

Expediting Quality of Gynecologic Cancer Care through “Lean Management” and “Worker Empowerment”



Rita D'Angelo, MS
Manager, Quality Systems
Henry Ford Health System

A little About Henry Ford Hospital and It's System

- Founded in 1915
- 1806 beds 23,000 employees, 5 hospitals
- 1,200 member Medical Group
- 467,000-member Health Alliance Plan
- 29 primary care ambulatory centers
- A leader in medical education



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Early Hospital Influence

- Johns Hopkins



- Mayo Clinic



- Henry Ford

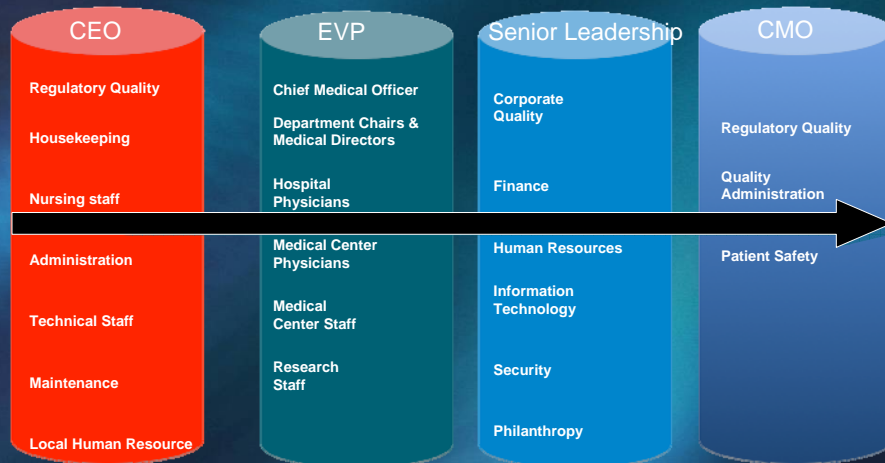


- The Mayo brothers influenced Henry Ford to organize a closed staff model of physicians and surgeons, many of whom came from Johns Hopkins

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Corporate Silos of Control

Challenge



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Current Hospital Practice

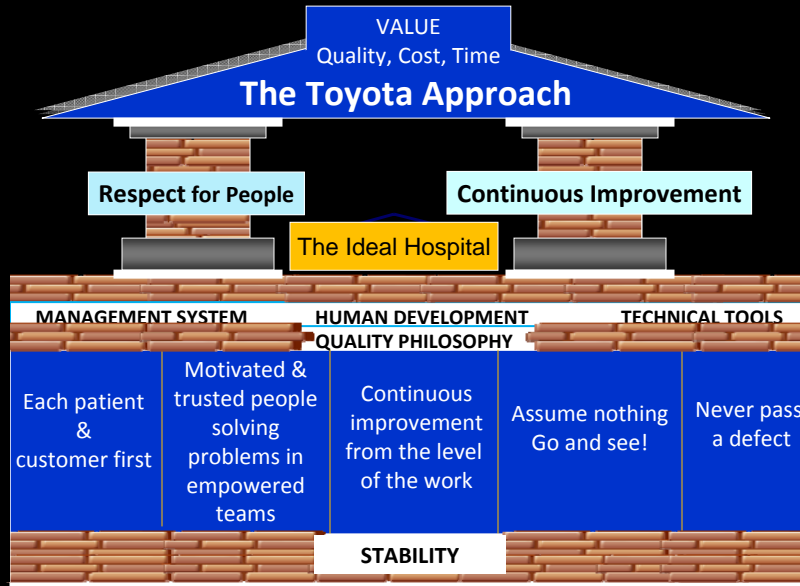
Current Hospital Practice	Ideal State
Disconnected Efforts	All employees working toward the goal
Uninvolved or Disconnected Physicians	Physicians as team leaders
Silo Structure	Empowered employees driving the path of work
Pockets of Training	Continuous improvement training programs

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We NEED
Change

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Philosophy to Promote People



Employees Point of View to Process Improvement

How to Effectively Influence the System?



Challenge

Are Opportunities Provided to Repair the Process?

Deming Culture

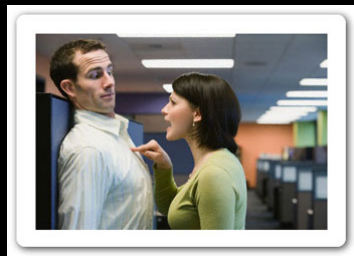
"In companies that have embraced Deming's vision, ***management's job is to 'work on the system'*** to achieve continual product and process improvement.

