

# Journey to Excellence



## A summary of our first 100 days

*From the desk of Bob Olsen, CEO*



After the first 100 days on our Journey to Excellence, we can reflect on the huge accomplishments that have been achieved through your participation and excellent ideas. Staff in all departments have come together to focus on our quest to become a Best Practice Medical Center.

Our goal was to implement 10 process changes in each department that would eliminate waste and improve quality. In all 387 opportunities to eliminate waste have been identified with an estimated savings of more than \$7 million. Many have been implemented.

When we eliminate waste, we improve the quality of service and recover the costs associated with that waste. Every extra step in a process is an opportunity for an error. Improving quality and recovering costs of waste makes it possible for us to absorb future growth, sustain our organization and continue to be the employer of choice in the Yuma community.

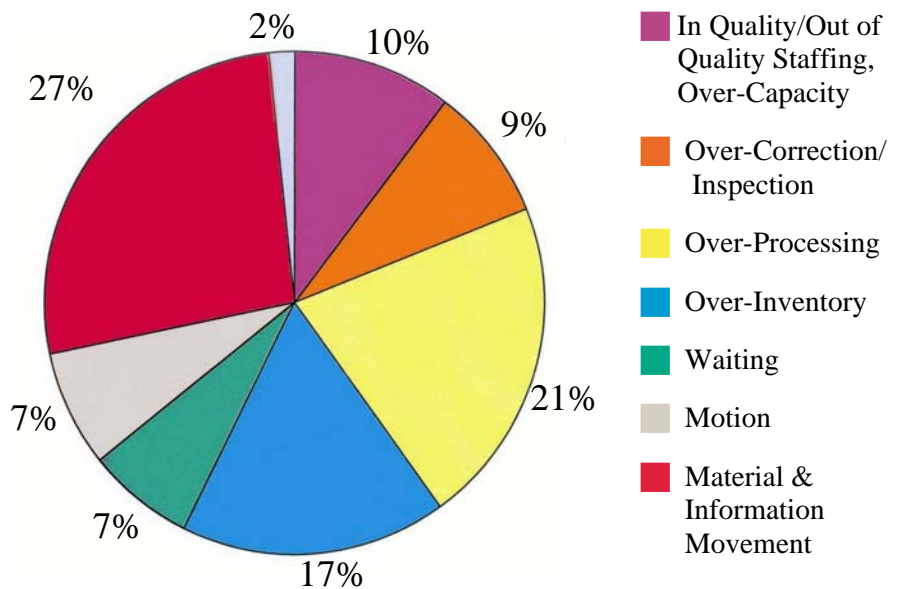
This first 100 days is not just a one-time project, but the start of an ongoing journey to Best Practice in everything we do. On Jan. 23 we will begin Cycle II. You will be hearing more about that from your directors in the next few days.

I appreciate your support and commitment to the Six Sigma way of thinking.

Thank you!

*Second wave key dates*  
**Launch of wave - Jan. 23**  
**30-day checkups - Feb. 21,**  
**March 21, April 18**  
**Finale celebration - May 9**

### Found! 387 process changes, by category of quality waste



This training has given us a new set of tools to reduce quality waste.  
 ~ Sharon Gardner  
 Human Resources VP

Six Sigma and Information Technology go hand-in-hand.  
 ~ Gene Shaw  
 Chief Information Officer

This isn't opportunities for cost savings, but true opportunities to improve quality.  
 ~ Pat Walz  
 Chief Financial Officer

This initiative has increased cross-team collaboration and empowered employees to try new things and question the status quo.  
 ~ Jim Hall  
 Professional & Support Services VP

Many of the process change projects that have been identified save less than \$5,000. But little things can add up. Here's a few examples of simple improvements:

- ▶ The Plaza Laboratory specimen refrigerator was relocated closer to the processing area.
- ▶ Care Coordination identified a point of contact at Yuma Rehabilitation Hospital assigned 7 days a week instead of Monday through Friday to improve communication and transfer processes on the weekends.
- ▶ ICU staff are now using a 14-foot oxygen tubing instead of two, 7-foot lengths attached together with a connector.

### The 2<sup>nd</sup> wave: rapid recovery cycle testing

To achieve Best Practice is not a one-time event, rather it is a Journey to Excellence. The second leg of the journey will have four parts:

- ◆ Introduction to advanced tools needed to increase the speed of implementing interdepartmental improvements (rapid cycle experiments).
- ◆ We will undertake two organization-wide multi-disciplinary process improvements:
  1. Reducing length of stay in the Emergency Department and improving patient throughput. This initiative provides us with an excellent opportunity to begin cross-departmental collaboration and apply the tools we've learned during the first 100-Day Workout.
  2. Establish process to assure 2 p.m. discharge times for inpatients.
- ◆ We will continue to monitor implementation of current improvement projects identified in the first 100-day workout and quantify and implement those that haven't been addressed.
- ◆ Each department will identify at least 2 additional projects that may be an interdisciplinary improvement opportunity.