Lean West CPD Prep & Pack 5S

The Problem

The West Central Processing Department (CPD) Prep and Pack area is challenged with a cluttered workspace that lacks standardization. As a result, there is difficulty in prioritizing work and timely distribution of kits and instruments to the Operating Room (OR.) Kits are sometimes distributed with missing instruments, and improper packing and storage results in wrap tears and the need to resterilize instrument kits. Communication between the OR and CPD staff does not easily convey information predictably and reliably. These elements lend themselves to delays, strain on the system, and the possibility of errors in patient care despite the best efforts of CPD staff. This condition presents an opportunity for cross training and for developing a set of work standards.

Aim/Goal

- > Engage OR & CPD staff to use 5S to analyze their workplace & create flow
- > Improve communication within and outside CPD
- Create a workplace with at-a-glance item locations
- Set operating standards for work in CPD Prep & Pack
- ➤ Improve the process of reassembling instrument trays
- > Reduce delays in delivery of sterilized kits to the ORs
- > Improve workplace safety
- > Design improvements with potential to spread beyond West CPD Prep & Pack

The Team

- > Marti Cunningham, CPD Manager
- > Kelly Cormier, OR Nurse
- ➤ John Dzialo ,PeriOp. Project Director
- ➤ Jack Field, West CPD Supervisor
- > Jack Ford, West CPD Decontam
- > Robert Hurse, West CPD Tech
- ➤ Edgardo Lopez, Environmental Services
- ➤ Lourdes Lozano, West CPD Tech
- > Deric Quest, Environmental Services
- > Peter Russo, OR Nurse
- Business Transformation: Alice Lee, Jenine Davignon, Sam Bar, Kim Eng, Christopher Wishon, Bonnie Baker, Brandan Holbrook

The Interventions

- Used Lean methodologies of 5S workplace design for flow
- Developed standard storage layout with clear signage to reduce searching
- Optimized workspace to improve workflow & reduce motion
- > Standardized communication between CPD & OR
- Implemented a cordless phone system with only one person handling phone calls and visitors, reducing

5S+1

*Sort

*Set location

*Scrub, Shine

*Standardize

*Sustain

+ Safety

interruptions and ensuring higher quality in kits

- Created standard work cells where everything is accessible & within reach
- Addressed safety concerns (located new vinyl chairs, hot sled storage = less burns, etc.) & consulted Environmental Services (EVS)
- Fixed Cart Washer & purchased dryer-safe carts to ease physical strain on staff
- Reduced on-hand inventory by reviewing instruments/kits with OR Nurses, freeing up space & reducing searching.

The Results





Goal	Baseline	Actual	Target
Time to assemble a kit (most frequently used kits in rigid containers)	30 min.	22.5 min.	↓ 25%
Distance traveled (per shift)	2-3 miles	1.7 miles	1.5 miles
Instrument inventory on hold on CPD pegboard (ex: Cardiovascular instruments available for re-use)	215 (\$75,000)*	75 (\$15,000)*	0

^{*} Approximate values

Lessons Learned

- > Staff who do the work are the experts!
- > Staff engagement is necessary to make sustainable improvements
- > Teamwork= Big gains
- Communication leads to aligned goals
- > It's possible to get right on track in a short amount of time
- ➤ It's important to reach to other departments → build relationships!

Next Steps

- > Continue data collection via downtime logs and phone logs
- > Continue to expand 5S improvements to other West CPD areas & East CPD
- > Create a standard process for ordering and storing new instrumentation to sustain Lean work



