



Aim - 1. Reason Improvement was Chosen

Problem Statement: In an effort to support, sustain and replicate our Anticoagulation Clinic strong practice, we will define, make transparent and solidify our standard practices and standard workflow to ensure maximum efficiency and adequate staffing.

Scope: Defining process of handling scheduled workload

Out of Scope: Unscheduled workload (i.e. phone calls, consults, etc)

Trigger:

- Process Start: Triaging daily scheduled workload
- Process Stop: Completion of daily scheduled workload

Map - 2. Initial State

- No standard work
- Unequal workload distribution among clinic staff
- GEMBA observations
 - Time available to scheduled work
 - Other Duties
 - TAKT Time

TAKT Time

Time in minutes

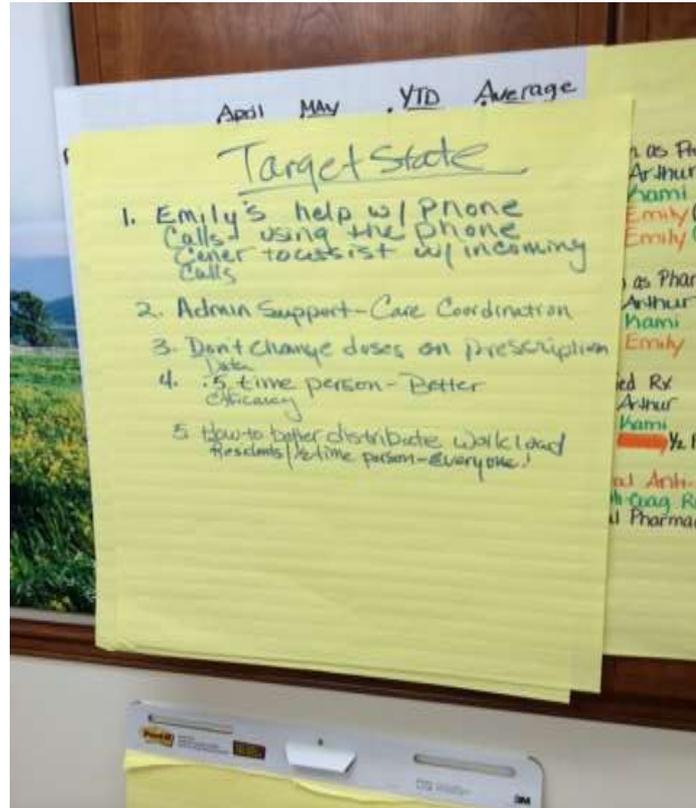
	Family	Post	Archie	Resident	Walter	Mary	Team Hours	Team Average	Comments
Work Day	480	480	480		240		1680	1680	
Breaks	30	30	30				90	90	
Other duties	120	124	180		20		424	424	
Available time	330	324	270		240		1164	1164	
Patient demand									
High	33	17	11		9		70		
Average	26.5	9	6.5		10		52		
TAKT Time	10	10	24.6		26.6		16.6	22.4	
Workload distribution	47%	37%	16%				100%		
Gemba TAKT	4.19	12.13	6.35						

Days Per month	April	May	June	July	Aug
Days present	20	20	16	20	16
"	20	20	16	21	16
"	20	20	16	21	16

Map - 3. Target Condition

Ideal State: To clearly define standard, sustainable scheduled work flow practices in Anticoagulation Clinic by July 31, 2014

- CPhT Triaging
- Equitable workload
- Assessing additional FTE need as we centralize CBOC services (not yet approved)





Measure - 5. Solution Approach

If we do this...then we will achieve this.....	Effect on Metric 1	Effect on Metric 2
Develop triaging tool	Facilitate standard work	Used to assign workload and ensure equitable contribution
Develop formula for standard work	Clear expectations and daily process	Formula supports equitable distribution
Collect Data after implementing triaging	Support efficacy of triaging	Determine if plan accomplishes intended goal
Voicemail to WAV (emailed to Outlook mailgroup)	Standardized process for clinic calls	Ability to triage calls related to scheduled (and eventually unscheduled workload)

Confirmed State

Anticoagulation						
Week of: 8/18/14		M	T	W	TH	F
Individual		1	2	2	4	2
Telephone		60	51	60	45	43
Auburn						
		M	T	W	TH	F
Individual		1	1	0	0	0
Telephone		4	6	5	7	5
Total						
Individual		2	3	2	4	2
Telephone		64	57	65	52	48
Workload Assignment						
Arthur	Assigned	10	9	13	12	11
	Completed	12 (2i, 1KC, 1 RC)	7 (4i, 1KC)	7 (4i)	7 (4i, 1 KC)	10 (5i, 2RC, 2AP)
Kamie	Assigned	10	10	13	13	12
	Completed	28 (18 E)	52 (36E)	44 (32 E)	52 (36E)	25
Emily	Assigned	37	34	43	30	18
	Completed	20	36	32	36	13
3rd Pharm	Assigned	10	9	13	13	11
	Completed	11	13	13	13	10 (1i)
4th Pharm	Assigned	0	0	0	0	
	Completed	1 (1 AA)	1	1	1	
Resident	Assigned	0	0	0	0	3
	Completed	7	3	6	3	
5th Pharm	Assigned	0				
	Completed	1				
6th Pharm	Assigned					
	Completed					