

Robust Process Improvement in DBH Hospitals

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Missouri Department of
MENTAL HEALTH

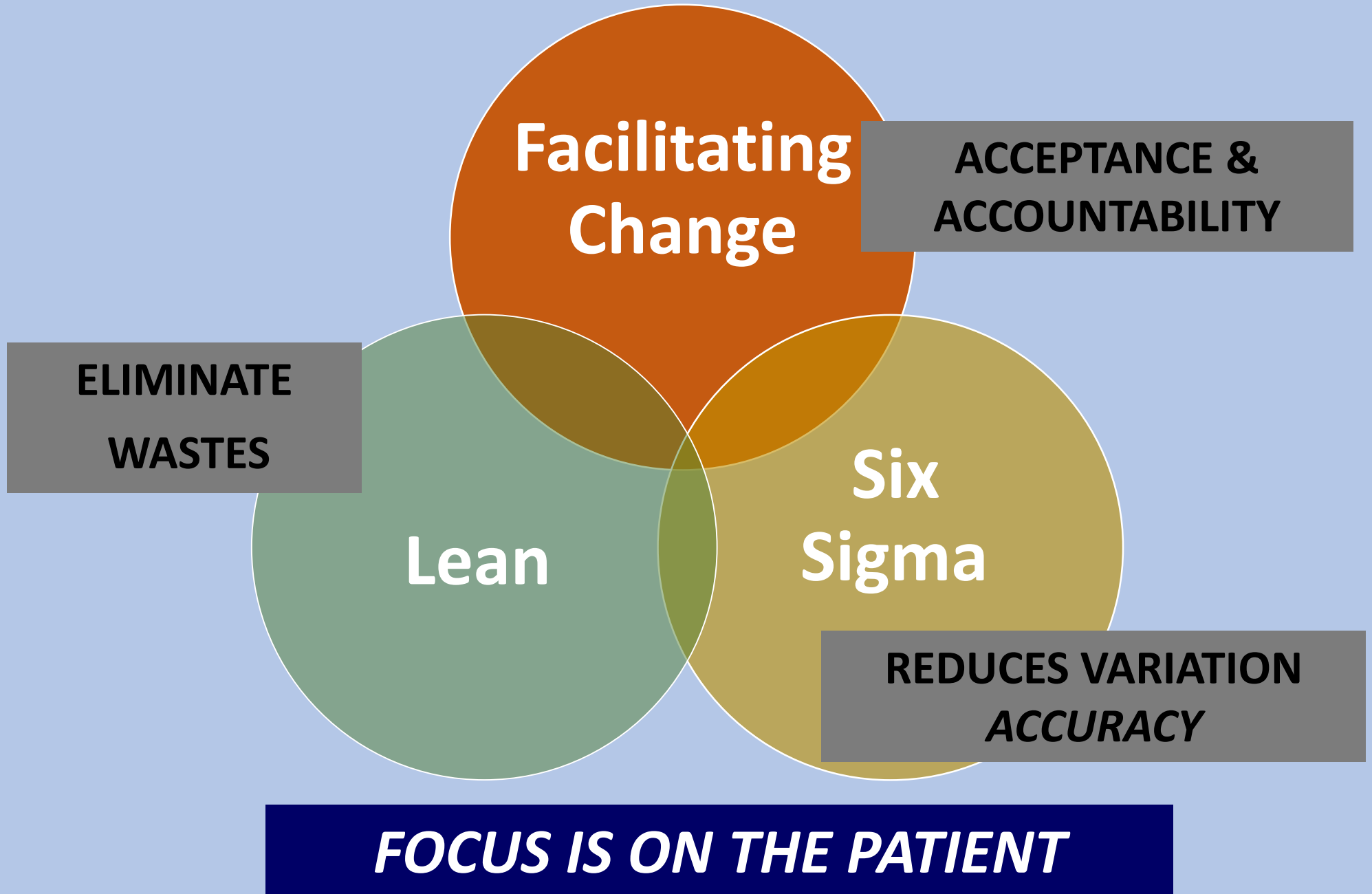
High Reliability / RPI

- For the past decade hospitals in the US have been focused on improving patient safety and reducing critical errors as central to quality
- You should expect that processes underlying care should consistently minimize any errors that result in harm to patients (e.g., wrong site surgery) and improve efficiency (costs)
- The Joint Commission (TJC) has led the way to making hospitals highly reliability and have advocated for a model of **Robust Process Improvement (RPI)** as a means to achieve high reliability
- Adopting Lean and Six Sigma tools prevalent in manufacturing, TJC aimed to help health care organizations reduce waste and variability in health care (rate of airline fatalities - one fatal accident for every 16 million flights vs. wrong patient, wrong procedure, wrong site and wrong side surgeries - 40 per week)













What is RPI?

- A systematic approach to problem solving proven in many other industries including healthcare
- Blended approach including Lean, Six Sigma, and formal change management
- Equally effective when applied to health care's toughest safety and quality problems
- Benefits for patients, stakeholders, and employees
- Appealing to physicians and other clinicians because it is data driven

ROBUST PROCESS IMPROVEMENT[®]



Lean Six Sigma Roles

 <p>White Belt</p>	 <p>Yellow Belt</p>	 <p>Green Belt</p>	 <p>Black Belt</p>	 <p>Master Black Belt</p>	 <p>Champion</p>
					
<p>Understands the structure and goals of Lean Six Sigma</p> <p>Uses basic Lean Six Sigma vocabulary terms</p> <p>Reports process issues to Green and Black Belts</p>	<p>Understands basic Lean Six Sigma concepts</p> <p>Reports process issues to Green Belts and Black Belts</p> <p>Participates on project teams and receives just-in-time training</p>	<p>Starts and manages Lean Six Sigma projects</p> <p>Has Lean Six Sigma expertise but in less detail than Black Belts</p> <p>Provides just-in-time training to others</p>	<p>Can report to a Master Black Belt</p> <p>Has advanced