting rooms to help sort patients so that it is easier to find the next patient to call in. Patients who are waiting for an x-ray still wait in the main waiting area outside the clinic. Patients who are finished in x-ray, or don't require an x-ray are being brought into a smaller middle waiting area. This may seem like a small change, but it not only decreases steps for staff to find patients, it also increases patient privacy. The fracture clinic at the MET campus has begun booking appointments for January in the new way, and will begin testing after the holidays.

Cath Lab Improvement in Semi Urgent Wait Times

Patient Focused Scheduling



The Cath Lab SOP Team has been working hard to decrease the wait times for semi-urgent patients requiring a cardiac catheterization. The team has been testing a standardized scheduling process developed to maximize the available time in the lab. The Cath Lab Team has successfully experienced an improvement in recommended wait times: the number of semi-urgent patients who were seen within their recommended wait times increased from a median of 40% up to a median of 75-85% of patients seen within their recommended wait times. Standardizing the scheduling process has highlighted some additional opportunities to

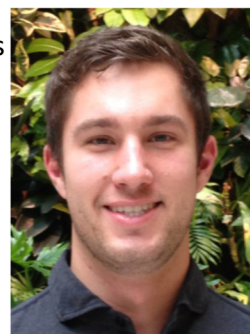
better utilize the Cath Lab and physician time and redesign processes to reach the target of 100% of semi-urgent patients being seen within their recommended wait time. As such, the Cath Lab SOP Team has re-designed the schedule to allow for a patient-focused schedule, this may support a reduction in cancellations and allow for increased flexibility for the semi-urgent patient population, allowing their procedure to be completed within the recommended wait times. This new timetable will begin testing in January, with progression updates shared weekly.

SOP Schulich Medical Students Experiences—2015

Advancing quality improvement skills

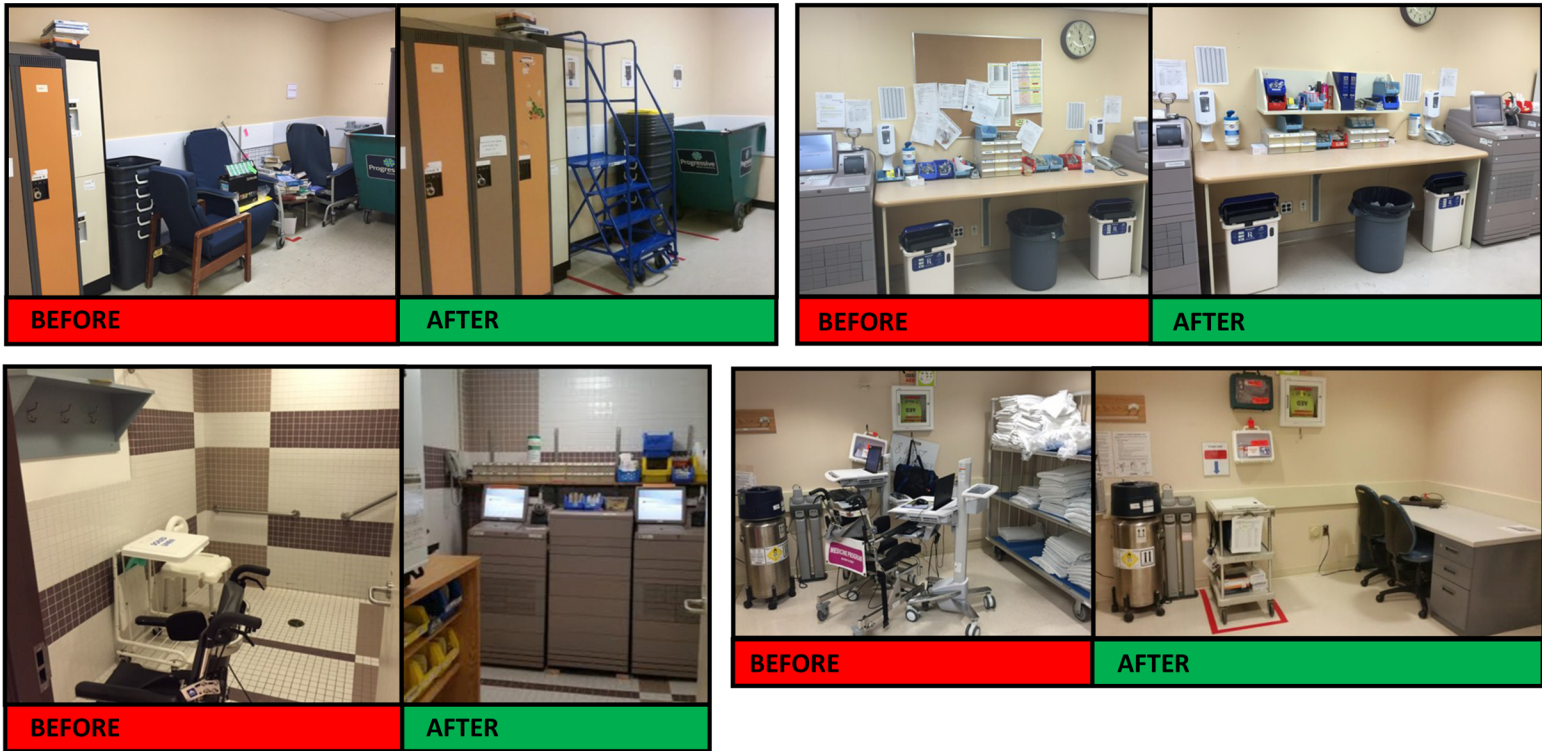
With a desire to better understand the mechanics of WRH and how it is evolving, medical students Jennifer Fournier and Jonathan Williams, joined the SOP team. Through their involvement with SOP, the students gained an understanding of how complex the hospital environment is and expanded their knowledge on how many players are involved when making system changes. “For positive change to occur, everyone with a stake in the matter needs to come to the table and contribute.” The medical students have developed a better understanding of quality improvement, change, and continuous improvement and monitoring, key concepts that will can be applied in ongoing practice, add-

