What is DMS?

**Daily:** *every day.*

**Management:** *action that changes the natural course of things toward an intended outcome or state.*

**System:** *a set of connected, inter-dependent practices.*

- A means of ensuring that our work environment is stable & safe
- A means of reinforcing standard work
- The way difficulties in meeting standard work are discussed and resolved
- The way issues are tracked to resolution
What can DMS do for us?

- Improve by removing obstacles and waste we face everyday.

- Support the frontline staff by making it easier for them to do their daily work.

- Actively manage the daily work to produce the intended outcomes.

- Create a basis for continuous improvement.
Area Readiness Flow

Issue affecting Area Readiness
- Needs to be resolved today
- Important but workaround exists; won’t “stop the line”

Resolved through Quick Hits or Big Issues process
(at least resolved, sometimes solved)

Protection by the Meeting Free Zone

1st level mgr resolves or escalates

Chief of Staff Call

Resolved at Daily Ops Huddle

Should not affect future area readiness.
Work toward root cause problem solving of priority issues.
Components of DMS

Supports the front line in Serving those who Served

Structure to support DMS

Establishing Stability

Maintaining Stability

Managing Performance

Leading Continuous Daily Improvement

Components of the DMS System
MESS

“What’s getting in the way today?”

The elements of the MESS board support the processes behind it, with a goal of ensuring area readiness and stability of a unit. Remember that the items on the MESS board are ones that need to be resolved *that day* or *that shift*.

1. Define the scope of your operation

2. Define the MESS needs for the areas
   - Methods
   - Equipment
   - Supplies
   - Staff

3. Use visual cues (e.g. red/green) to record the check

4. If required, identify the issue and what is being done to resolve it *for that shift*
Quick Hits – “One and done”

- Structured to track issues and focus on resolution
- Identify the issue and what is being done to resolve it
- They are issues that can be resolved through 1 action

- Includes **Date** – **Issue** – **Responsibility** – **Action & Due Date** – **Status**

- Use visual cues (e.g. red/green)

- Easy to access, easy to use, easy to see, easy to understand at a glance
Big Issues

Many steps to address issue…..aka complex issue

1. Set up Board Headers
   Should include
   - Date – Issue – Responsibility
   - Next Milestone & Due Date
   - Status

2. Identify the issue and owner
   Only one Big Issue assigned to any one person at a time

3. Track what is being done to resolve the issue

4. Use visual cues (e.g. red/green)
Meaningful Metrics

Emergency Dept. Example

- Patient Satisfaction Scores
- Length of Stays
- Door-to-Doc Times
- Doctor to Decision Time
- Decision to Discharge Time
- Left Without Being Seen (LWBS)
- Waiting times
- Patient Safety
- Equipment damaged or not working