



The “Big Q” Core Process Drivers

The Big Q Core Process Drives:

Below is a list of major core processes any hospital must master in order to achieve world class levels of operational, clinical and financial excellence.

- In-Quality Staffing > 95%
- ED Length of Stay < 3 Hrs Discharge /4 Hrs Admit
- Surgery Cut-to-Close >40%
- 2:00 pm Discharge/
1 Hr to Next Patient > 80%
- Clinical Core Measures = 0% Denials/ Unreimbursed Care
- Revenue Cycle Accuracy > 90% Clean Claims, 5 days post Discharge

Sub Process Critical to Quality Variables:

In-Quality Staffing > 95%

- Meeting Definition of Quality > 95%
(Right people, Right Place Right time)

Revenue Cycle Accuracy > 70%

- Percent Clean Claims
5 Days Post Discharge >90 Percent (LSL)

Emergency Department Length of Stay < 3 Hrs Discharged / 4 Hrs Admit

- Walk-In to ED Bed < 30 Minute (USL)
- ED Bed to ED Physician Assessment < 15 Minutes (USL)
- Time to Last Diagnostic Order < 45 Minutes (USL)
- Lab/X-Ray Order to Result < 60 Minutes (USL)
- Diagnostic Results to ED Phys Review < 15 Minutes (USL)
- ED Physician Request for Bed < 30 Minutes (USL)
- Bed Notified to Transport < 30 Minutes (USL)
- Discharge Order to Discharge < 20 Minutes (USL)
- In-Quality Staffing > 95% (LSL)
- ED Physician LOS Variation 3-Hrs /4 Hrs (USL) +/- 45 Min

Surgery Cut-To-Close > 40%

- Incision Time No Later Than < 7:40 am Start Time (USL)
- Room Turn-Around-Time (TAT) < 15 Minutes (USL)
- To-follow Case Scheduling Variance +/- 15 Minutes (USL)
- Surgeon Preference Card Accuracy > 95% (USL)
- In-Quality Staffing > 95% (LSL)
- Surgeon In Room to Scheduled Time +/- 10 Minutes (USL)

2:00 pm Discharge/ 60 Min to Next Patient in Bed > 80%

- Zero Missed Discharge Appt. / FMEA < 30 Minute (USL)
- Lab Results Reviewed by Physician < 4 Hours Prior to Pat. Dis. (USL)
- Patient Departure Transport Confirmed < 4 pm Prior Day (USL)
- Next Patient in Room < 60 Minutes after last Dis.(USL)
- In-Quality Staffing > 95% (LSL)
- Physician Practice Variation Drivers Analysis of practice variances & patterns

18 Change Concepts (out of 84 total) for Eliminating Quality Waste

Process engineers use 84 change concepts to evaluate a process. Below is a summary of the 18 change concepts most frequently applied to improve productivity:

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| 1: Eliminate things that are not used | 10: Reduce classifications |
| 2: Standardize processes where possible | 11: Apply a default mode |
| 3: Consolidate functions and job classifications | 12: Minimize hand-offs |
| 4: Eliminate multiple entries | 13: Adjust to fluctuation demands |
| 5: Reduce or eliminate overkill | 14: Reduce set-up or start-up times |
| 6: Recycle or reuse | 15: Move steps in the process close together |
| 7: Use substitution | 16: Find and remove bottlenecks |
| 8: Use constraints and forcing functions | 17: Match staffing to demand |
| 9: Use reminder systems | 18: Shape demand. |



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Caldwell Butler & Associates, LLC

Caldwell Butler & Associates is an innovative firm specializing in strategic deployment of Lean-Six Sigma resulting in cost position improvement, financial turnarounds, and patient throughput optimization. Caldwell Butler & Associates has assisted hundreds of clients increase productivity, maximize patient throughput, and improve patient satisfaction. Our team is exclusively dedicated to healthcare and brings extensive practical experience in hospital operations to each project. Our knowledge of the healthcare environment allows us to implement effective performance improvement programs tailored to the specific needs of your organization. Caldwell Butler & Associates is the trainer of choice for both the American College of Healthcare Executives and the American Society of Quality. During the past decade, Caldwell Butler & Associates has personally trained thousands of senior hospital executives in the effective healthcare application of Lean-Six Sigma.

Unlike traditional consulting firms, Caldwell Butler & Associates believes on-site mentoring and apprenticeship are the most effective methods for achieving sustainable gains in performance. Our on-site programs empower your employees by providing them with the tools to attain new levels of performance. We offer proven techniques and methods for enhancing personal accountability, monitoring progress of initiatives and tracking your ROI on each project. Where most consulting firms are satisfied with finding “identified savings,” Caldwell Butler & Associates works along side your team throughout implementation thus providing you with a sustainable process for managing the entire productivity improvement cycle.

Caldwell Butler & Associates apprenticeship and mentoring programs include:

- Effective use of aggressive benchmarking data
- Proven techniques for non-negotiable goal-setting
- Methods of identifying waste and generating cost savings strategies
- Creation of implementable 100-Day Action Plans
- Flawless execution of performance improvement projects
- Creation of internal tracking methods for enhancing personal accountability