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The Business Transformation & Operational Excellence Awards 2024

By

BTOES Insights Official

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BTOES - POSTER SPOTLIGHT: MEMORIAL HEALTHCARE SYSTEM - KAIZEN IN THE HOSPITAL SETTING: TO ELIMINATE WASTEFUL STEPS FROM THE DISCHARGE PROCESS

◆ Operational Excellence Business Transformation Business Improvement

Read article by Memorial Healthcare System, on their Poster Presentation 'KAIZEN IN THE HOSPITAL SETTING: To Eliminate Wasteful Steps from the Discharge Process' for the 2019 Business Transformation & Operational Excellence Summit.



KAIZEN IN THE HOSPITAL SETTING: To Eliminate Wasteful Steps from the Discharge Process

Memorial Healthcare System (MHS) of South Florida is one of the largest public healthcare systems in the nation, highly regarded for exceptional patient-and family-centered care and as national leader in quality healthcare. Process Improvement (PI) department (of 6 FTE's) at MHS is responsible for leading Lean/Six Sigma initiatives at member hospitals and throughout the healthcare system.

Towards the end of 2017, PI at MHS was brought in to lead Kaizen Events at its hospitals in an effort to seek out ways to standardize the discharge process for patients going home without the need for Home Health or Durable Medical Equipment (the simple discharges). It was identified that this was not simple; that there was variation in process steps at each hospital and that operational inefficiencies indeed lead to delays in enabling patients to go home in a timely manner. There was opportunity for simplification and standardization at each hospital; and eventually these improvements could be implemented system-wide.

The poster presented at BTOES highlights a Kaizen Event (KE) that took place at Memorial Hospital West; a 478-bed acute care hospital serving west Broward County, Florida. The KE participants identified wasteful Non-Value Added Steps; defined who should do what/when; and determined how the action/steps need to be communicated and executed in order to bring about a safe and timely discharges.

Discharging patients sooner resulted in enabling the hospitals to admit patients from the Emergency Department and PACU sooner; lowering costly "Holdover Hours" from the Emergency Department and Operating Room as well as lowering overall hospital "length of stay" (LOS).

For more information regarding this poster and our Kaizen Events feel free to reach out to Avi Fishman, MBA, SSBB, Director of Process Improvement at Memorial Healthcare System: avfishman@mhs.net;

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KAIZEN IN THE HOSPITAL SETTING

To Eliminate Wasteful Steps from the Discharge Process

Background

Memorial Hospital West (MHW) is a 478-bed acute care hospital serving Broward County, Florida; and a hospital within the Memorial Healthcare System. MHS is among the nation's largest public healthcare systems; consisting of a major tertiary care hospital, a freestanding children's hospital, five primary care centers, four community hospitals, skilled nursing facility, two same-day surgery centers, a large freestanding 24/7 urgent care center, and a home health agency.

Description

The Discharge Process from "Discharge Order" to "Patient Leaving the Unit" to Home, is not simple. It is not well coordinated amongst care team members and therefore takes more time to complete than it should. Many times, operational inefficiencies result in patients being rushed out without having critical conversations prior to Discharge. Kaizen Events with front-line care team members, that provide the care, can bring about standardizing and simplifying process steps. Eliminating wasteful Non-Value Added Steps and defining who does what/when; and determining how the action/steps are communicated can lead to a safe discharge in less time.

Goal

Standardize and simplify the discharge process to minimize wasteful steps and ensure defined roles and responsibilities.

Actions Taken

Process Mapping illustrates the current Process Steps, Decision Points and Non-Value Added Steps. As a team, through Brainstorming and the use of a Benefit & Effort Matrix, the participants were able to identify and prioritize their ideas. They focused on the attainable, High Benefit + Low Effort opportunities that could be tackled in a relatively short period of time. Developing a Future State Process Map enabled them to visually implement their identified brainstorming solutions which demonstrate the steps that are Value and Non-Value Added. Standardizing steps and actions taken by the team, enabled them to ensure proper communication and safe discharge.

Summary of Results

Kaizen is a Japanese word that means "Change for the Good". While Lean is about implementing rapid change; it is also about "Respect" for people. Kaizen Events empower employee participants by listening to them; their knowledge and expertise. Listening to those that do the work and then implementing their ideas, is the best way to gain "buy-in" to bring about meaningful and sustainable change. Eliminating unnecessary steps allows them to discharge more patients in less time. Discharging patients sooner has resulted in admitting patients from the Emergency Room and PACU sooner; lowering costly "Holdover Hours" from the ED and OR as well as lowering LOS.

Process Mapping of the Current State to visualize what is going on and identify NVA Steps



Brainstorming Ideas



Current State of Process Steps

- 83 Process Steps
- ◆ 30 Decision Points
- 26 NVA Steps



Process Mapping of the Future State > Significant Reduction in Process & NVA Steps



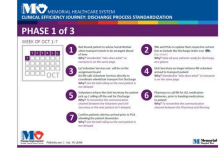
Future State of Process Steps

- 41 Process Steps
- ◆ 7 Decision Points
- 11 NVA Steps

Recommendations to the Leadership

#	Action Item	GO / NO GO	FEEDBACK
1	Standardize the discharge process to minimize wasteful steps and ensure defined roles and responsibilities.	GO	
2	Standardize the discharge process to minimize wasteful steps and ensure defined roles and responsibilities.	GO	
3	Standardize the discharge process to minimize wasteful steps and ensure defined roles and responsibilities.	GO	
4	Standardize the discharge process to minimize wasteful steps and ensure defined roles and responsibilities.	GO	
5	Standardize the discharge process to minimize wasteful steps and ensure defined roles and responsibilities.	GO	
6	Standardize the discharge process to minimize wasteful steps and ensure defined roles and responsibilities.	GO	
7	Standardize the discharge process to minimize wasteful steps and ensure defined roles and responsibilities.	GO	
8	Standardize the discharge process to minimize wasteful steps and ensure defined roles and responsibilities.	GO	
9	Standardize the discharge process to minimize wasteful steps and ensure defined roles and responsibilities.	GO	
10	Standardize the discharge process to minimize wasteful steps and ensure defined roles and responsibilities.	GO	

Rollout of Future State Steps



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The issues in this article are just one of topic areas that are going to be discussed at the **Business Transformation & Operational Excellence World Summit & Industry (BTOES19)**. March 18-22, 2019, Loews Portofino Bay Hotel at Universal Orlando Resort®

BTOES is the industry's biggest and best, senior-level, cross-industry gathering of Business Transformation & Operational Excellence industry leaders and senior executives.

It also hosts the **Business Transformation & Operational Excellence Awards**, which showcase globally the most outstanding organizational achievements through the application of Operational Excellence programs.