

DayWard Jungle Drums!

From Alder Hey Childrens Hospital in the UK
Created in September 2007

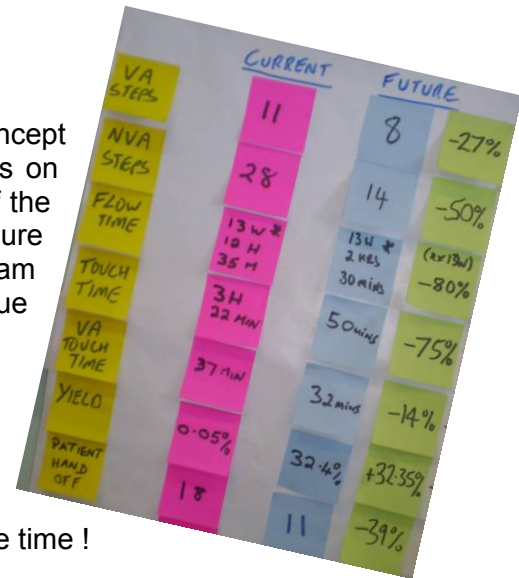
RAPID IMPROVEMENTSERVICE TEAM SURGICAL CARE GROUP

RIE : Rapid Improvement Event

A week long event in which a multidisciplinary team took forward the concept from the value stream analysis (VSA) which examined patient journeys on how to reduce waiting time and improve their experience. The aim of the team is to ensure that we work with children and their families to ensure that they have timely and accurate preparation for theatre. The team identified 14 steps that the patient has to undertake which are of no value to their visit - and usually the source of great irritation to the families!

Normal 'batching' process achieves 26 Surgical patients per day

- Rarely achieves max capacity consistently
- 'Batching' in hospital Flow Time is ~7hours
- High numbers of parents, siblings and patients waiting
- Snapshot assessment showed 96 people on the ward at same time !



Day Case Process Improvement Solutions

- Staggered Admissions (One Patient Flow)
- One Stop booking and Pre Assessment
- Dedicated Day Case Unit & Theatre
- Central Pre-op Assessment Area
- Single Mission Control Process

Experiment : Saturday 29 September

In order to test the theory an experiment was set up to run which would involve staggered admissions rather than the normal batching at 8am and 11.30am and dedicated day case lists all in L1 theatre suite. On the Friday night all the beds were removed and the ward was set up with an admissions area, 2nd stage recovery and step down (pre-discharge). On the day, patients arrived at intervals rather than 18 patients all arriving at 8am.

Patient / Family Comments

"How fast it was !"
"It was quick, we didn't wait much"
"After 20 minutes we went to the theatre"
"Very friendly informative staff & a non clinical approach"
"We were basically in & out, and even got to speak to a surgeon"

Outcomes from the experiment

- ★ 36 People through day case unit in just one 8 hour session
- ★ 80% (29) finished in less than 6 hrs
- ★ One patient flow significantly reduces flow time and qty of people in the process

	CURRENT	EXPERIMENT	Difference
Flow Time	7.5 hrs	2.5 hrs	- 67%
Patients treated	26	36	+ 38%
Ward Working Hours	11.5 hrs	8 hrs	- 30%
People in ward (inc parents, siblings)	96	20	- 79%
Ward Bed spaces	18	Max 5 Avg 3	- 72%

Staff / Clinician Comments

"Went smoothly & efficiently with minimal delays"
"Much less troublesome than a normal day !"
"Enjoyed working closely with Clinicians"
"We've been requesting this for years !"
"Patient waiting time was reduced"

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And finally a big thank you! to all the staff involved in setting up and running the experiment on the day. All your inputs will be taken into consideration when we introduce staggered admissions and dedicated day case list over the coming weeks and for persevering on the day with the RIST team observers and a film crew!

2P : Planning & Process Event; 8 October

Staff from medical and surgical day ward teams, with input from estates, met to look at the vision of developing a single day ward facility

- Current estate / infrastructure constraints can not support the setup of single facility
- However, implementing a common process of 1 patient flow in the existing structure (separate Surgical & Medical) will deliver the expected benefits
- Medical throughput will increase from 13 (inc outliers) to 19 cases per day
 - £1M additional income
- Surgical throughput will increase from 32 (inc outliers) to 44 cases per day
 - £3M additional income
- Plus additional income or cost savings as all outliers now in day case units
- 18 week backlog will be eliminated within 24 weeks

FUTURE PLANNING EVENTS FOR DAY CASE

Weeks commencing 5th November & 3rd December. If you want to be involved in either of these events and we've not already got you involved, please contact the Carol Platt, Team leader for day case steam, Ext 2449.

29 September : Experiment Gallery



ONE PATIENT FLOW

