

Strategies for Engaging the Front Line in Improvement

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Akron Children's Hospital



Akron Children's Overview

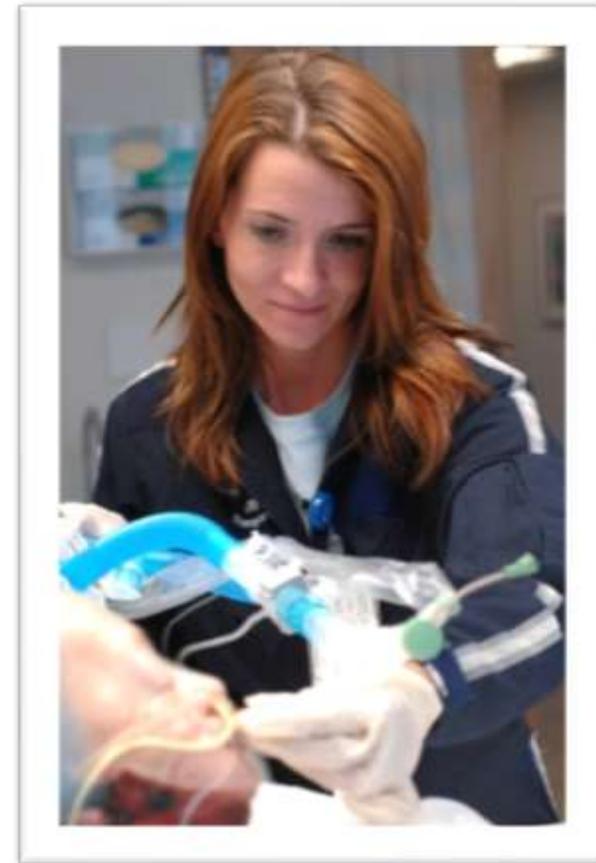
- Ranked a Best Children's Hospital by *U.S. News & World Report*
- Magnet® Recognition for Nursing Excellence
- Largest independent pediatric provider in northern Ohio
 - 2 hospital campuses
 - 60+ locations offering primary care, specialty services and urgent care
 - Pediatric telehealth services
 - 6,200 employees
- More than 1.2 million patient visits each year



Three Promises

Akron Children's Hospital was founded in 1890 on three promises:

- 1. Treat each child as if our own.*
- 2. Treat others as you want to be treated.*
- 3. Turn no child away regardless of ability to pay.*



Center for Operational Excellence

We develop & use internal talent to:
Improve quality care outcomes, enhance patient & family experiences, streamline operations, & drive financial impact



Anne Musitano, PharmD, MBOE, LSSBB
Operational Excellence Administrative Director



Kellie Witkoski, MSLM, CSSBB
Operational Excellence Leader



Nicole Feller, MHA, CHSP, CHEP, LSSGB
Operational Excellence Leader



Dana Stahleker, BS, LSSGB
Operational Excellence Facilitator



Mike Antochow, BSIE, MBA
Operational Excellence Leader

Why Operational Excellence?

- Better ways to run, grow, and improve the business
- Regional growth and expansion of our services
- Access challenges for patients needing services
- Need for financial stewardship
- Maximization of resources



Ten Year Operational Excellence Journey (2009-2019)



A3
 Improvement projects – learning the methods and tools- involved front line



Focus on Systems: Daily Management system- corporate goal of leadership



Design and Renovation using Lean principles and Greenbelt training



Started moving towards the Shingo Model; involved Organizational Development team



Spread Lean thinking to other non-profit community partners



Revamped the Strategy Deployment Cycles



Green Belt projects directly tied to the strategic plan



Continued work towards Shingo Model, back to basics for spreading Lean deeper into organization; Published A3 workbook

Operational Excellence System

Operational Excellence is a systems approach to aligning all activities of the organization with its strategic goals and initiatives through enabling teams to improve daily processes.



