

Use of Lean Process Mapping to Improve Operating Room Efficiency in the Pre-Admission Testing Unit

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BACKGROUND

In evaluating the processes in the Operating Room (OR), it was discovered that the OR was not operating at its full potential. Upon further investigation, the team found several challenges and barriers within the PAT workflow. Realizing that delays in OR start time and scheduling impact patient experience and the perception of the hospital, the OR team collaborated with other disciplines and stakeholders to create a Swimlane map to guide each patient's journey from admission to discharge in this project.

PURPOSE

To apply the Lean Methodology process mapping in Pre-Admission Testing (PAT) to identify waste areas and inefficiencies within processes. Mapping reduces delays, creates patient flow, and enhances OR utilization.



METHODS

A kickoff meeting was held with the key stakeholders to describe the project and discuss roles and responsibilities. We utilized post-it notes for each discipline for mapping “as is” state to visualize the flow from admitting to discharge of the patient. This allowed us to assign action items to individual team members and identify other stakeholders not initially consulted for further input and assistance. Once each discipline completed and approved the mapping, the 5 Why’s Lean methodology was used to determine the root cause of some inefficiencies. The team collaborated on finding solution to standardize the PAT process. The next step will be to create a "future state” map for the PAT process.

RESULTS

- Improved communication to bridge the gap between PAT and the surgeon’s office to ensure patients are optimized before surgery.
- A 90% increase in the of patients scheduled for PAT appointments 3-5 days before surgery to minimize long wait times in PAT and improve the patient’s experience.
- Improve coordination with Physician Experience Liaison, Surgical Schedulers, and PAT to streamline the scheduling of patients with the surgeon’s office. Updated hand-outs for surgeons to provide to patients scheduled for surgery.
- The implementation of an email chain to schedulers and doctor’s office for patients who were unable to be contacted by PAT to prevent day-of-surgery cancellations.

By applying Lean process mapping, PAT can significantly enhance the efficiency of OR, leading to better patient outcomes, reduced wait times, and optimized resources use.

REFERENCES



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