

MaineHealth

## MaineHealth Knowledge Connection

---

Operational Excellence

---

8-24-2020

### Lean Daily Management: Keeping Quality and Safety at the Forefront During the COVID-19 Pandemic

Suneela Nayak  
*Maine Medical Center*

Ruth Hanselman  
*Maine Medical Center*

Natalia Johnson  
*Maine Medical Center*

Sydney Green  
*Maine Medical Center*

Follow this and additional works at: <https://knowledgeconnection.mainehealth.org/opex>



Part of the [Health Services Administration Commons](#), [Health Services Research Commons](#), and the [Influenza Humans Commons](#)

---

#### Recommended Citation

Nayak, Suneela; Hanselman, Ruth; Johnson, Natalia; and Green, Sydney, "Lean Daily Management: Keeping Quality and Safety at the Forefront During the COVID-19 Pandemic" (2020). *Operational Excellence*. 40.  
<https://knowledgeconnection.mainehealth.org/opex/40>

This Poster is brought to you for free and open access by MaineHealth Knowledge Connection. It has been accepted for inclusion in Operational Excellence by an authorized administrator of MaineHealth Knowledge Connection.

Executive Sponsor: Mark Parker

Facilitators: Suneela Nayak

Team Members: Ruth Hanselman, Natalia Johnson, Sydney Green

Plan

Problem/Impact Statement:

The Covid-19 Pandemic required unprecedented responsiveness across our hospital and health system. Hospital Operations needed to rapidly pivot workflows, communications, management and resources to provide safe care AND workforce safety. The Operational Excellence Daily Management System was well positioned to rapidly redirect daily practices to support Executives, Leaders and Care Teams work together to safely care for patients.

Scope:

In Scope:

Maine Medical Center’s Operational Excellence Platform for Improvement specifically the Daily Huddle, Gemba Walks, and

Out of Scope:

MaineHealth Operational Excellence

Goal/Objective:

To support frontline teams by pivoting the existing daily management system to create Gemba rounding, to gather and resolve safety concern throughout the Pandemic

Baseline Metrics/Current State: PRE\_COVID-19

Average Number of daily huddle participants : 40

Percent of Walks lead by members of the OpEx team per day: 40% (4/10)

Patient & Team Safety Concerns

• Same Day Closure= ~25%

• 4 weeks to Closure=~70%

• Long-term Open Items=~5%

Root Cause Analysis:

Low Attendance at Live in-person Huddle

• Competing clinical duties for Nursing and other Leaders

• Competing administrative commitments for Executives (meetings)

• Lack of flexible attendance options for huddle (limited promotion of virtual platform)

Limited Executive Leaders for Gemba Walks

• Schedule was fixed, not flexible

• A requisite number of walkers required every day

• Leaders cannot spare a full hour in the morning adding to an already full day

• Scheduling a walk was challenging

Countermeasures

Action	Owner	Completed
1. Leverage existing platform to launch the virtual huddle, that individuals across MaineHealth can join easily	Ruth Hanselman	March 2020
2. Create a process for executive safety rounds, assigning executives to daily walk routes based on their schedules	Ruth Hanselman, Sydney Green	March 2020
3. Develop content for Virtual Daily Huddle, including program announcements	Suneela Nayak	March 2020
4. Conduct remote coaching, to help teams advance improvement work and start KPIs (if they paused the practice)	Operational Excellence Team	April 2020
5. Add KPI presentations to existing executive rounding schedule, integrating improvement work	Suneela Nayak	May 2020
6. Build a reliable rounding schedule for frontline teams to facilitate conversations with leaders about quality and safety	Ruth Hanselman, Suneela Nayak	June 2020

Outcomes

Average Daily Huddle Participants:83

AVERAGE NUMBER OF HUDDLE PARTICIPANTS BY WEEK: MARCH - AUGUST 2020

WEEK

16-MAR

23-MAR

30-MAR

6-APR

13-APR

21-APR

27-APR

4-MAY

11-MAY

18-MAY

25-MAY

1-JUN

8-JUN

15-JUN

22-JUN

29-JUN

6-JUL

13-JUL

20-JUL

27-JUL

3-AUG

10-AUG

0

20

40

60

80

100

Percent of Walks lead by leadership: 100%

Patient and Workforce Safety Concerns

Total Safety Action Items = 232

Closed Safety Action Items = 228

Total Same-Day Closures = 125

Safety Action Items: March 16- August 11

Workplace Safety, Learning Needs, Practice Changes (85)

IT, Supplies, Equipment (52)

Patient Safety & Experience (35)

Organization-wide Communication (24)

Parking & Shuttle (21)

Human Resources (15)

Closed

Closed Same Day

Still Open

Next Steps

1. Continue to hold Virtual Daily Huddles, enrich content and agenda as needed to accommodate organizational need

2. Monitor capacity for continued Executive led Gemba Walks as program grows and expands

3. Develop infrastructure for Leader as Coach and Spread of Best Practice

Act