Improving Patient Care Through Operational Excellence
Radiology Champions Complete Training, Begin the Gemba Walk

On April 5, the eighth wave of employees began Operational Excellence three-day training. The trainees were all members of Radiology, including staff from MRI, Nuclear Medicine, Ultrasound, and CT Scan. They ranged from new employees to nurses of 30-plus years at MMC.

The three-day training consists of presentations, interactive workshops, and hands-on experience, which all prepare the trainees for doing a real Gemba walk on day 4. Department “champions” are chosen by leaders to attend training and bring what they learn back to their colleagues.

Day one began with introductions and a history of Operational Excellence. In the afternoon, the team participated in a “waste walk,” touring their department looking for ways that time, space, and energy could be better used. The Nuclear Medicine team, for example, took notes of a restroom light that doesn’t always turn on and a supply closet that is far away from the diagnostic room where the supplies are needed.

The wastes are used to create KPIs. The trainees were excited to talk about the wastes they found, and eager to learn how they could help solve the problems.

“OpEx is about making small course corrections, turning our ship every day in a direction that will take us into our future,” says Suneele Nayak, Director, Operational Excellence, who leads the training sessions. “It’s about taking

*Continued on back*

Eric McAvoy, (center) has embraced Operational Excellence and now sits on a panel of OpEx champions, talking to trainees about his OpEx experience.

MMC has now completed more than 200 KPIs, far exceeding our 2016 AIP goal of 130. Congratulations!

OUR Place! Employee Giving Starts Monday, May 23

- Look for an email next week with a pledge link or donate in person (details to come)
- See “OUR Place is a 24-Hour Place,” the new 2016 OUR Place! video starring many of your colleagues
- Check out the 2016 teal tees, and find out the special reason the color was chosen
MMC celebrated Nurses Week last week with recognition events, giveaways, massages for staff, and raffles.

On Thursday, more than 40 nurses and CNAs were recognized for their dedication to our patients at the Nursing Excellence Awards ceremony. Awards included, DAISY and PETAL Awards, Clinical Excellence, Nurses as Teachers, Quality, Nursing Research, the Laura Vogel Humanitarian Award, and the Team Award. Marjorie Wiggins, SVP, Patient Care Services and Chief Nursing Officer, led the ceremony and helped hand out awards.

Pictured: Sheila Parker, R.N., V.P., Patient Care Services, left, presents an award for Clinical Excellence to Stacy Lemore, BSN, R.N., CLC, of the Mother-Baby Unit, right, at the Nursing Excellence Awards ceremony.

‘Improving Patient Care’ from front

ownership of your work to do what’s best for patients.”

Some wastes seemed way too big to tackle at first, but the team was able to break down the problem into manageable tasks and KPIs. Many were surprised to find that their colleagues face challenges similar to their own, such as patient transport delays, and were eager to solve these problems together.

“A KPI might not always fix the problem,” says Eric McAvoy, Senior MRI Technologist. “But it can help identify the cause.”

A self-described skeptic, McAvoy was at first hesitant about OpEx. As he heard about other department’s successes, joined Gemba walks, and created KPIs, he started to see how the program gives employees the tools to create change in their workspace.

Wednesday, day two of training, the trainees went back to their departments and introduced their colleagues to team training. Some of the colleagues were skeptical, disinterested, or unsure how OpEx would affect them. The trainees embraced the challenge and offered each other advice for how to get everyone on board.

“Getting buy-in from team members is essential to the success of Operational Excellence,” says Nayak. She says sharing success stories and talking to people one-on-one can help get them to understand and accept the program.

On day three the trainees did a practice Gemba walk. They shared KPIs and answered questions, preparing them for a real Gemba walk.

Each day of training ended with a “Report Out” where hospital leaders share their OpEx experiences with the trainees and the trainees share what they’ve learned. The trainees were excited to see their own leaders taking part, but also to meet some other hospital leaders for the first time.

Day four came the real test, when the trainees participated in the morning Gemba walk. Each team presented their KPI boards to hospital leaders and their own staff.

“I actually came in on my day off to do our first Gemba walk,” says McAvoy. “It was nerve wracking, but at the same time exciting; senior leaders were asking my opinion and feedback.”

Now that the Radiology team has been part of Operational Excellence at MMC for a few weeks, they are fully immersed in the program and presenting boards daily.

“I was a classic Operational Excellence non-believer, but with guidance from Suneela and Ruth (Hanselman, OpEx Project Coordinator) and the backing of administration, I think it’s going to do great things for the hospital,” McAvoy says.