

St V's Productive Series Newsletter

Issue 1: February 2014

Productive Series at St Vincent's

We are now well and truly into the Productive Series Program at St. Vincent's, and there has been very exciting progress since we started the program in August last year. At St. Vincent's, the Productive Series consists of:

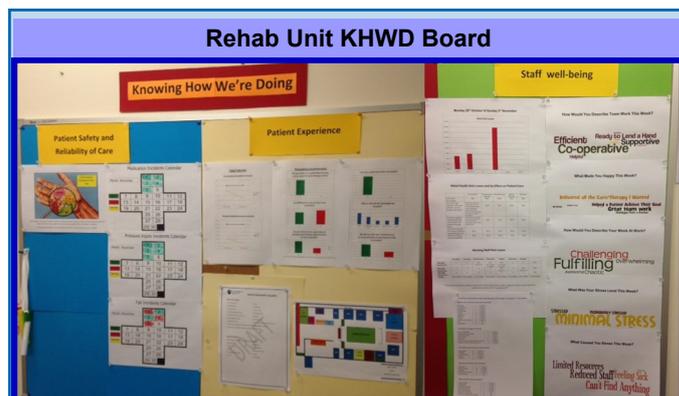
- [The Productive Ward](#), being implemented on 7 East and Rehabilitation unit, Bolte Wing
- [The Productive Mental Health Ward](#), being implemented in the Acute Inpatient Service
- [The Productive Operating Theatre \(TPOT\)](#), being implemented in cardiothoracics.

The Productive Series empowers frontline staff to work together as a team to examine their processes and ways of working, with the aim of identifying and removing waste to release time back into direct patient care. Teams work through a series of modules, and so far teams have been working on 'Knowing how we are doing' and 'Well organised ward/theatre'.



Rehab Unit Know How They Are Doing

The Rehabilitation Unit have embraced the first Productive Series module, Knowing How We are Doing (KHWD), and are now displaying data and discussing their performance as a team every week. This has involved establishing a central board, which displays a range of measures, chosen by staff, under four key areas: safety and reliability of care, patient experience, efficiency of care and staff wellbeing. The KHWD board operates as a 'scoreboard' for the unit, to know how they are tracking and to use facts and data to decide where they should focus their improvement efforts.



"KHWD is different to other traditional ways that we collect data and measure performance as the data is seen by many and not just a few. Likewise, the data is collected by many and not just a few. Everyone is aware of our performance and is proactive in problem solving. The most significant impact though is the data is not hidden away on some dusty noticeboard, it is smack bang in the middle of the ward for all patients and visitors to see."

Meg McKenzie, Rehab Unit NUM



7 East KHWD weekly huddle

7 East WOWed by their new-look medication room

Often, in our workplaces we incrementally introduce new processes, equipment, forms and materials, without stopping to examine what we really need and what is waste. As a result, often systems are designed to work around the environment, when in fact it should be the other way around. Well Organised Ward (WOW) is used to simplify the workplace and reduce waste by having everything in the right place, at the right time, ready for use.

7 East decided to WOW their treatment and medication room. In their activity follow it was found that up to 10% of a nurses time can be spent on activities relating to medicines management (51 minutes during a shift). Also, the medication room has limited space and at particular times could be crowded with multiple nurses preparing medication and materials management staff re-stocking the shelves, creating inefficiencies and safety risk.



The 7 East team used '5S' to redesign their medication and treatment rooms:

- **Sort** – Sort through all stock and dispose of items that are not required.
- **Set in order** – It was agreed to hold 3 days supply in the medication room, and that excess stock levels would be held in the adjacent treatment room. Materials management staff now only re-stock into the treatment room, therefore un-crowding the medication room. Colour coded clinical 'zones' for supplies were also created, and cupboard doors replaced with pull out drawers to allow staff to quickly locate what they need and save time searching for things.
- **Shine** – All areas thoroughly cleaned
- **Standardise and Sustain** are the final two S's to be completed by the 7 East team. This is how WOW is different from simply having a good tidy up – a standard is set and regularly audited to see that the area is meeting this standard.



Teams Create their Vision Statements

All of the wards have met as a team and developed a vision statement: a statement which describes the ambition for the ward, and is used as a context for all the Productive work that is happening. The vision statement is displayed in a prominent place on the ward for all staff, patients, families and visitors to see.



7 East Team Working on their vision statement

"Collaborating care: because we can achieve together what we can't achieve alone"

(Mental Health vision statement)

Mental Health Activity Follow

A key tool used in Productive Series is an activity follow. It enables staff to collect information to measure the amount of 'direct care time' (time spent with patients) and the number of interruptions during a shift.

Someone follows a staff member for the entire shift, recording every minute of activity over the course of 8 hours, and every time they are interrupted or interrupt someone else.

