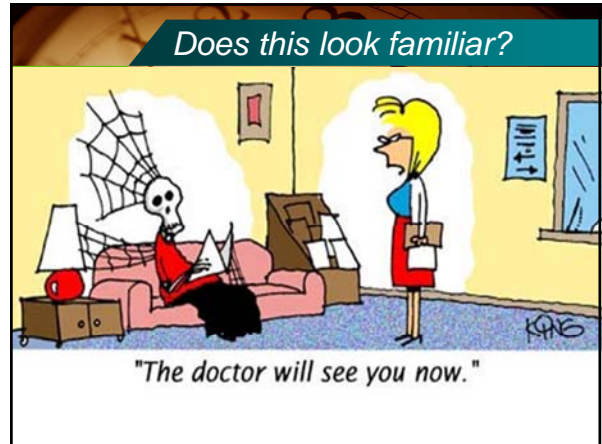




Finding Time




How time studies can help identify opportunities
Rush Gross, Coordinator, Planned Care, SCPA

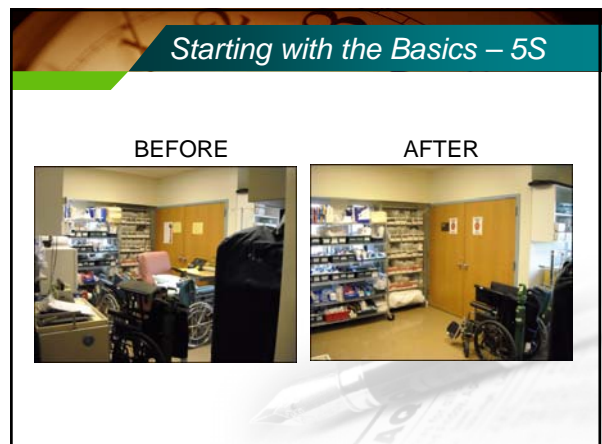


- ### 8 Types of Waste & Examples
- Defects: Medication errors and incorrect billing
 - Inventory: Overstocked supplies or vaccines
 - Motion: Movement of staff looking for information
 - Overprocessing: Clarifying orders
 - Overproduction: Duplicating charting
 - Transport: Leaving exam room for supplies
 - Waiting: Patients waiting for care or other workers
 - Involvement: Not utilizing staff in solutions

Lean Toolbox

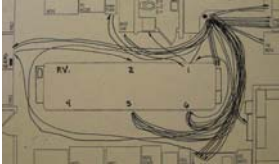


- 5S
- Kanban
- Process Mapping
- Flow Chart/Value Stream Mapping
- Spaghetti Diagram
- Time Studies**
- Cause and Effect Diagram

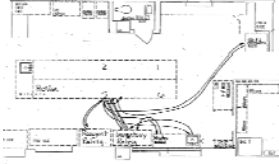


Using Spaghetti Diagrams to tell the story

BEFORE



AFTER



Importance of data collection

Sometimes gathering data can bring new and surprising knowledge!



Value of a Time Study

- Understanding current state process
- Understand why variation exists
- Choose/Develop an action plan
- Aid in determining if the outcome outweighs the cost

Time Studies

- Is not just one level of detail
 - Quickly – High Level Observation
 - Fast
 - Minimal detail
 - Helps prioritize where to drill first
 - Detailed Observations
 - Select one or two people/processes
 - More precise
 - Focused

High Level Time Study

- [High Level Observation.xls](#)

Detailed Time Study

- [Detailed Observation 1.xlsx](#)
- [Detailed Observations 2.xlsx](#)

Common Pitfalls

- Hawthorne Effect:
 - A term referring to the tendency of some people to work harder and perform better when they are participants in an experiment. Individuals may change their behavior due to the attention they are receiving from researchers rather than because of any manipulation of independent variables.

Quality vs Productivity

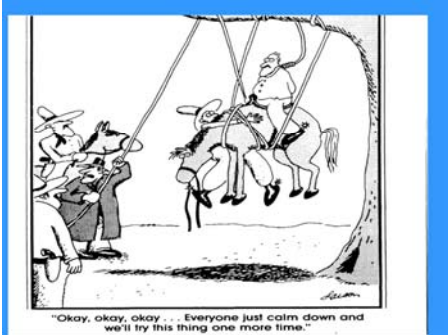


What is the mindset of those being measured?

- Must find a happy medium
- Quality can be improved if old habits are performed
- Improved quality could lead to longer times/\$\$\$
- Productivity could lead to reduced quality

End result – High quality with great patient experience at a lower per capita costs

Sometimes we are not always successful



Contact Information & Additional Reading

- Rush Gross
 - rgross3@wellspan.org
- A Lean Guide to Transforming Healthcare – Thomas Zidel
- The Toyota Way – Jeffrey K. Liker
- Creating a Lean Culture – David Mann

Questions?