

Detailed Lean Improvement Project Report

For the June 1, 2014, through December 31, 2014, reporting period

Agency name:

Department of Social and Health Services, Behavioral Health and Services Integration Administration

Improvement project title:

Eastern State Hospital: Patient transporting process

Date improvement project initiated:

September 29, 2014

Summary:

A team of subject matter experts looked at the process of requesting, approving, scheduling, and transporting patients from Eastern State Hospital to medical, court and other off-site appointments in the community and at discharge. With improvements already under way, the team expects to maximize the use of:

- **Technology** by creating a SharePoint site to manage the process.
- **Resources** by eliminating use of reams of paper by changing to SharePoint.
- **Staff time** by creating and reflecting, in policy and procedure, a transportation process that streamlined and standardized, with accountability and clear communication built in.

Details:

Description of the problem: The patient transportation process had significant redundancy, rework and did not maximize resources.

Description of the improvement: The team engaged in a Value Stream Mapping process to outline the current state, prioritized improvements and created a projected future state map and action plan. The specific changes made are:

- Use multi-disciplinary and security staff to help with escorts; consider training more staff to serve as back-up drivers.
- Reduce trips off campus by inviting Adult Family Homes and Congregate Care staff on campus to interview patients and/or use video conferencing.
- Implement an electronic process that eliminates in-house paper referrals for transportation requests and medical appointments.
- Ensure each ward has a multi-function device that copy, prints, scans and faxes. This will eliminate time off the ward, increasing the time available for patient care.
- Obtain at least one secure/screened vehicle.
- Decrease the number of approvals/signatures needed and stop the practice of medical staff completing paper Personal Service Requests for emergent transportation.

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- Standardize the transportation process across the hospital units to emphasize safety, promote efficiency and more clearly define the scope of responsibility for escort staff.
- Have a nursing car available for each unit.
- Begin using the state motor pool's electronic request process.

Specific results achieved:

Implementation of the improved process is under way. Expected improvements are:

- Increased safety of staff and patients.
- Reduction of wasted paper and elimination of wasted staff time spent completing paperwork, obtaining multiple signatures, hand-walking forms or sending them through campus mail. Savings of paper will be significant when the move to an electronic system is complete.
- Increased standardization across the hospital.
- Improved morale/communication with staff and patients.
- Decreased work for mail room.
- Touch time is about the same; however, cycle time goes from 10.5 days to two days for scheduling routine medical appointments. For scheduling authorized leaves, the cycle time is reduced from 3.5 days to 1.5 days.

How we involved customers or stakeholders in this effort:

Workgroup participants discussed the process with county stakeholders and provider organizations who are customers to determine how to best meet their needs with respect to patient appointments. The group also worked with hospital staff.

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