The Deming-style manager must **ensure**
The participation of every employee

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Leadership for Change

I'm in charge- I have the all the answers



You are the 'expert', your empowered,
if you need assistance, feel free to ask

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Worker Empowerment

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Empowerment to Create a CI Environment

- Ability to access information and collect resources
- Ability to consider a range of options from which to choose (not just yes/no, either/or)
- Ability to exercise assertiveness in collective decision making
- Discreet thinking ability to sort out right and wrong

-Wikipedia

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Blameless Environment

**SO those who do the work will take responsibility,
freely identify daily defects and problem-solve
within their teams**



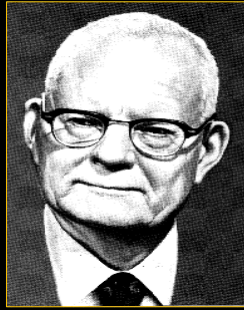
NO FEAR

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Contribution to Empowerment

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Coming Full Circle W. Edwards Deming 1950 to Present



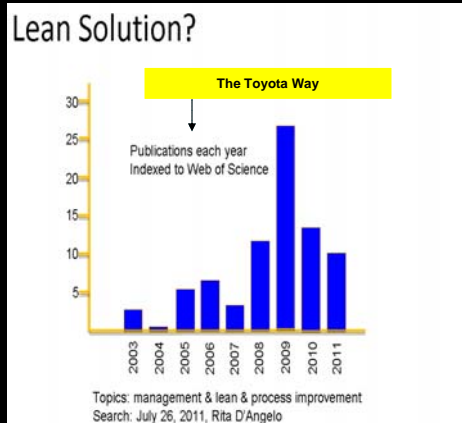
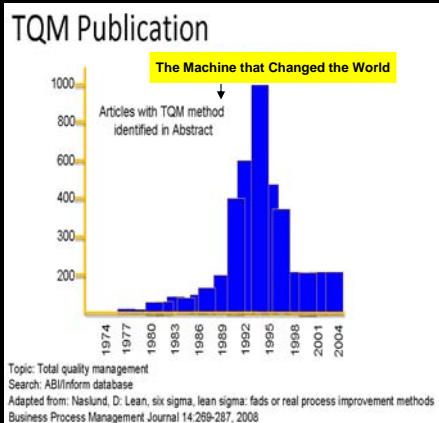
"What we need to do is learn to work in the system, by which I mean that everybody, every team, every platform, every division, every component is there not for individual competitive profit or recognition, but for contribution to the system as a whole on a win-win basis."

W. Edwards Deming

"All anyone asks for is a chance to work with pride."

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LEAN Fad or Solution?



We didn't change our management system

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HF Lean Journey 2004-2011

- Cultural change to an empowered workforce
 - Initial TPS training PRHI, Pittsburgh
 - Quality-focused Mission, Vision, Values, Org. Structure
 - Deming management & Toyota (LEAN) work rules
 - Visible, **blameless identification** of defects by workers
 - PDCA (A3) based solutions at the level of the worker
 - Fix defects in 'real time'
 - Over 800 trained employees- all System lab sites
 - Quality coordinators, Defined Work Teams, Customer-Supplier meetings, Monthly 'Share the Gain' presentations
 - 100s of improvements made each year by autonomous work cells (1392 done in 2010, 900 by 3rd Q 2011)
 - Increased productivity, efficiency, cost effectiveness, safety, employee & client satisfaction

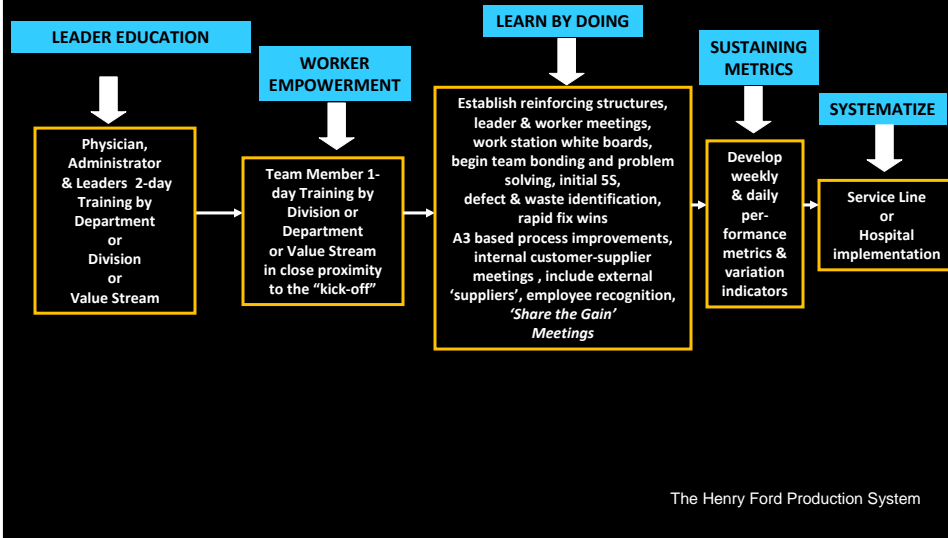
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LEAN Solution = The Culture of the Empowered Worker