ing effectiveness and value for patients. “I was inspired by how patient-focused the SOP teams were, especially when they trial new strategies to improve hospital processes,” says Jennifer. Having the medical students involved with the SOP team has allowed the teams to benefit from a clinical advisor perspective, helping drive forward patient focused change.



Standardized Unit— 5S Before and After!

Building an Efficient Work Environment



The Standard Unit project team has been busy working to Sort, Set-in-Order, Shine, Standardize and Sustain on the Surgical floors at both Ouellette and Met Campuses. The 5S efforts are intended to increase efficiency and effectiveness and ultimately increase the percentage of time a nurse spends providing direct patient care. Congratulatory celebrations took place as a wrap up to all the hard work and efforts of staff on the floors and SOP team members, as they underwent significant changes throughout the 5S process.

Practical Experience and Integration

MBA Students Reflect on SOP Internship

When the four of us were chosen to join Windsor Regional Hospital's SOP team, we were unsure of what to expect. Our previous experience with organizations through the Odette's MBA program were mostly research-based, so naturally we assumed the same of this opportunity. Instead, we were integrated into our respective project teams where we learned many valuable skills that will be critical to succeed in our future careers.

During our three months with SOP, we were able to further develop what we learned in the classroom by applying them in a real-world setting. For example, we built on what we learned about data analysis, and were shown how important data is in making decisions. Through the Quality Improvement Training provided by KM&T, we were also exposed to new concepts and a new way of thinking about challenges that organizations are faced with.



A Practical Experience and Integration Cont'd

MBA students reflect on SOP internship

By being involved in weekly team meetings, we were shown how to effectively facilitate team meetings and develop ways to execute on big ideas conceived by the team.

It's inspiring to see such dedicated hospital staff taking the initiative to ensure the best possible experience for patients. As non-clinical students, it was exciting to see how healthcare and business practices can be synthesized to make one outstanding hospital for our community.

We would like to thank all of the individuals that went above and beyond to help make this experience so rewarding for each of us. Beyond the personal development each of us gained, we hope that this experience builds upon the already strong relationship between Windsor Regional Hospital and The Odette School of Business.

Target Setting

Each project within SOP has a set target; an objective or result toward which efforts are directed. It is important that a target be: specific, measurable, achievable, realistic, and time-bound. For example, "decrease OR turnaround times to 35-45 minutes by April 2016" acts as a much stronger target than "improve OR turnaround times". This target creates a common goal among everyone on the team, and provides a focus in which efforts should be placed. Each team can continually refer to their target and ask themselves "is what we are doing moving us closer to our target?"



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