

the Standard



WRH is Launching The Lean Six Sigma Belting



Investing in Continuous Quality Improvement

Windsor Regional Hospital is launching a new training program designed to help embed continuous quality improvement into the hospital's culture and offer individuals an opportunity to take the skills they've learned to a higher level.

This is also part of the plan to help sustain the gains we have made over the past two years and move into more complex, high impact projects.

In order to support this shift we will be launching training and certification in Lean Six Sigma. You might ask how is this different than what we've been working on? This is a formal, globally recognized certification that will be offered to interested individuals. Lean Six Sigma (LSS) provides a comprehensive toolset for addressing complex, cross-functional problems and patient focused

processes.

Lean streamlines processes and eliminates unnecessary, time-consuming steps (waste), reduces overall complexity, and helps to uncover critical quality elements of a process while Six Sigma implements the data-driven methodology to solve complex, cross-functional problems where the root causes are often unknown.

This training will give individuals the tools they need to participate in, and eventually lead, quality improvement initiatives within their own programs and departments.

Properly using data to Define, Measure, Analyze, Improve, and Control (DMAIC) performance forms the foundation of the Lean Six Sigma methodology.

(Cont'd p. 3)



Highlights from Project Stage Gating

The SOP Team has been busy working with project sponsors to conduct stage gating for all the SOP projects.

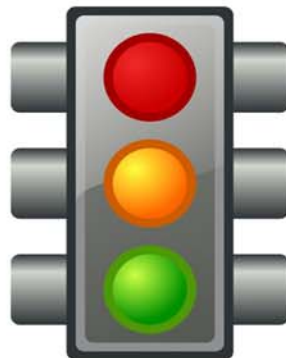
Change is all around us. Everyday workplaces are affected by a number of factors that influence their organizational priorities and the status of improvement projects.

In our commute to work everyday, we are subject to a variety of intrinsic and extrinsic factors such as; our state of mind (*Are we rushing because we did not allow ourselves enough time?*), road conditions (*Is it raining?*) and traffic control measures in the form of stop lights and construction detours. All these things play a part in determining the ebb and flow of traffic and whether we arrive at our destination as intended.

To support an environment of continuous quality improvement it is imperative that projects be assessed through a number of phased evaluations. Similar to encountering a traffic light that is red, it creates a checkpoint allowing us to stop and confirm that our objectives are being achieved, ensure that project activities are on track, and discuss barriers and next steps. This is known as “project stage gating” and it is an integral component of project management.

Working with project VP sponsors, the Standardization and Optimization Program (SOP) Team completed the process of stage gating over the summer months. Through a series of meetings the outcomes of the projects from Wave 1 and Wave 2 were evaluated.

As the launch of Wave 3 projects draws near, the SOP Team is engaged in follow-up activities with their project teams and are working with management to plan for the exciting changes ahead.



Please stop by the Friday huddles at 11 am and 1 pm to learn more about the progress on these projects.

Project	Wave	Current Status
Cardiac Catheterization Lab	1	Alumni
Magnetic Resonance Imaging (MRI) Wait Times	1	Alumni
Operating Room: Scheduling/Information Technology	1 & 2	Alumni
Med & IV Fluid Incidents	1	Active
Ambulatory Clinics: Enhanced Neurological Access Program (ENAP)	2	Active
Ambulatory Clinics: Cataracts/ Eyes Clinic	2	Active
Ambulatory Clinics: Fracture Clinic	2	Active
Standardized Unit	2	Active
Critical Care	2	Active
Medication Reconciliation	2	Active
Operating Room: Turn around Time (TAT)	2	Active
Operating Room: Pre-Surgical Screening	1 & 2	Active

Introduction to Wave 3 Project



In the summer of 2014, Windsor Regional Hospital brought aboard consultants from KM&T (Knowledge Management and Transfer) to support the process of identifying opportunities for improvement across all our patient services and initiate what we know today as the Standardization and Optimization (SOP) Team.

Based upon numerous stakeholder consultations and data analysis, areas requiring the most immediate attention were prioritized as Wave 1. These projects were scoped for shorter durations with very specific patient-centred deliverables. Following this, the next

wave of projects were identified– Wave 2. These projects were scoped with longer timelines as they were considered more complex and would need more time to obtain significant gains.

