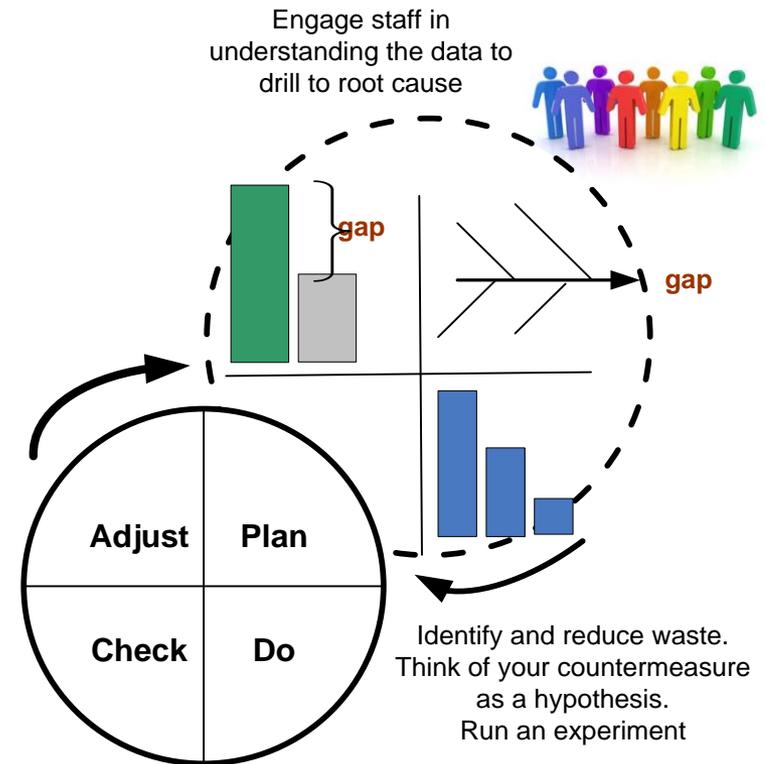


1. How does current performance compare to target?
2. What are the root causes for that gap?
3. What root cause should we prioritize?
4. Does the improvement close the gap? If not, why not?



## 1. Problem: Patient wait times at pharmacy were too long.

**Target:**  
**90%** of  
patients  
wait 10  
minutes  
or less

**Actual:**  
**41%** wait  
10  
minutes  
or less

Only **41%** waited  $\leq$  10 minutes

Around **half** of our patients were  
waiting more than **30 minutes!**

**Supportive  
Attitude  
Patient & Helpful**

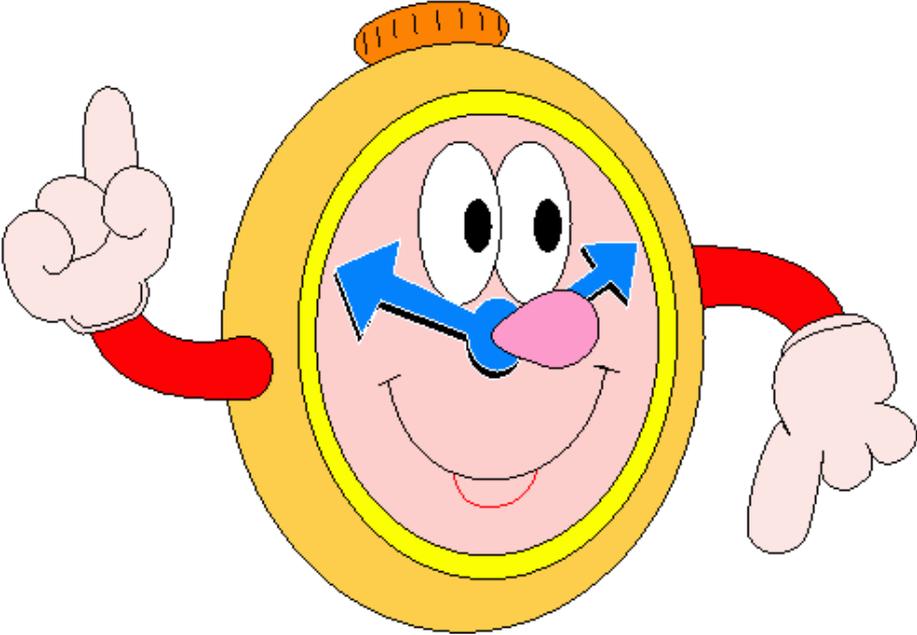
**Respectful -  
Constructive  
Feedback**

# Northgate Team Norms

**Quality  
Through  
Standard  
Work**

**Change Willing -  
Continuous  
Improvement**





## Engagement in Current State

What is the gap?

Start from the patient experience – go see, go ask, I'll cover

Process maps and cycle timings – real data we can trust

Causes of the gap?

Heroics vs teamwork – where's the standard?

8 Deadly wastes – learning to see waste

Waste in our current process

It's all about trust

We need **leadership!**



# Identify the opportunity

## Causes of the gap?

- Too much demand?
- Not enough staff?
- Waste in the process?
- Lack of steady flow?



**Greatest opportunity identified by understanding demand in terms of cycle time and takt time: Epic New orders (long cycle time and high demand)**



# The Results

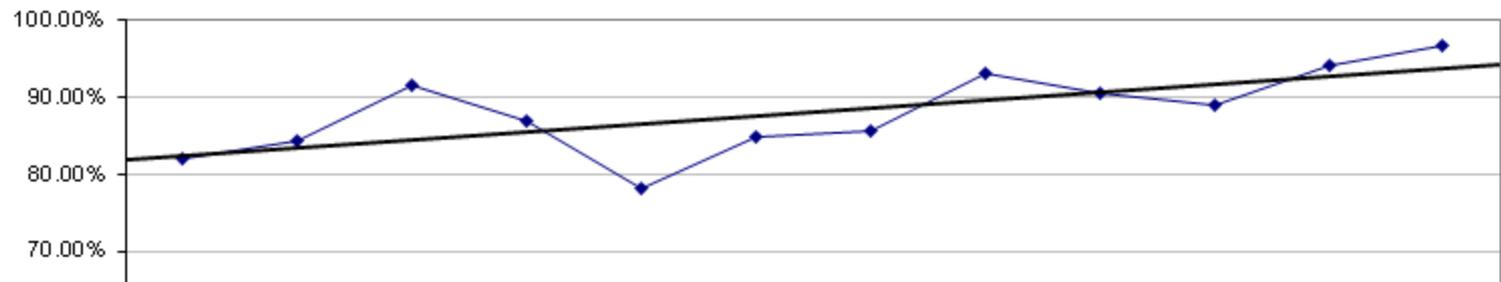
<b>Target:</b> 90% of patients wait 10 minutes or less	<b>Actual:</b> 86% wait 10 minutes or less
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## Results:

- 86% wait < 10 minutes
- Customer experience and staff engagement improve dramatically

# Customer Satisfaction Scores

NGT PHARMACY  
Questions 3-6 Composite Score  
March 2011 - February 2012



# Training!

**Front line improvement!**

**Make waste visible!**

**DMS**



**Kudos!**

**Huddle!**

**Courageous Conversations!**

**Leadership at all levels!**