Strategies to Engage the Frontline



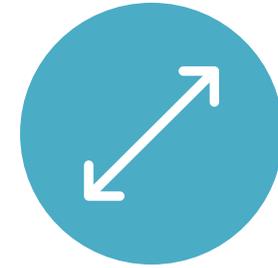
PROJECT WORK



DAILY MANAGEMENT
SYSTEM



RENOVATION/DESIGN OF
SPACE



IDEAS FOR RUNNING,
IMPROVING, AND
GROWING THE BUSINESS

Problem Solving Programs

A3

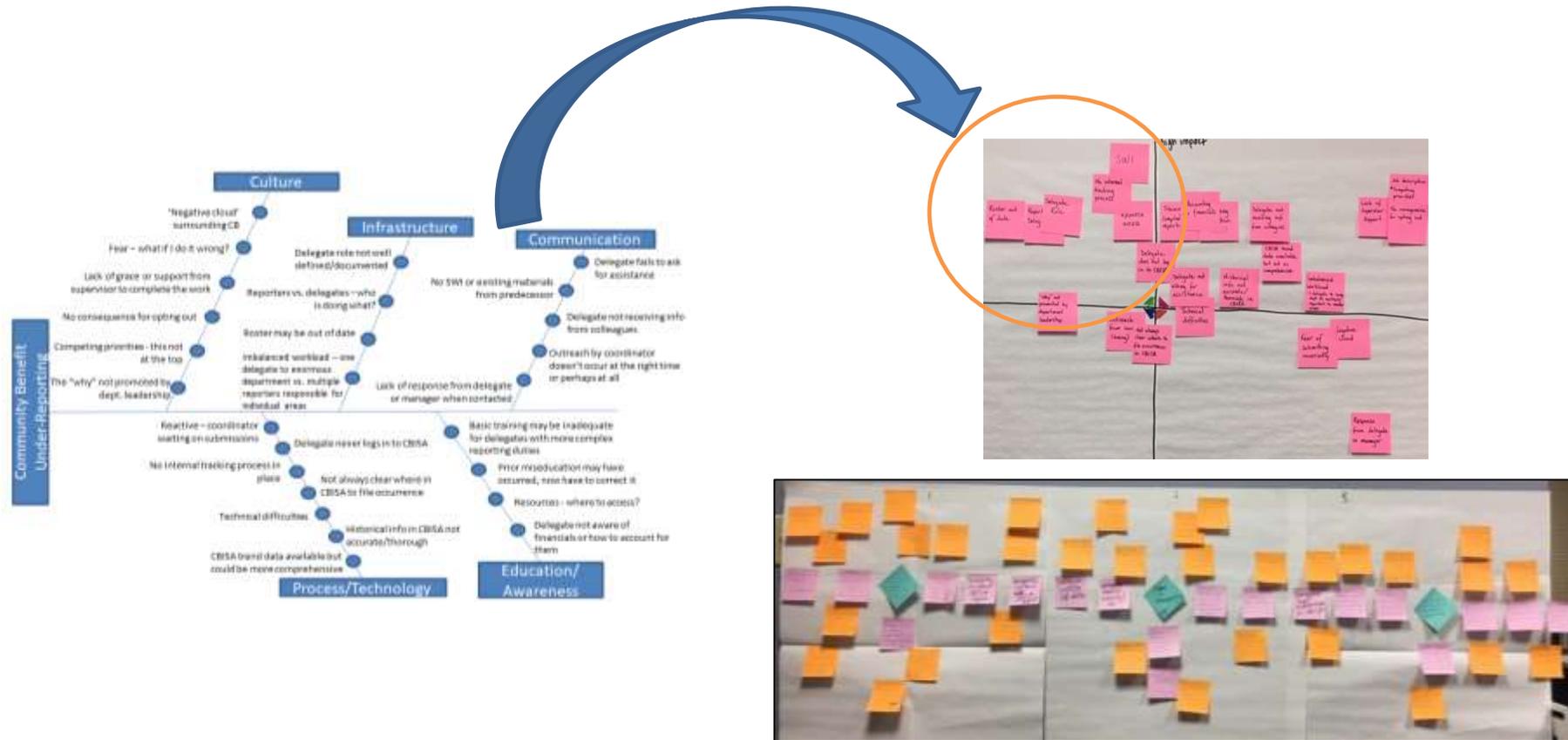
- Introduction to basic principles of Lean
- Projects are usually completed in 3 to 5 months

Green Belt

- Builds off of the A3 program
- More in-depth Lean Six Sigma principles
- Requires the completion of a major project tied to strategic plan



A3 Problem Solving for the frontline



Kaizen Events – Reach Out & Read



SMART Goal:

Reduce single book selection time by Reach Out and Read Program Coordinators from an average of **18.6** seconds per book to an average of **11.16** seconds per book by 6/30/17.

Post Improvements:

After the 5S it takes an average of **2.4** seconds for a single book selection for Reach Out and Read Program Coordinators. This is an **87%** improvement.

Lean Design



Community Engagement



Before



Original Layout: Working through the bottleneck of sorted goods – 93 day long process.



After



Current Layout: Great flow with flexibility – 1 day long process.

