

SPIRIT NEWS

Solving Problems & Improving Lives

April 2017

IMPROVING AVAILABILITY AT THE ADULT DAY HOSPITAL

The Adult Day Hospital team, led by Dr. Sunil Khushalani and Seanne Bailey, has been focusing on constraints within the program that impede flow. As they started their improvement journey, Dr. Robert Roca, vice president of medical affairs, commented, "One of the most important aspects of the program is access to care for patients in crisis." So, the team set out on a mission to improve access to the program.

The team started by understanding the average length of time for clients to schedule their first appointment. For a client with an acute care need, this length of time was seen as a barrier to access, and often led to clients seeking other treatment options. The team established a goal within the program to provide **next day availability** to both step-downs and referrals from outpatient providers.

The first opportunity explored was the admission constraint. The physician admission process is approximately 90 minutes long, and it was especially taxing on doctors within the program to complete this process along with following up for existing patients. As a result, doctors restricted the number of admissions they completed in a day so they could keep up with documentation. However, this constrained the availability for new patients to be seen. To address this constraint, the team experimented with separating the admitting physician work

from the follow-up physician work. After a few trials, there was an immediate shift in access to the program, which allowed for patients to be admitted sooner, improving availability and doctor flow.

However, this higher admission rate caused an unexpected consequence to the social workers, whose caseloads were now overflowing. After investigating the social workers' daily schedules and workloads, the team better understood how much could be accomplished in a day, and determined that an additional social worker was necessary to best manage all patient needs. Additionally, with the influx of patients, physical space became a constraint, so the team added



*Pictured: Kirsten Young, Sunil Khushalani, M.D.,
Candy Moko, Intern*

a room for patient meetings, as well as a group room for daily meetings.

Capturing data was also essential as the team implemented changes. With these new practices in place, the Adult Day Hospital needed an effective way to manage and capture patient information. An electronic



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Patient Management board was implemented to support communication of patient status, treatment, and no-show information. Further enhancements include an electronic scheduling tool for doctors to know where to find patients and for patients to know their basic schedules during the day.

To date, the team at the Adult Day Hospital has increased access by more than 2,000 patient days per year. Well done!

EMPLOYEE SPOTLIGHT

In the spotlight is Kirsten Young, administrative supervisor for the Towson Adult Day Hospital Program. She has been an ongoing advocate and inspiration for continuous improvement at Sheppard Pratt. Over the past few years, Kirsten has been very involved in projects focusing on areas including patient flow, smoking cessation, social worker time study, patient transitions, and next-day availability. Throughout these projects, Kirsten has still managed to balance the supervisory functions of the Adult Day Hospital Program, including providing patient orientations, supporting ongoing patient needs, scheduling new and existing appointments, managing data collection, and being an overall sturdy backbone for all who work with her.

Thank you for your continued support!



Pictured: Kirsten Young

On March 24, the 3rd Annual SPIRIT Luncheon was held to recognize employees who completed the Lean Problem Solving Training program in 2016. During the event, we were honored to have John Chessare, M.D., president and CEO of Greater Baltimore Medical Center, as our keynote speaker. Dr. Chessare provided insight on the Lean journey at GBMC and how Lean Daily Management has fostered improvement.



Pictured: Dr John Chessare

Each year at our luncheon, we recognize one Sheppard Pratt employee that continues to work on improvement and excellence in the workplace. The recipient of the 2016 SPIRIT Award was Joshana Goga, clinical pharmacist, for her continued work to improve pharmacology for the geriatric population. Joshana attended the first wave of Lean Problem Solving Training and improved the management of agitation within the dementia population. She has also begun work on improving pain management at Sheppard Pratt. Congratulations Joshana!



Pictured: Antonio DePaolo, Joshana Goga, and Dr. Harsh Trivedi

LEAN PROBLEM SOLVING TRAINING UPDATE:

Mark your calendar for our next report-out. The report-out for Wave 12 of the Lean Problem Solving Training is scheduled for Thursday, April 27, at 1:30 p.m. in the Conference Center auditorium. There will be presentations from clinical areas, pharmacy, residential programs, and quality assurance.

We will not be holding a summer session this year. We plan to use the summer to revise the Lean Problem Solving Training program now that we have 12 waves of projects under our belts. Be on the lookout for a new and improved training program in the fall of 2017.

"The pessimist sees difficulty in every opportunity. The optimist sees the opportunity in every difficulty."

~Winston Churchill