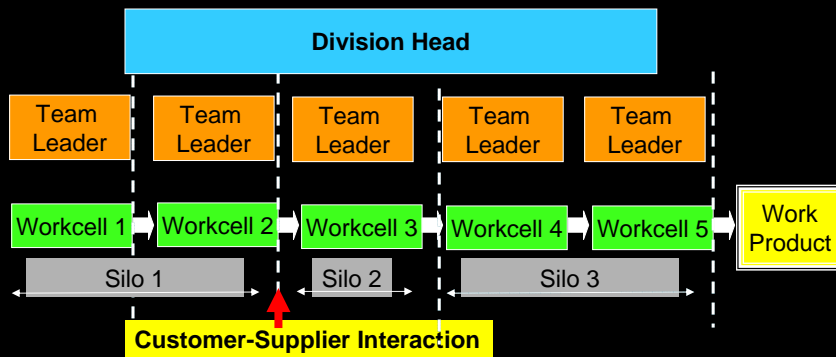


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The Henry Ford Production System Transformation Process



Structure for Change



1. Create organizational structure for authorized change
2. Identify group & team leaders by workstations
3. Align in path of workflow for horizontal management

Continuous Improvement in Clinical Medicine



← The Empowered Workers

Gynecologic Oncology Clinic- Women's Health Services at Henry Ford Hospital

But..... We're Different

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The Beginning

- We enlisted the support of the Chair of GYN
- The leader -frustration
 - defects, waste and inefficiency



Adnan Munkarah, MD

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Background

- Delays associated with test results
- Defective pathway for follow up appointments
- Departmental silos
- Processes within the clinic lack efficiency
- Lack of process standardization
- Ineffective hand-offs and communication with internal and external customers

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GYN –Oncology Goals

- To provide an exceptional experience for cancer patients seen within the multi- hospital clinical service of Henry Ford Health System's Gynecologic Oncology Women's Health Services by improving and standardizing the pathways of care through the establishment of a "Lean" culture of empowered workers



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The Goal of Pathology

1.

To create a “ Model Line” in Women’s Services

2.

To create a continuous process improvement effort that is currently nonexistent in a clinical setting

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Lean Application in the Clinical Setting

- Leader Driven Initiative ← **CRITICAL**
 - Mission, Vision, Values and Goals
 - Created a leadership structure for quality improvement
 - Define expectations – empowered work force
 - Work across the horizontal work stream
 - “Model line” Women's Health Services

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Objectives

- To transform this existing culture
- Empower the Worker
- Partner with The Henry Ford Production System (HFPS), an empowered 6 year Lean culture of Pathology and Laboratory Medicine
- To design a flawless patient experience within the clinic at every encounter
- To achieve the goal of the elimination of defects and defective pathways

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Plan for Success

- 1. Leadership Meeting**
 - a. Mission, Vision, Values**
 - b. Goals**
2. Kick off Meeting with staff
3. Observation Sessions
4. Training Staff
5. Structure and team formation
6. Team Lead Meetings
7. Customer Supplier Meetings
8. Process Improvements
9. Share the Gain
10. Continuous Improvement

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Discussion at the Leadership Meeting

- **A value stream from referring physician to the point of entry at surgery**
 - Patient is suspected of having a cancer
 - Patient is referred to a specialty
 - The patient makes an appointment
 - The patient is seen in the office of the gynecologic physician
- The office staff of physician, nurses, midwives, fellows, residents, medical assistants, secretaries receive and treat the patient, perform necessary exams and schedule surgery if necessary

“Quality starts in the boardroom.” -W. Edwards Deming

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Kick-Off Meeting

"There must be consistency in direction."

W. Edwards Deming

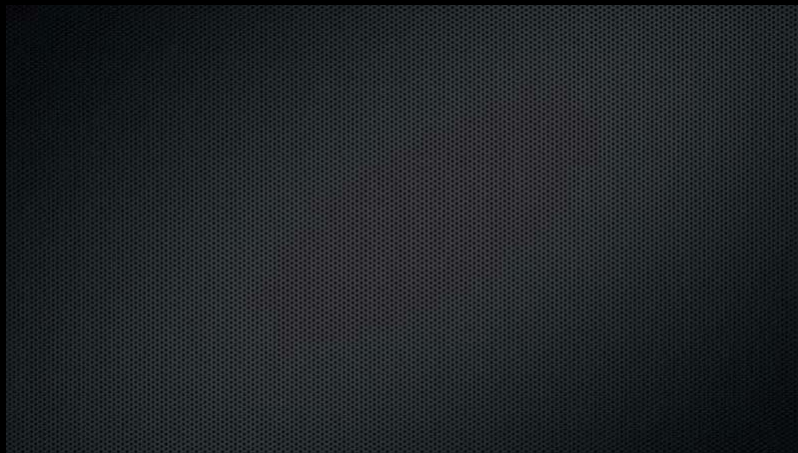
An Initial kick off meeting with staff was conducted by the Ob-Gyn Chair in, April 2011. During this meeting he:

- Articulated a clear set of directives
- Initiated a culture change of continuous improvement
- Shared the mission, vision, values and the following important key message with staff.

