



Project Results from Lean Efforts

Hospital Inspections

Department of Health

2011

2012



Problem

The Department of Health is mandated to conduct inspections of hospital facilities on an average of every 18 months to protect patient safety and well-being. Recently the Washington State Auditor's Office found that the department didn't survey all hospitals as required by law, which could increase the risk that clients receive substandard care.

Causes

Multiple hand-offs, rework loops, incomplete information

Solutions

About 120 recommendations (kaizen bursts) were identified as ways to improve efficiency and quality of on-site surveys, make the survey process more meaningful to the customer, optimize and maximize resources and streamline office protocols. The group chose to concentrate on the following areas in the first 90 days.

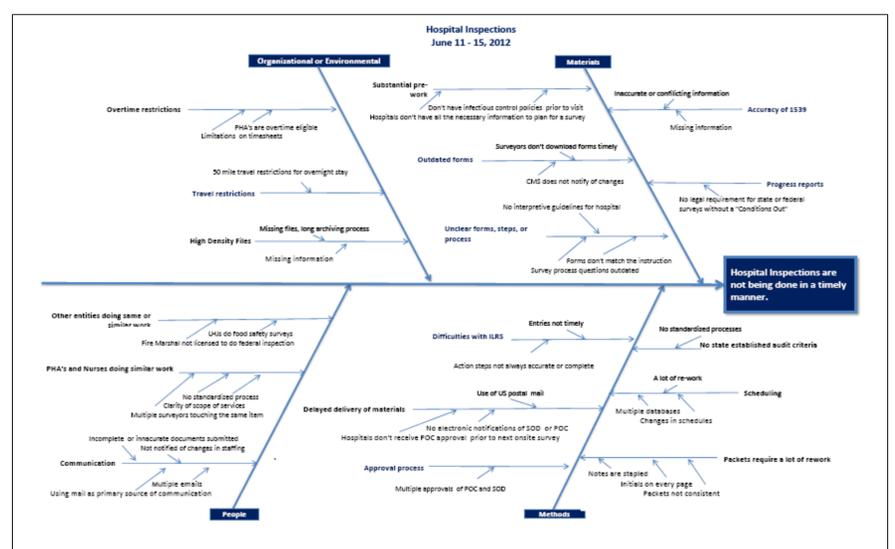
- The scheduling and pre-work process. The team streamlined the scheduling process for inspections. Administrative staff took on responsibilities that surveyor staff were doing.
- The post survey process. We developed a process for notifying administrative staff about the outcome of each survey.

Results

Increase the percentage of hospital inspections within 18 month timeline from 52 to 90 percent by December 2012 and to 100 percent by December 2013.

Next Steps

Nurses and public health advisors from the hospital team met in mid-September to further refine the on-site inspections using ideas identified during the Lean event. The team developed two survey modules that will be refined and implemented by January 1, 2013. The new modules require fewer surveyors per site and focuses resources on making sure hospitals have the necessary systems to provide safe quality care.



Hospital Inspections Analysis