

Hot Dog! An Innovative Approach to Teaching Process Improvement

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Background

This innovative approach to teaching process improvement helps nursing staff acknowledge the high-risk industry of healthcare and recognize the need for quality improvement. Participants are immediately able to identify common wastes in the practice setting and are given the opportunity to apply a simple model for improvement.

Method

- A highly interactive method of teaching process improvement including a video simulating a common nursing task – assisting a high fall risk patient up to the chair to eat lunch.
- The video is laced with common waste (e.g. motion, transport, waiting, over processing).
- Learners must identify waste as they watch the video and discuss their findings in small groups.
- Through facilitated discussion, a Waste Wheel is developed to categorize the identified waste.
- Learners then brainstorm improvement strategies that might eliminate waste in the process.
- A second video is then shared showing an improvement in the process; however, opportunities still exist in an effort to demonstrating the need for continuous process improvement.

Results

- Post-educational session course evaluation:
- 84% of participants (n=51) agreed or strongly agreed the offering empowered them to improve their practice and anticipate a change in their behavior or practice as a result of the offering.

Conclusion

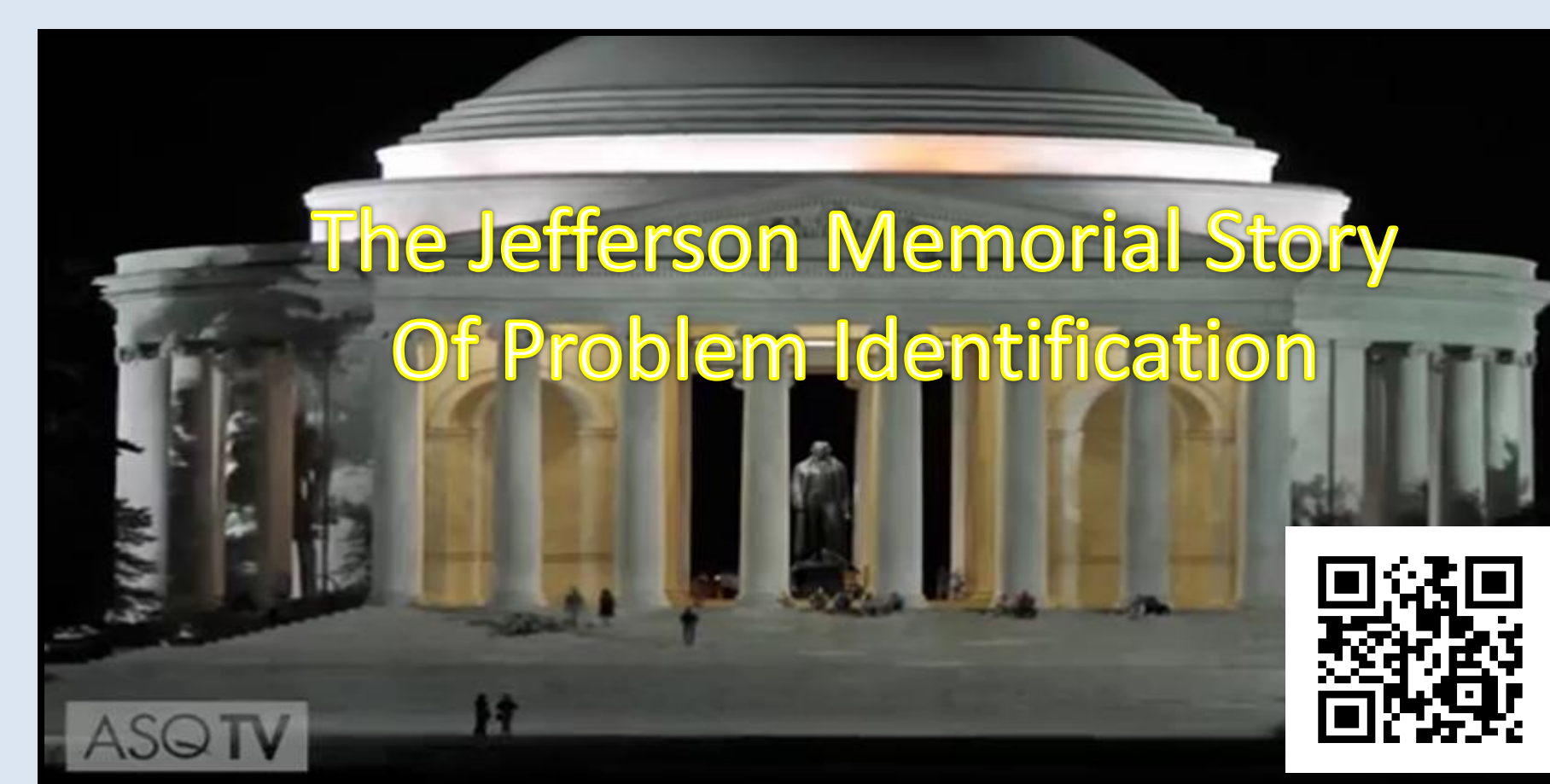
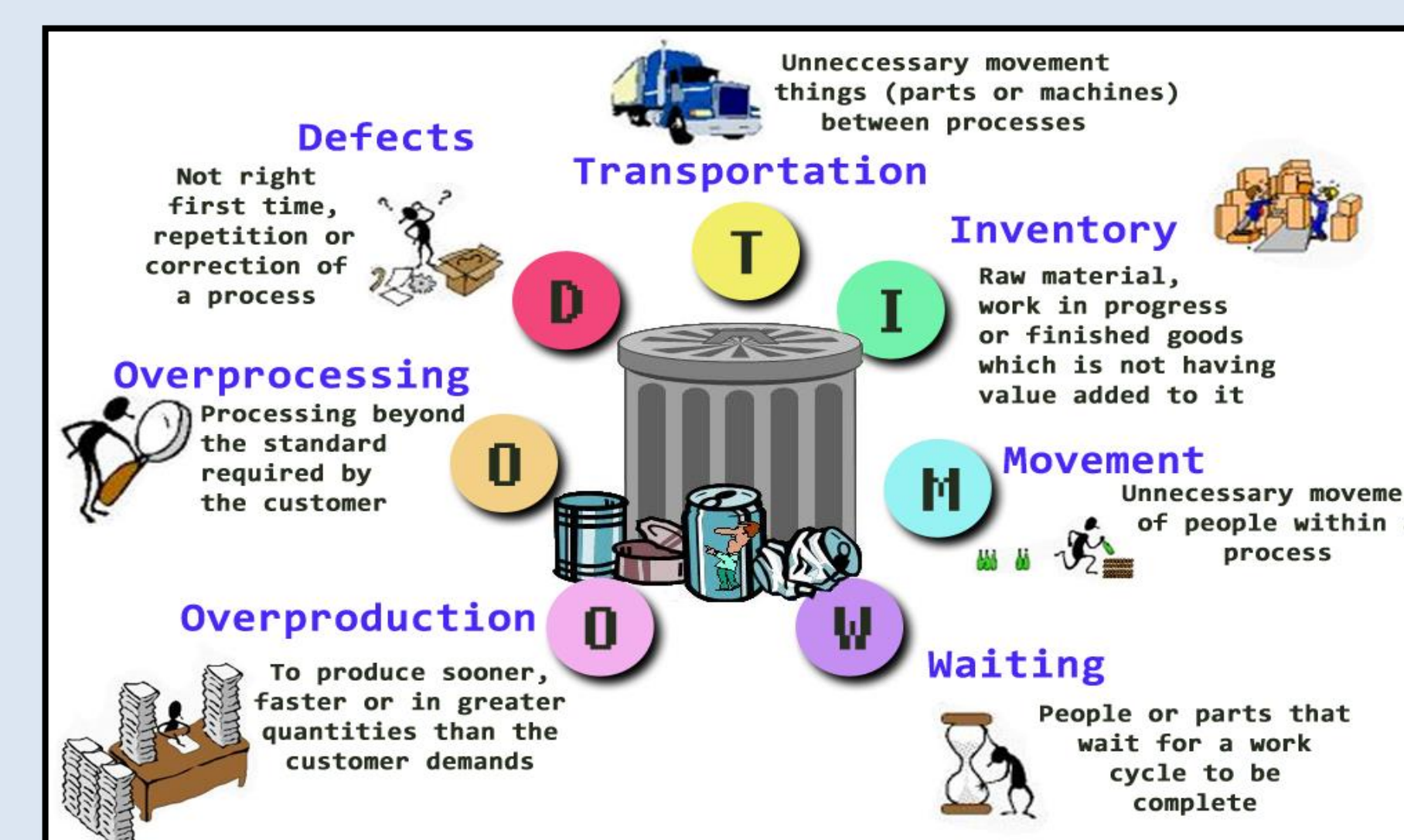
- Method utilized could easily be duplicated in the academic or practice setting.
- This innovation will help develop the capacity of frontline nursing professionals to serve as catalysts for change resulting in improved patient outcomes.