Video

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Kick Off Meeting Video



"The Lean Implementation Plan" goal is to:

- Empower the following employees:
 - Physicians, nurses and technical staff
 - Secretaries and office staff
 - Medical assistants
 - Residents

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Staff Survey



	Obgyn - Onc	Survey Results	April 2011	
<input checked="" type="checkbox"/>		1 Pre- certifications for surgeries (Date change)		
<input checked="" type="checkbox"/>		2 Blue Care Network referral not in system		
<input checked="" type="checkbox"/>		3 Not having all patients records, reports, slides, CD's		
<input checked="" type="checkbox"/>		4 Not having all CPT codes for surgical forms		
<input checked="" type="checkbox"/>		5 Disability forms - unable to fillout because notes get into C.P. very late		
<input checked="" type="checkbox"/>		6 Scheduling surgeries - hard to get a date		
<input checked="" type="checkbox"/>		7 Scheduling surgeries - medical clearances coming back incomplete		
<input checked="" type="checkbox"/>		8 Post Op visits not being scheduled before discharge		
<input checked="" type="checkbox"/>		9 Patients waiting long for in Pre-Admission Testing		

List the top 10 things that force you to:

1. Stop your work
2. Fix the work
3. Return work to the sender

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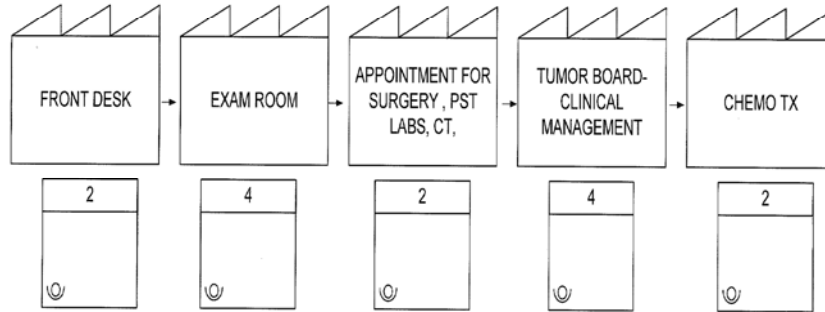
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Performed Multiple Observation Sessions

- To define:
 - The current process
 - Roles and Responsibilities
 - Defective processes, waste, redundancy

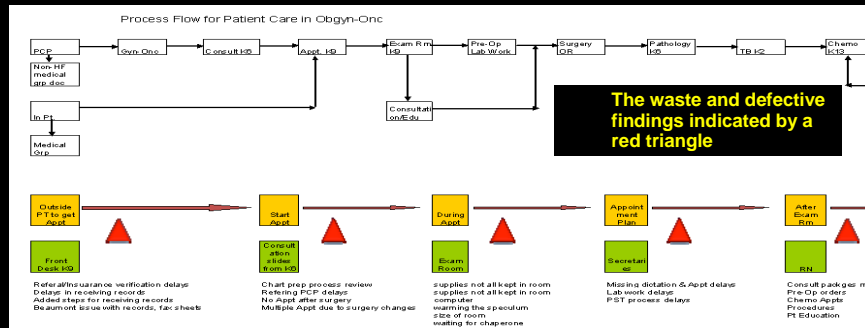
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Value Stream Map



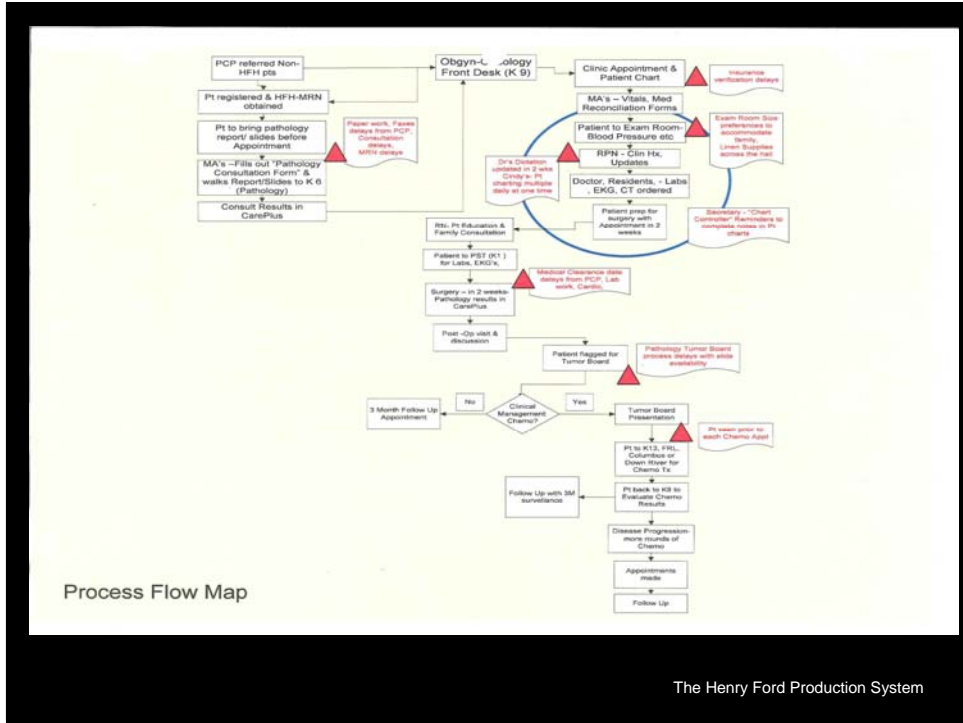
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Development of a Process Map