Lean Six Sigma expertise</p> <p>Functions as a coach, mentor, teacher, and project leader for project teams</p>	<p>Works with leaders to identify gaps and select projects</p> <p>Coaches, mentors, teaches, monitors and leads projects</p> <p>Responsible for Lean Six Sigma implementation and culture change</p>	<p>Executive leader who drives the initiative</p> <p>Helps select projects and remove barriers for project teams</p> <p>Supports change and develops a Lean Six Sigma culture</p>

Robust Process Improvement Timeline

2015

- ➔ Leaders Facilitating Change Training

2016

- ➔ Wave 1 Green Belt Training

2017

- ➔ First Black Belt Training

2018

- ➔ Wave 1 Change Leader Training
- ➔ Wave 2 Green Belt Training by DMH Black Belts

2019

- ➔ Wave 2 Green Belt projects completed
- ➔ Change Leader Projects Completed
- ➔ Waive 3 Green Belt Training
- ➔ Master Black Belt training
- ➔ Yellow belt online training created

Benefits of RPI – Active Treatment at SLPRC

❑ The Challenge – Increase daily access to treatment

❑ The Result

- ✓ The average or mean of scheduled treatment was 6.55 hours (previously it was 5.29 hours).
- ✓ The process was 66.5% capable (compared to 38% capable previously). Capability means they met the expectations of 6-9 hours of active treatment 66.5% of the time
- ✓ They were below the customer's expectation of minimum of 6 treatment hours 26.5% of the time (compared to 61.5% previously).

Benefits of RPI-

Security Department Consolidation for Outside Trips at FSH

- ❑ The Challenge - 1400 Offsite trips per year
- ❑ The Result
 - ✓ Created operational definitions for trips
 - ✓ Created a better tracking system for trips
 - ✓ Utilized the MedCons program for scheduling trips
 - ✓ Evaluated trips and eliminated redundancies in SORTS staffing resulting in a reduction of the number of man hours used and a reduction of payroll spent
 - ✓ Created/reclassified job positions in order to have multi skilled workers that can perform scheduling/driving/escorting duties as well as work within the units

Want more information?

<https://intranet.state.mo.us/dmhonline/professional-development-opportunities/departments-of-mental-healths-robust-process-improvement/>