Improving “My Care” Overview

Presented by Prof. Philip Choo
Chairman, Medical Board
Tan Tock Seng Hospital

• My Care will benefit my work
• My Care will benefit patients
• My Care basic tools are easy to use
The Challenge to us
- Eliminating duplication, gaps and flaws in our internal processes
- Optimising the whole system for better integration of patient care
The Challenge to us - Increased Demands for Healthcare Facilities & Manpower
Burning Platform for Change?

• Rising Sophistication & Expectations of Patients
  - More affluent (generally)
  - More health-conscious
  - Better educated & Informed
  - Choose the Hospital they want to use for their medical care

The Challenge to us - Establishing a dynamic patient flow system
What is “My Care”

- Long term focus on Quality, Cost, Delivery, Safety and Morale (Safety first)
- Uses the manufacturing philosophy of shortening the time between the customer order and the product build / shipment by eliminating sources of waste.

**Total Efficiency Vs. Individual Efficiency**
What is “My Care”

8 Categories of Waste - DOWNTIME

- Defects
- Over Production
- Waiting
- Not Utilizing Staff Ideas
- Transportation
- Inventories
- Motion
- Extra Processes

- Medication errors, blood redraw
- Unused printed results, Unnecessary labs/visit
- People, machine idle time
- Nurses making appointments
- Material movement to temporary locations
- Excess stored supplies
- Unnecessary staff movement
- Repeat collection of data, retesting
What is “My Care”

Continuous Elimination of Process Waste

**Need**

90% Non Value Adding

**Outcome**

10% Value Adding

Improvement will be more likely succeed by focusing on & removing the non-value added activities (waste) vs trying to improve the value adding element
# Core of “My Care”

**Sequential tools to eliminate waste**

<table>
<thead>
<tr>
<th>Need</th>
<th>Outcome</th>
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<tbody>
<tr>
<td>90% Non Value Adding</td>
<td>10% Value Adding</td>
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</table>

**Continuous elimination of waste**

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<thead>
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<tbody>
<tr>
<td></td>
<td>Need</td>
<td>Design work area based on patient's process flow</td>
<td>Using visual aids to communicate sustained improvement</td>
<td>One patient at a time in each process step; Small Batches</td>
<td>Every staff practices the best adopted standards.</td>
<td>Pull starts from processes downstream</td>
<td>Problem solving technique</td>
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<tr>
<td></td>
<td>Outcome</td>
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<tr>
<th></th>
<th></th>
<th>7. Daily Improvement Board</th>
<th>Continuous improvement</th>
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Power of “My Care”

Typical Company Approach to Problem Solving

Black Belt
Six Sigma Project

X Funct. Project

Rapid Process Imprv. (Kaizen) Event
Real Power of “My Care”

“My Care” Approach: Focus and Leverage

Management Kaizen

Individual Kaizen

Cross Kaizen Team

Kaizen Event

Expectation: quick solutions from the floor. Many people solving many problems!
Core of “My Care” – 6S

6S is a systematic way of creating a safe, clean & orderly workplace and keeping it that way.

- **Get rid of what’s not needed**
- **Organize what belongs**
- **Sort**
- **Straighten**
- **Safety**
  - Make work area safe
- **Shine**
  - Clean up, see & solve problems
- **Sustain**
  - Keep It Up (audit & insist)
- **Standardize**
  - Assign tasks, track visually

Visual Management

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Core of “My Care” - Visual Management

**Visual Management**

Visual cue for additional counters to speed up registration at clinics

Color lines indicate correct position to return COWs after use

**The art of hand hygiene**

The way you wash is important. Illustrated below is an effective handwashing technique recommended with the use of soap and running water. Use these steps to finish washing one hand; then repeat Steps 2, 4, 5, and 6 using the other hand.

1. Palm to palm
2. Palm over dorsum
3. Palm to palm, fingers interlaced
4. Back of fingers to opposing palms
5. Rotate thumb in opposing palm
6. Rotate fingers in opposing palm

Source: Material and illustration: Ansell Healthcare Inc. Prepared for company or in any particular brand.
One by One Patient Flow

A Process, where the ‘Target Object’ moves quickly from one value adding activity to another without interruption by any of the 8 types of waste.
Core of “My Care” - Daily Improvement

Daily Improvement Board

<table>
<thead>
<tr>
<th>Area for Improvement</th>
<th>Root Causes</th>
<th>Action Taken</th>
<th>Review Root Causes</th>
<th>Success Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sticky Pad</td>
<td></td>
<td>Just Do-It</td>
<td>Rapid Improvement Event</td>
<td>3</td>
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<tr>
<td>Sticky Pad</td>
<td></td>
<td>Inter-Dept 6S</td>
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Ask, “Why did the issue happen?” At least 5 times till you find the root cause.

Area for Improvement

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Solutions

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Benefit

☐ Patient Safety
☐ Cost Saving
☐ Value-added to customer

Name __________________________
Date __________

Root Causes

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