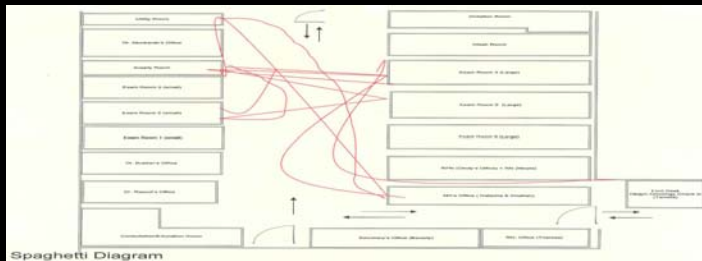
- A Process map was developed to include:
 - Direct observations
 - Employee interviews
 - Data collection to determine the current state
 - Illustrate where bottlenecks and defective processes exist

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Spaghetti Map

- The current state "Process Map" is depicted by:
 - A spaghetti diagram developed by observing the movement of employees performing their tasks to determine inefficient processes and where the waste exists



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Identify Leaders of the Structure

- Identify a leader who has passion for quality improvement
- Identify Lean Champions who:
 - Are open to feed-back and direction
 - Have the respect of their teams
 - Are recognized as leaders within the organization
- Identify area manager to work with physicians

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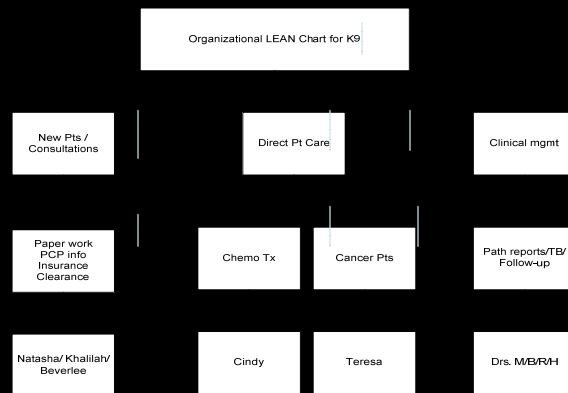
First Steps- THE LEAN TEAM

- Identification of the Lean Team organizational structure to appoint leaders and areas of responsibility
- Education: Henry Ford Production System LEAN Training for Healthcare to the clinical team



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Lean Team Lead/Member Structure



An organizational structure was developed to define key roles and responsibilities within the clinic's continuous improvement environment

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Challenges

- Primarily - No one wanted to step forward and serve as lead
- The lead chosen by the chair was not accepted as the leader – she resided in a separate location

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Team Lead Meetings

A result of the organizational structure-
Weekly team meetings were conducted to discuss
continuous process improvements

Medical Division Head



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Challenges

- Too Busy = a few employees resisted weekly meeting involvement
- 2 employees couldn't relate to process improvement- BODY LANGUAGE!
- Few members engage – others check out.....



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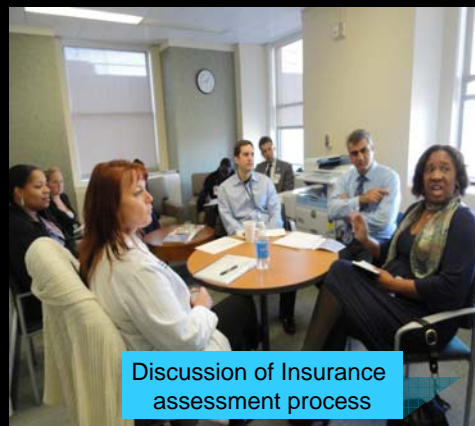
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Customer – Supplier Meeting

- Teams meet to discuss requirements and determine how the supplier can meet those requirements