Front Line impact



“Being a part of the design and operationalization of the Outpatient Surgery Center was one of the ***most exciting parts of my career.*** There is a tremendous amount of **pride and engagement** that comes with working in a space you helped create. ***I can honestly say that I am just as excited to come to work now as I was during our Grand Opening!***”

Lori Davenport, Nurse Manager of the Outpatient Surgery Center

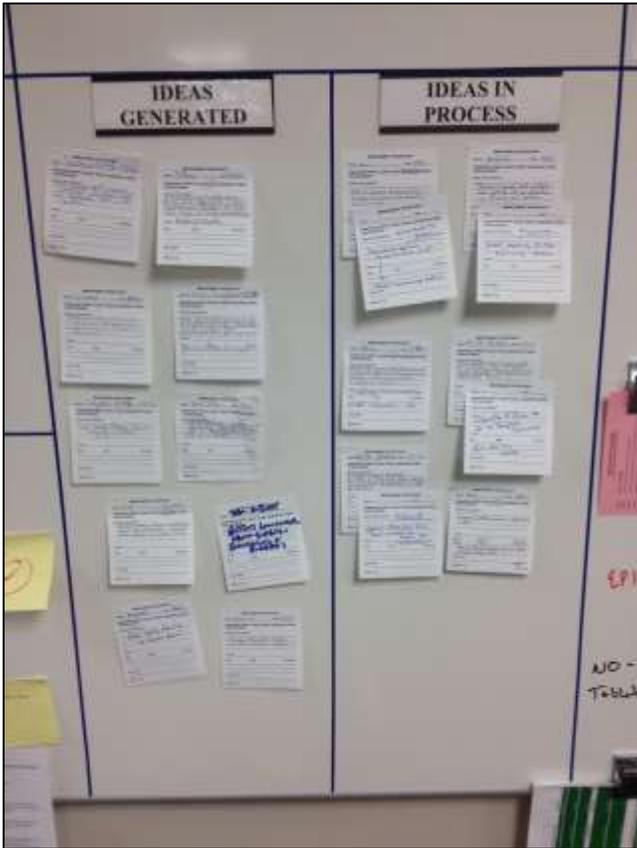
Front Line Impact



“As a front line worker I was able to bridge all communication between the renovation team and techs, monitor progress and note preference changes as construction occurred. My manager could therefore focus on budget matters and bigger business aspects of the project and trust me for ensuring that all front line staff were satisfied with day to day construction and equipment moves.”

Andrew Rearick, Medical technologist

Daily Management System





Maximize your Teams: Ask for new ideas!

Engage and Empower Your Employees

Dance Unlimited

An amazing dance program for children with special needs



<https://www.youtube.com/watch?v=-6GCfPPOCFM>



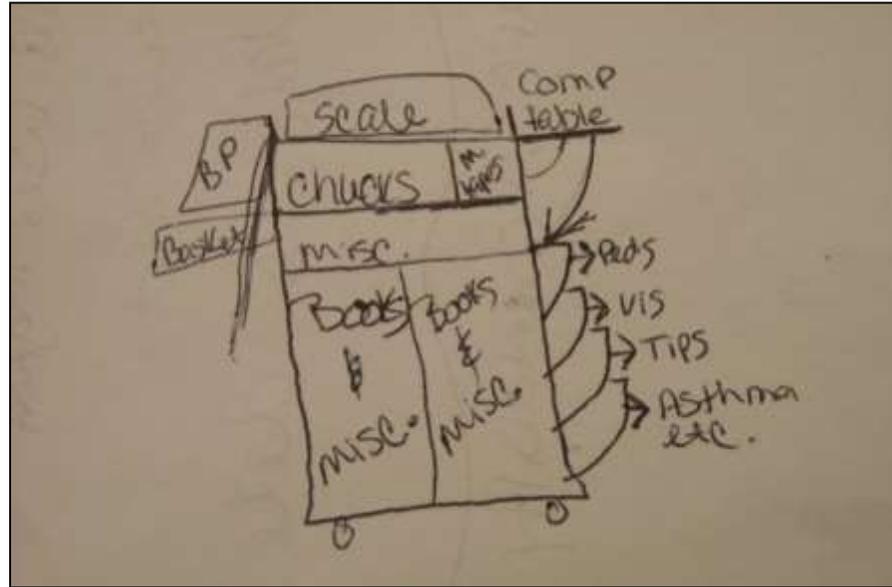
Kellie Lightfoot is a physical therapist at Akron Children's Hospital and founder of Dance Unlimited.

Engage and Empower Your Employees



Karen's Closet – supports the clothing needs of the children

Engage and Empower Your Employees



Huge impact to patients and hospital
4 assesment rooms → exam rooms
Added additional provider without having to relocate



Other Ways to Engage Frontline

- Allow frontline team members to tell their story & show their improvement systems
- Encourage CI teams to engage in work outside of their industry

Thank You!

Your opinion is important to us!

Please take a moment to complete the survey using the conference mobile app.

Session No: ThS/46

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Operational Excellence Journey- 2009-2019

