

# Detailed Lean Improvement Project Report

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

**Agency name:**

Department of Corrections

**Improvement project title:**

Organized workplace medical records

**Date improvement project initiated:**

09/01/2014

**Summary:**

Department of Corrections improved the medical records process at the male offender intake prison Washington Corrections Center (WCC), resulting in fewer quality related reports and a more organized orderly work area.

**Details:**

Description of the problem: When an offender is transferred to another DOC facility, WCC transfers their medical files. WCC received 75 reports of quality issues from other DOC prisons regarding transferred offender medical files. The quality reports indicated errors with missing overflow medical record volumes, and missing history, physical or problem sheets from the medical records were the most common issues.

Description of the improvement: A root cause analysis revealed several key issues: lack of performance objective oversight and competing expectations, an audit process that was unnecessary, and cramped work areas that were poorly setup. Health records management was confusing due to a matrix oversight structure that was not in sync. A Lean 5S (sort, set in order, shine, standardize, and sustain) technique was used to help create a more organized workspace.

Specific results achieved: After working through the 5S and making these improvements with the medical records staff we have received six quality related reports in a three month period. The leadership in these areas monitors the work and guides staff in quality control.

The 5S organization efforts provided the most immediate results. Pictured below is shelving that was not adequate for the room; the team located shelving in another area that fit in the area and was able to hold the medical record binders that did not fit on the other shelves.

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**Before 5S**



**After 5S**



### **How we involved customers or stakeholders in this effort:**

The quality related reports submitted by internal customers alerted us to the magnitude of the problem initially. We utilized this information and follow-up interviews to gain clarity on the overall process and suggestions for improvements. We are also using the continued feedback of our internal customer to track the value of these quality improvement efforts.

### **Contact person:**

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