Discussion of Insurance assessment process

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GYN-Oncology Improvement

LEAN Project Tracker for Obgyn-Onc Clinic 2011								
Item #	Work Area	Team Leader/ Team Members	Name of Process Improvement	Rapid y/n	A3 y/n	Metrics	Cost Savings	Status/Action Items
1		Cindy/Teresa/ Natasha	Phone Triage: To answer 3rd caller in less than 2 mins	x				Resolved.
2		Teresa/Beverlee	Follow-up Appt at discharge		x			post data collected and to be tabulated
3		Drs. Buekers/ Munkarah/Hanna/ Rasool	Expediting resection cases for weekly Tumor Boards		x			multiple C/S mtgs held w pathology, pathologist- Pilot on July 1st- post data collection and Expo 2011 submission
4		Toni W	Shared Drive Access	x				completed
5		Ruan/Toni	Share the Gain presentation (STG)					In progress, First STG scheduled for Sept
6		Toni W	Consultation packets	x				completed
7		Natasha/Kaliliah	Delays in delivery of slide consultation cases to K&B	x				After hour drop off (post 4:30pm) at K&B established
9		Cindy/Teresa/ Ruan	Chemo Appt from K13		x			Observation done at K13 (Carlise/Doneen), further Inservice w K13 -Heme-Onc done, resolutions on going
10		Donice/Ruan/Toni	Insurance issues at consults		x			discussion on going
11		Drs. Buekers/ Munkarah/ Hanna/Rasool	Dictation notes in chart within 72 hrs of clinic visit		x			Pilot on going, connections/pathways discussed, to standardize best practice
12		Dr. M/Toni	Referring physician follow up letter		x			data collection on going
13		Ruan	Organizational chart for lean & Project Tracker	x				Completed and posted IN Shared Folder
14		Toni W	Revising Letter- Head for Gyn-Onc	x				getting to CPNG
15		Posie	CPNG teams					on going
16		Toni W	Lean Training for new staff					to be scheduled (Drs. R/H, Donice, New Nurse, Posie, Michele)

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Challenges

- RESISTANCE-Employees did not want to identify their own process defects
- Perception of extra work



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Process Redesign by the Empowered Worker

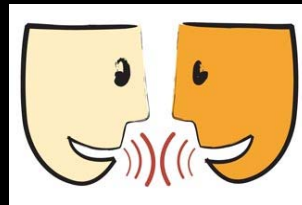
- A clinical process redesign
 - Eliminate the identified delays and inefficiencies that affected patient care
- The empowered workers through the “Team Lean Management” approach initiated the following improvements beginning April, 2011:



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Effective Communication

- Pre-Condition: Effective communication was deficient between the office staff, the management and the clinicians
- Implementation: Consistent weekly team meeting to discuss process improvements and necessary steps forward.
- **Result:** The clinic went from 0 meetings to 4 meetings per month.



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Weekly Team Lead Meetings

- Improve communication between teams and leadership
- Assist team members to work through A3 problem solving
- Share ideas and concerns within the group as a form of team bonding
- Establish expectations and thresholds for key clinical process



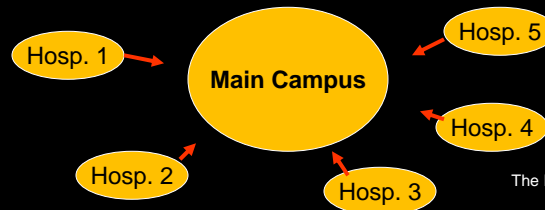
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Diagnostic Reporting Improvement

TEAM WORK

- January- August, 2011
- Turn around time (TAT) for pathologic evaluation of cases from surgery to diagnostic reporting was 5.35 days
- A Standard pathway was created for all surgical resections

Expedite Surgical Resections from affiliate hospitals to main campus for processing



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Diagnostic Reporting Results

date of surgery	date of path report	TAT in days	Days to Tumor Board
2/3/2011	2/7/2011	4.00	13
2/7/2011	2/14/2011	4.00	9
2/8/2011	2/14/2011	6.00	8
2/10/2011	2/18/2011	8.00	6
2/8/2011	2/18/2011	3.00	8
2/8/2011	2/11/2011	3.00	8
2/1/2011	2/8/2011	7.00	8
2/15/2011	2/21/2011	6.00	8
8/4/2009	8/25/2009	3.00	1.5 Years
1/25/2011	1/31/2011	6.00	15
1/24/2011	1/28/2011	4.00	16
2/9/2011	2/16/2011	7.00	6
1/17/2011	1/20/2011	3.00	9
1/18/2011	1/21/2011	3.00	8
1/18/2011	1/21/2011	3.00	8
1/18/2011	1/18/2011	5.00	6
1/11/2011	1/14/2011	3.00	8
4/19/2011	4/27/2011	8.00	8
4/21/2011	4/27/2011	6.00	6
4/28/2011	5/3/2011	5.00	17
5/2/2011	5/9/2011	7.00	9
4/19/2011	4/26/2011	7.00	8
5/5/2011	5/10/2011	5.00	20
5/12/2011	5/17/2011	5.00	13
5/17/2011	5/24/2011	7.00	8
5/18/2011	5/24/2011	11	19
		AVG Days	5.35
		AVG Days	10

