A Lean Surveillance Transformation

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The demands facing Infection Preventionists today have grown exponentially. They are challenged with increasing public reporting requirements, more stringent regulatory requirements, expanding scopes of practice (inpatient and outpatient), zero tolerance for healthcare associated infections and mounting pressures from value based pay for performance programs. Therefore it is important to closely examine how Infection Preventionists structure their daily activities to assure effective surveillance is achieved and adequate time is available to invest in the multitude of other project responsibilities.

**Issue**

• Team gathered for several sessions to identify opportunities to improve patient safety and enhance their value to patients.
• Activity objective
  - Create standard work processes for surveillance and documentation
  - Eliminate waste in daily routine
• Tools used to achieve objective included
  - 6S approach to organize work space
  - Process map to illustrate mechanic of daily work load
  - A3 analysis to outline process improvement
  - Flow Cell

**Project**

**A3-Current State**

• Everyone doing things differently
• Redundancy in data entry
• Employee dissatisfaction
• Lack of time for professional development
• Excessive travel
• Numerous non-value added distracters
• Unused human potential
• Lack of Infection Preventionist visibility

**A3-Ideal State**

• Increase efficiency
• Become more organized
• Develop standard work

• Decrease expenses
• Improve employee satisfaction
• Improve patient safety

**A3-Countermeasures**

• Streamlined work processes
• Created standard work
• Created electronic data entry forms
• Obtained additional staffing resources

• Purchased electronic devices
  - Laptops, iPhones, iPads
• Distributed work assignments

**Results**

• Increased employee satisfaction
  - Employee satisfaction survey
  - Individual conversations
• Reduced waste
  - Decreased redundancy

• Improved workflow efficiency
  - Decreased data entry errors
• Increased patient satisfaction
  - Press Ganey surveys

**Lessons Learned**

• Imperative to involve all members of the team when a process improvement change is needed.
• Energy and enthusiasm drives results.
• Lean tools (Process Map, A3) helped to justify and support all additional requested resources.