With the end of Wave 2 in sight, the SOP Team has embarked upon scoping for Wave 3 projects. This process will define the landscape for the organization moving forward.

DID YOU



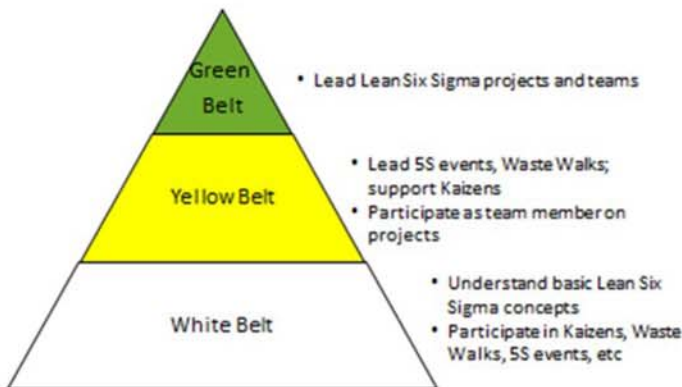
Project Stage Gating

Project Stage Gating is an integral project management tool whereby a project is reviewed on a regular basis to ensure that objectives are being met, barriers are discussed and next steps are

Belting Program (cont'd)

The Lean Six Sigma program consists of three levels:

Lean Six Sigma Roles



Each of these levels builds upon the previous one. The white belt will be offered as an online training session with

a short quiz to ensure the concepts have been understood.

The next step is the Yellow Belt which is delivered in a classroom in order to provide hands-on training so that participants are able to apply the basic Lean Six Sigma tools and culminates with a Kaizen event focusing on providing an implementable solution to an identified issue at the end of the session. Green Belt training is comprised of classroom and experiential learning aligned with projects. Along with the Lean Six Sigma tools, participants learn about project management and change management which enable the sustainability of each of the initiatives. The certification process involves training, stage-gating presentations, application of the new concepts and a quiz at each of the phases.

Change That Sticks

By Karen McCullough, VP Chief Operating Office & Chief Nursing Executive



When we first introduced the SOP program 2 years ago, one of the things we heard from staff is that this would not last. Many had gone through lean process improvement exercises in the past and despite positive results, people quickly reverted to old behaviours once the process improvement work was finished.

That's why when Windsor Regional Hospital launched the SOP program we made a commitment that this was going

to be different than past initiatives for several reasons.

For one, the goal of this project wasn't to make minor improvements to our day-to-day work. The SOP program was launched following realignment to standardize processes between the two sites and optimize care for our patients now, with an eye toward the future. That means researching, testing, and implementing best practices now so that when it comes time to build a new state-of-the-art hospital we have a solid foundation. The work we've been doing will dictate the design of the new hospital.

Another difference is that the changes we are implementing have been driven by our patients and our staff. The SOP team helps to facilitate the change, but each project starts with a patient team member who helps us understand exactly where we need to focus our attention and why this work is important. From there, under the guidance of the SOP group, frontline staff have identified a future state and a plan to get there. They are the ones researching solutions, piloting new processes, looking for ways to eliminate waste, standardizing care and improving the patient experience. They are the ones mapping and measuring the success.

Over the past two years we have launched ten projects. This is just scratching the surface. The changes initiated by the projects are well worth celebrating, but more importantly, they are well worth sustaining, because they move us closer to our goals.

As we go through the process of stage gating, some of the current projects will continue, some will change and others will be deemed complete, but that doesn't mean the work is over. From the beginning we've said SOP is a journey not a destination. As part of our commitment to sustaining the work that has been done, and building continuous improvement into the WRH culture, we are launching the Lean Six Sigma Belt Certification program.

This will provide knowledge and skills required to build upon the work that has been done, and ensure staff have the expertise they need to lead and facilitate improvement projects – big or small – within their own groups, programs or departments.

I encourage you to find out more, take advantage of these opportunities and continue to be part of the change as we work toward a future at a new state-of-the-art single-site acute care hospital.

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