For the activity follow that was conducted in mental health, the nurse had 15% direct patient care time, which is fairly typical for mental health care staff. There were 219 interruptions during the shift (about 1 every 2.5 minutes!). Almost ¾ of interruptions related to a general staff query or were about patient status. The nurse who we followed also travelled 11,800 steps over the 8 hours – that's nearly 9km!



Staff completing an activity follow

TPOT – The Productive Operating Theatre

The TPOT journey commenced in October 2013 with the team (Peri-operative Service Manager, Cardiothoracic Surgeon, Anaesthetics and PACU NUM, Cardiac / Vascular ANUM and the redesign lead) attending three days of training.

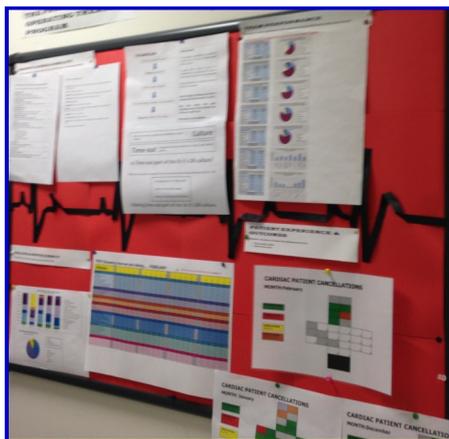
The team left training very excited and energized, ready to put the program into action. The TPOT program empowers staff to identify and resolve day to day frustrations and work towards a shared vision and make changes to contribute to the “perfect operating list”.

One of the key modules for the TPOT Program is the Team Working module. This module recognises the importance of both the technical skills the surgical team have and the non-technical skills such as communication. Implementing this module improves patient safety by reducing incidences of error and creating a better working atmosphere for the theatre team. The team will be attending a workshop in February to look at the Team Working Module, human factors relating to medical error/ surgical safety and how systems can be designed to reduce human-error.

Steering Group visit Surgical Suite



The Productive Series Steering Group is chaired by Cynthia Dowell, and they meet monthly to guide and support the development of the program at St. Vincent's. Each month they visit one of the participating ward/units to see first-hand the work that is being done and hear from ward leaders and staff about their experiences of being involved. On the 10th February, the Steering Group visited the Surgical Suite, and were very impressed to see the progress that has been made, including the establishment of the KHWD board.



Electronic Patient Journey boards are coming to your ward

The Patient Status at a Glance Module will be completed on the wards next, and will be aligned to the roll-out of the Electronic Patient Journey Board (EPJB) at St Vincent's. The EPJB is essentially an electronic record of the information that is held on the patient journey board whiteboards, but with additional benefits including electronic referral, wider access to information and data capture capabilities.

The EPJB has already been trialled and used on Levels 8 & 9 from IPS and the roll out will build on the good work that they have already done.

Look out for the arrival of the EPJB on your ward/unit soon!



| Details | | Referrals | | | | | | | | | |
|---------|---------|----------------------------|--------|----|----|----|----|----|-----|-----|---------------------|
| BED# | PATIENT | UNIT | ALERTS | PY | QT | SW | NU | SP | POD | HMG | COMMUNITY AND OTHER |
| 011 | | SFS | | | | | | | | | |
| 012 | | SFS | | | | | | | | | |
| 013 | | | | | | | | | | | |
| 022 | | SFS | | | | | | | | | |
| 031 | | GMC | | | | | | | | | |
| 032 | | GMD - CALD/NEB | | | | | | | | | |
| 033 | | GMB CALD/NEB | | | | | | | | | |
| 034 | | | | | | | | | | | |
| 041 | | GMC | | | | | | | | | |
| 042 | | GMD | | | | | | | | | |
| 043 | | GMD | | | | | | | | | |
| 044 | | GMA | | | | | | | | | |
| 051 | | | | | | | | | | | |
| 061 | | GMD | | | | | | | | | |
| 071 | | GMD | | | | | | | | | |
| 072 | | GMD | | | | | | | | | |
| 073 | | | | | | | | | | | |
| 074 | | GMB | | | | | | | | | |
| 081 | | GMD | | | | | | | | | |
| 082 | | GMB | | | | | | | | | |
| 083 | | GMC | | | | | | | | | |
| 084 | | GMD | | | | | | | | | |
| 091 | | GMD - CALD/NEB, PR/DW, VRE | | | | | | | | | |
| 092 | | | | | | | | | | | |
| 101 | | | | | | | | | | | |
| 113 | | GMA | | | | | | | | | |

Important Dates

| Event | Date |
|---|-----------------------------|
| Productive Ward Review Workshop | 13 th February |
| Qualitas Consortium Visit St Vincent's | 19th February 9am – 12pm |
| Productive Mental Health Ward Review Workshop | 20 th February |
| TPOT Team Workshop | 25 th February |

Key Contacts

For more info please visit our MAPS page <http://business/sites/businessworkplanning/productiveward/default.aspx>

Or email brooke.jagger@svhm.org.au