

Steal Your Time Back Utilizing LEAN Methodology

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The Problem

- Leaders consistently working greater than 50 hours per week
- Excessive amounts of wasted time
- Decreased engagement of frontline staff due to lack of face time with leaders.
- No leader standard work to drive daily operations for effective leadership

Our Aim

- Develop the top four functions of our role: Operations, Team Development, Quality Improvement & Communication
- Align time with goals
- Sort and eliminate non-value added tasks, meetings, etc
- Develop sustainable standard work to support effective leadership

Our Mission & Vision

MISSION

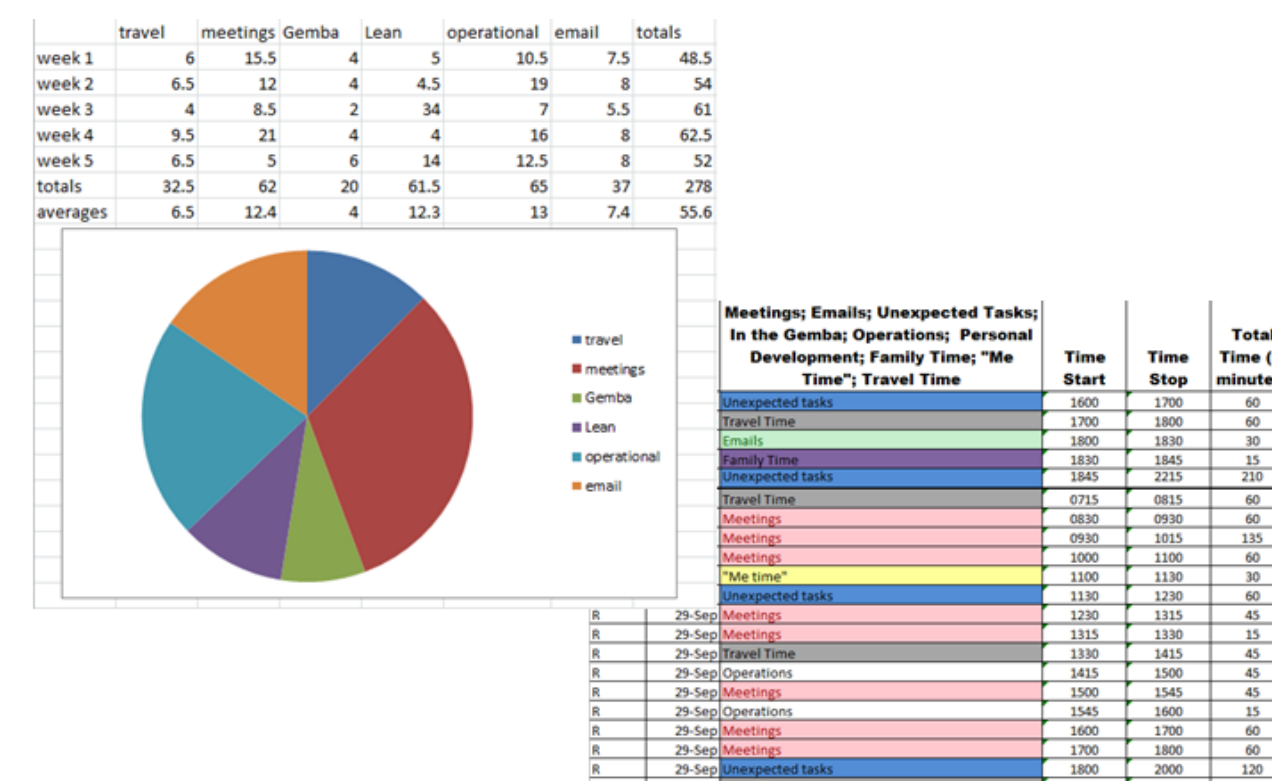
We are committed to developing a highly engaged, collaborative and empowered team through transparent & open communication. We strive to provide a structure that supports work/life balance while promoting opportunities for personal and professional learning, growth, and development.

VISION

To be a servant-minded leadership team serving our frontline staff, physician colleagues, and ultimately, our patients. Our vision is to provide a strong foundation to support clinical expertise and compassion. We will become the preferred destination for emergency care for patients and clinicians alike.