SP	OP	TAT	
8/2/2011	8/4/2011		
8/17/2011	8/22/2011		
8/3/2011	8/4/2011		
8/4/2011	8/10/2011		
8/4/2011	8/9/2011	5	
8/5/2011	8/9/2011	4	
8/22/2011	8/24/2011	2	
8/15/2011	8/18/2011	3	
8/9/2011	8/15/2011	6	
8/16/2011	8/19/2011	3	
8/9/2011	8/12/2011	3	
8/9/2011	8/15/2011	6	
8/9/2011	8/12/2011	3	
8/9/2011	8/15/2011	6	
8/10/2011	8/16/2011	6	
7/25/2011	7/29/2011	4	
7/26/2011	7/29/2011	3	
7/19/2011	7/21/2011	2	
		AVG	3.8

63.2% Improvement

- Results: Turn around time of result reporting from the time of surgery to diagnostic report improved from **5.35 days to 3.8 days** with a reduction in processing time

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Tumor Board-Clinical Management of Care

- **From Surgery → Tumor Board**
- Missed or delayed cases not presented in a timely manner
 - Lack of communication
 - No Standardized process
- Currently only 24% of resected cases were presented at Tumor Board within 7 days of surgery

Clinician requirement -100% resected cancer cases presented within 7 days surgery at Tumor Board

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Current Condition

- Specimen processing took place where surgery was performed
- Slides were retained within affiliate hospital laboratories
- Slides shipped from affiliates - DELAYS



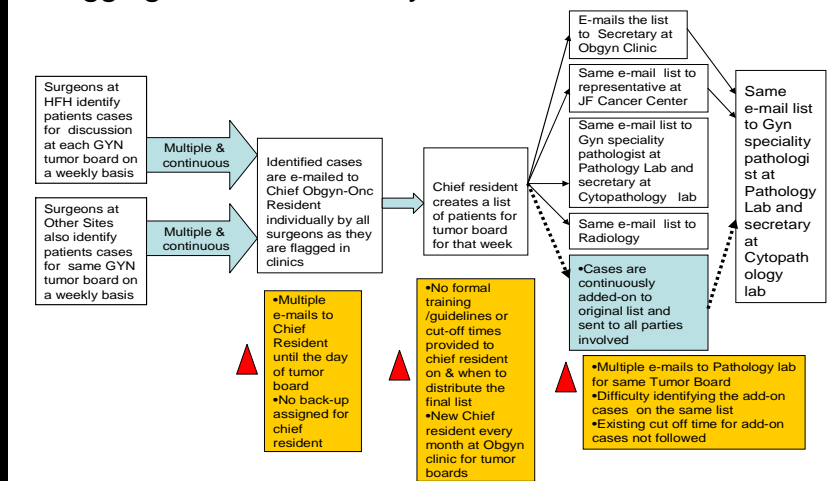
Team Approach to Improve Tumor Board Process

A3 was initiated and a team was formed

- Multiple Customer-Supplier meetings were held between Pathology and Women's Services to discuss requirements
- A process map was developed and findings noted:
 - There was no standard of flagging and/or communicating the cases to Pathology
 - In Pathology, there is no standard process for receiving Tumor Board cases
- A Process Map was created for the Tumor Board pathway to identify waste and redundancy in the process

Current State-Tumor Board

Flagging Cases for Weekly GYN Tumor Board



Missing Dictation or “Office Notes” in LIS from ObGyn-Oncology Providers

- Encountering significant delays in
 - Patient care: scheduling follow-up appt.
 - Financial implications for services
 - Legal implications
 - Follow-up delays with referring physicians
 - Patient dissatisfaction

Providers: Drs. Munkarah, Buekers, Rasool
Secretaries: Donice & Beverly
MA's: Natasha & Khalilah

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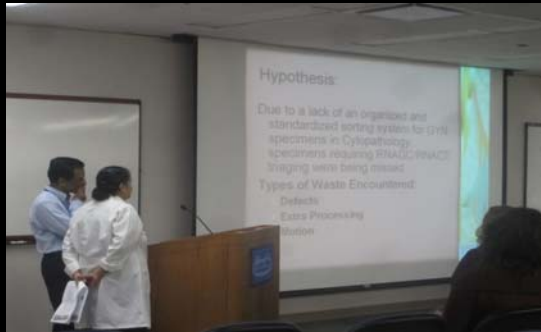
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Share the Gain Presentation

- Multi-Division monthly process improvements presented to peers throughout the service line of Pathology and Laboratory Medicine



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Share the Gain Video

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Plan for Continuous Improvement



Out of the box thinkers paved the way to make significant innovations

- Lean implementation is influenced by the culture
- Leadership must drive and support culture change
- Teams are formed and empowered to make process improvement changes along the path of the patient
- Adopt lessons learned from successful initiatives

1921 camping trip. From left, seated: Henry Ford, Thomas Edison, President Warren G. Harding, Harvey S. Firestone and George Christian. The man standing is unidentified. Detnews 8/7/96

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Take Home Message

- Leadership commitment is key
- Communication, effective and often
- Empower the worker to voice ideas and develop improvements
- Customer- Supplier meetings to discuss requirements
- Create a Lean organizational structure so employees understand the framework of success

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Expediting Quality Cancer Care through Lean Management and the Empowered Worker in Gynecologic Oncology Women's Health Services

GREAT Example of PDCA

Lawrence, Rita D'Angelo, Thomas Burkner MD, Nabila Rasool MD, Rabih Hanna MD, Don Latensky, Luca, ...
...on, Cynthia Urcioli, Beverlee Keith, Denise Cooper, Natasha Hale, Khaliliah Saah, Richard J Zarbo MD
... Services Team & Pathology Quality Systems Division, Henry Ford Health System, Detroit, Michigan

BACKGROUND

To provide an enhanced clinical service of Henry Ford Health Services Gynecologic Oncology Division by establishing a Lean culture of empowered workers.

