



Detailed Lean Improvement Project Report

For the June 1, 2014, through December 31, 2014, reporting period

Agency name:

Department of Corrections (DOC)

Improvement project title:

Change Management Process Improvement for medical records

Date improvement project initiated:

06/2014

Summary:

The DOC carefully gathered the medical record process throughout the system by having the project team conduct site visits to look at how medical care is provided at each of the medical clinics within the eight major prisons around the state. This resulted in documentation of areas with process variation and identification of waste within the process. The team is now working to implement the process improvement suggestions that resulted from the observations of the site visits.

Details:

Description of the problem: We recognized a lack of medical record consistency within the eight prison facilities due to major process variation and waste within the process. Previous applications have proved cumbersome and ineffective to staff due to problematic process variation.

Description of the improvement: Several key areas of concern have been identified and we will start working on process standardization; the team is currently working towards the elimination of use of non-standard forms. There were 26 non-standard forms identified, solutions for 8 of these forms have been developed and are in process of being implemented by the facilities. These improvements will help with the development of a standard process and support an effective and efficient implementation of an EMR system.

Note: The implementation team, along with senior management, will review the feasibility of recommended solutions based on cost and resource needs.

Specific results achieved: We now have a more complete understanding of the process and variation within the process by the creating of process maps' and are working to eliminate the waste and deviation within the process statewide.

How we involved customers or stakeholders in this effort:

The project team traveled statewide and spent time with end-users asking questions and learning about their process. The team spoke with and observed 145 health services staff and created 42 health services process maps. This approach gave us a



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more thorough understanding and documentation of our current system, and what improvements are needed prior to implementation of an EMR. This is a variation of the normal process where a small group of “subject matter experts” are called upon to speak for the entire group of end-users making decisions that affect the entire group.

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