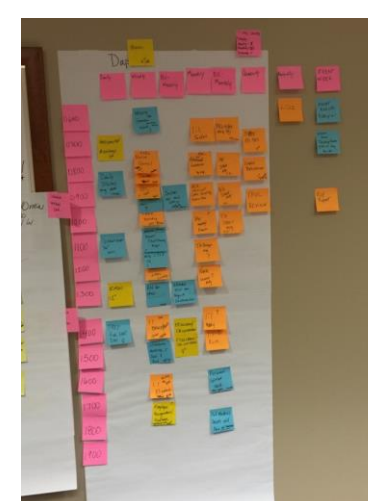
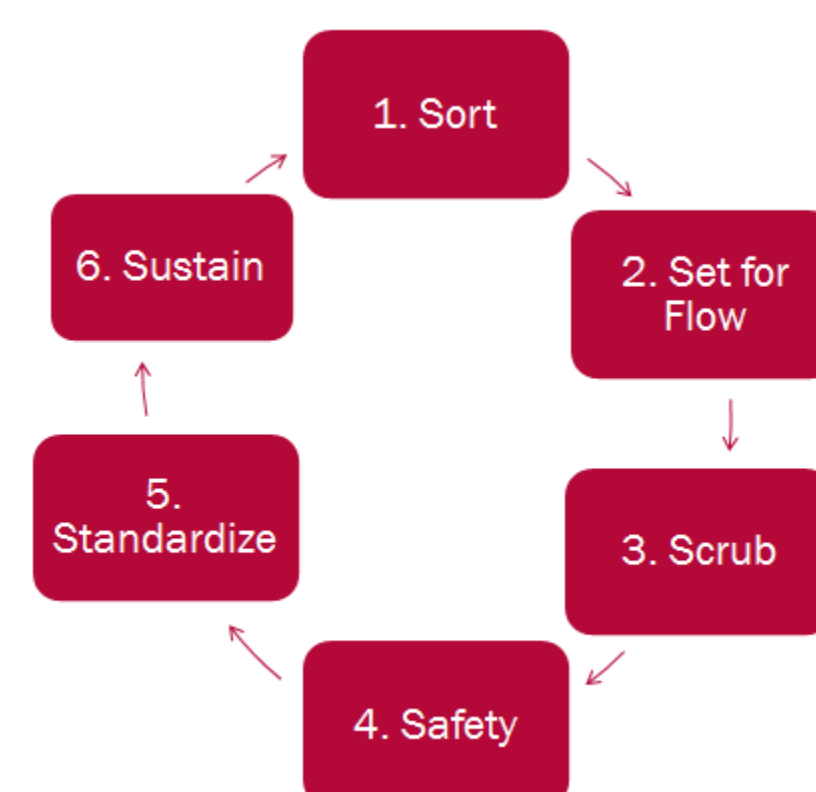
Strategies

Studied Our Time



Metrics	Jaime	Elizabeth	Kristina	Daphne
Hours Spent in Gemba Per Week	7	7	3	4
Hours Worked Per Week	50	50.8	53	55.6
Hours Spent in 1:1 Time with Team Members Per Week	4	2	2	4
Meeting Hours Per week	7	16.25	15	13
% of Time Spent Firefighting Per Week	55%	50%	58%	20%
% of Time Spent on Improvement Per Week	15%	12.5%	7%	16.75%
% of Time Spent on Strategy Per Week	0%	2.5%	5%	10%

LEAN 6S Methodology



Results

Leader Standard Work

MON	TUE	WED	THUR	FRI	DAILY	TIME	STATUS	ACTIONS, OBSERVATIONS AND QUESTIONS
					MCI 365 Roundtable/Kanzibar	0700-0720	Complete	
					Review LSV & Plan for Today	0720-0725	Complete	
					OPEN	0725-0815	Complete	
					MCI Leaders - Daily Status Update	0815-0830	Complete	
					Emails - Follow-Up/Follow-Through	0830-0930	Complete	
					MCI/LM	0930-1015	Complete	
					Gemba Time	1015-1016	Complete	
					OPEN	1115-1130	Complete	
					Patient rounding	1130-1400	Complete	
					LUNCH	1200-1240	Complete	
					Evaluate Staffing needs/Kronos	1400-1430	Complete	
					OPEN	1430-1500	Complete	
					"No Time" & Prep for Tomorrow	1500-1555	Complete	
					Evaluate LSV Tool, Review of Daily	1555-1600	Complete	
MON	TUE	WED	THUR	FRI	WEEKLY	TIME	STATUS	ACTIONS, OBSERVATIONS AND QUESTIONS
					Time Cards	0725-0815	Complete	
					Read Book	1hour/week	Complete	
					Observation Discussion & Coaching	0725-0745	Complete	
					HPI Check-in	0930-0945	Complete	
					Attend FRI Planning Meeting	1hour	Complete	
					HPI Review (P/F/Perf, Development, Review, Follow-Up)	1100-1400	Complete	
					Communication Updates for Team	1430-1500	Complete	
					Update A3s	1430-1500	Complete	
					Staff Recognition	1545-1555	Complete	
					Saoung Safety Huddle	0900-0930	Complete	
					ED Ops	0830-0930	Complete	
					ED Leadership Meeting 1:1 with Daphne (PDF updates)	0930-1030	Complete	
WK-1	WK-2	WK-3	WK-4	WK-5	BI-WEEKLY	TIME	STATUS	ACTIONS, OBSERVATIONS AND QUESTIONS
					ED Leadership with Educator	Thursday 10:30-1100	Complete	
					Parameters	Wednesday 09:30-1000	Complete	
					Clinical Leadership	Wednesday 09:30-1000	Complete	
					New Hire Lunch	Tuesday 1130	Complete	
					Budget Review (Eggs)		Complete	

Thank you for your invitation to this meeting. In an effort to increase the effectiveness of our contributions, the NCR ED Leadership team has committed to initially declining meeting invitations that do not contain an agenda. An agenda will allow me to assess whether it is best for me or another team member to participate. If no inputs or actions are needed from me during this meeting I will decline to participate, but instead will review meeting materials as they are shared.
Thank you for your understanding.

Actual Time Saved per Month

- Jaime:**
7 Hours 15 Minutes of Meeting Time
7 Hours 30 Minutes of Routine Tasks
- Kristina:**
8 Hours 30 Minutes of Meeting Time
- Elizabeth:**
5 Hours 15 Minutes of Meeting Time
- Daphne:**
3 Hours 30 Minutes of Meeting Time

How We Reinvested Our Time

- Increased time in the Gemba
- 1:1 Development Meetings with Team Members
- Increased time improving the operation, our people and ourselves
- Work/life integration