Continuing Education Offering Objectives Outline

1. Understand the impact of process improvement in healthcare
 - ✓ Excerpts from Video on Healthcare Improvement
 - ✓ Reviewed Plan-Do-Check-Act Model for Improvement



2. Identify seven types of waste in healthcare
 - ✓ Discussed acronym TIMWOOD
 - ✓ Video on Problem Identification – 5 Whys



3. Apply model for improvement for a process improvement
 - ✓ Hot Dog! Video
 - ✓ Waste Wheel Activity

Activity Instructions

1. Provide handout with types of waste

Definition	Healthcare Waste	Administrative Waste
Transport: Unnecessary movement of the product (patients, specimens, materials) in a system	<ul style="list-style-type: none"> • Extra Handoffs • Excess patient transfer/ movement between departments 	<ul style="list-style-type: none"> • Transferring data files between incompatible computer systems or software packages • Excessive medical record pickup and deliveries
Inventory: Products, materials, records that can expire, get damaged, become obsolete	<ul style="list-style-type: none"> • Too many medical records • Too many options - "favorite" supplies 	<ul style="list-style-type: none"> • Outdated, obsolete files or forms • Decisions in process
Motion: Unnecessary movement in a process	<ul style="list-style-type: none"> • Long reach/walk distances • Standing/sitting all day • Hunting and gathering materials and equipment 	<ul style="list-style-type: none"> • Searching for files or navigating the EHR • Excessive walking to and from printers
Waiting: Time delays, patients or staff are in idle	<ul style="list-style-type: none"> • Waiting for lab results • Clinic waiting rooms 	<ul style="list-style-type: none"> • Waiting for approval • Waiting for a system response
Overprocessing: Unnecessary processing steps or work elements that exceed the need of the customer	<ul style="list-style-type: none"> • Ordering and completing unnecessary tests • Performing a surgery when a non-invasive intervention would suffice • Duplicate data entry fields in EHR 	<ul style="list-style-type: none"> • Multiple copies of the same form • Reformatting or excessive/custom formatting
Overproduction: Producing more, sooner, or faster than what is required by the next step in the process	<ul style="list-style-type: none"> • Delayed discharges • Urinary catheter staying in longer than needed • Making a meal the patient doesn't eat 	<ul style="list-style-type: none"> • Printing or processing reports, emails, or other before they are needed • Over dissemination of reports
Defects: Time and material spent doing something wrong, fixing errors	<ul style="list-style-type: none"> • Adverse events • Infection rates • Medication errors 	<ul style="list-style-type: none"> • Order entry error • Invoice errors

2. Assign tables some wastes of focus, provide sticky notes and sharpies, play video



3. Participants share identified wastes and place on waste wheel

4. Application of PDCA with group
 - ✓ AIM: Reduce the amount of time between Hot Dog delivery and consumption
 - ✓ MEASURE: Time between Hot Dog delivery and consumption is reduced
 - ✓ CHANGES: What changes can we make that will result in improvement? Group brainstorms ideas

5. Repeat step 2 with more efficient video example