This is a physician lead Lean Management initiative that include all empowered workers in the clinic. The improvements targeted in this clinical value stream are multidisciplinary beginning from referring physician to initial outpatient visit for laboratory workup, outpatient surgical biopsy evaluation, inpatient surgery, pathology reports, Multi-disciplinary Gynecologic Tumor Board presentation and to definitive therapeutic decision-making. To accomplish this comprehensive initiative, we implemented a Lean management culture centered on Deming management principles of an empowered work force and PDCA problem solving methods to promote a culture of continuous process improvements that previously was nonexistent in this clinical setting.

The Path Forward

- Adopting a leadership driven and highly supported Lean initiative to empower physicians, nurses and technical staff for continuous improvement in a clinical setting
- Creating a new culture and transform our approach to work
- Establish an effective organizational structure
- Define pathways of work
- Initiate Customer-Supplier meetings
- As a result we fostered a continuous improvement environment from the level of the empowered worker at HFHS Gynecologic Oncology Women's Health Services

UNDERSTANDING OUR WORK

Process Flow Maps

Flagging Cases for Monthly GYN Tumor Board

Spaghetti Map

THE EMPOWERED WORKER

Huddles at end of clinic by each clinician

Visual Aides as Standard Work for providers of Office Notes

PROCESS IMPROVEMENT TRACKER

LEAN Project Tracker for Gyn-Onc Clinic 2011	Start	End	Status	Notes
1. Diagnostic Surgical Pathology Reporting Improvement	5/1/11	10/1/11	Complete	...
2. Tumor Board Process Improvements	5/1/11	10/1/11	Complete	...
3. Process Redesign - From hospitalization to follow up appointments	5/1/11	10/1/11	Complete	...
4. Process Redesign for Missing Dictation or "Office Notes" in Patients Electronic Medical Records	5/1/11	10/1/11	Complete	...
5. Sustaining Redesign- Education and Monitoring of Missing Office Notes	5/1/11	10/1/11	Complete	...

SUCCESS BY THE EMPOWERED WORKER

- Diagnostic Surgical Pathology Reporting Improvement**
Pre-Result: Turn around time (TAT) for pathologic evaluation of cases from surgery to final diagnostic reporting: 5.34 days. The patient is usually discharged after 3 days of hospitalization post surgery, so when knowing the diagnosis Post-Result: Turn around time of result reporting from the time of surgery to diagnostic report improved from 5.35 days to 3.38 DAYS WITH A 63.2% REDUCTION IN PROCESSING TIME
- Tumor Board Process Improvements**
Mixed or delayed cases to Tumor Board- Percentage of cases not presented in a timely manner due to lack of communication and/or standardized process: 6.22 or 24% of cases were presented at the next scheduled tumor board
Pre-Result: An average from hospitalization to Tumor Board - 10 days
POST RESULT: An average from hospitalization to Tumor Board - 6.86 days FROM 10 TO 6.86 DAYS A 69% REDUCTION IN PROCESSING TIME
- Process Redesign - From hospitalization to follow up appointments**
Pre-Result: 19 out of 32 patients or 59.4% had no follow up appointment at discharge. From hospital and had to call the office for postoperative appointments.
Post-Result: In August, 2011- Only 2 out of 32 patients or 6.25% did not have post-operative appointments, with an OVERALL IMPROVEMENT OF 89.4%
- Process Redesign for Missing Dictation or "Office Notes" in Patients Electronic Medical Records**
Pre-Result: 46 out of 237 or (19%) of patients had missing notes in their medical records for month of June
Post-Result: Only 11 out of 207 or (5%) of patients had missing office notes in Sept. This is an OVERALL IMPROVEMENT OF 74%
- Sustaining Redesign- Education and Monitoring of Missing Office Notes**
Pre-Result: 23 notes dictated for wrong date & it with no date at all
Post-Result: 0 missing notes. OVERALL IMPROVEMENT OF 100%

Keys to Success and Insights

- Leadership commitment and involvement in process redesign
- Open communication through customer/supplier's interaction
- Adopting Deming methodology of Plan-Do-Check-Act
- Adopting Henry Ford Production System to assist in empowering the worker and transforming the culture

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"Quality Is Everyone's Responsibility"

W. Edwards Deming



Quality Specialists on a mission!

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