Improving Timely Patient Encounters: A Rapid Improvement Event (RIE) in a Breast Cancer treatment clinic

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Rapid Improvement Event

- **Popular tool**
- **Participation of the employees**
- **Starts Small**
- **Eliminates Hard work (Makes easier)**
- **Motivates Employees for change**

Let's give it a try

I don't think this will work

Nurse's Time
- 23% With Patients
- 21% Waiting
- 23% Clerical
- 15% Problems (missing items)
- 19% Prep room and get patient

Physician's Time
- 57% with Patients
- 15% Learner training/Consult
- 10% Dictation
- 13% Clerical
- 5% RN interaction

That was a horrible day

I felt disconnected

Patient's Encounter
- 53% of time waiting
- 41% duplication in information collected

Success (Day 5)   Fail (Day 3)   Try

I got my groove

Let's make some changes

Value Defined
- Orders
- Symptom Management
- Education
- Referrals
- Medical Record (Electronic)

1. Set the Scene
2. Understand Process
3. Develop Future State Design
4. Implement Solutions
5. Report and Celebrate

The Good
- MOA Role ensured flow
- Nurse increased from 25% to 63% with patient
- Modified visual controls
- Use of the computers in the room

The Bad
- Removed one of the rooms (1.5 hours late in morning)
- Nurse felt disconnected
- Physician felt that new flow didn't always work with every patient, felt stressed and rushed

Waste
- Duplication
- Transient Paper
- Waiting
- Communication Gaps
- Missing Items
- Underutilized skills

Visual Management
Operational Planning

Flexibility
Communication

- Right provider, right time, right activity, right sequence
- Visual management for room turnover and work load adjustment created stable flow

	Day 1	Day 5	90 Days
Patient Waiting	•53%	•37%	•28%
Nurse Time with Patient	•23%	•63%	•63%

What else can we do?

I hate the old way

I feel more like a Nurse than I have in years

I feel more focused on my patient and less worried about what is happening outside the room

Better Staff Engagement, More Effective clinic, Better Patient Experience