*MSU-IMSE and* *MontanA Flex Program’s Rapid Improvement Events internship*

Lean Healthcare Project Facility Application- 2020

## Project Background and Description

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| --- | --- |
|  | Two interns from Montana State University’s Industrial and Management Systems Engineering (IMSE) Program will conduct rapid process improvement projects at eight Critical Access Hospitals (CAHs) across Montana. Prior to deployment, interns will receive education and training in lean healthcare concepts, principles, tools and their application relevant to the hospital setting. The interns will spend two weeks at each selected CAH to implement a **pre-determined focused** process improvement project selected by each facility **under the direction of an appointed hospital contact and the CAH CEO**. The interns’ work will be supervised and coached daily by a graduate of the IMSE program with experience in this lean healthcare program via distance communication, with additional training and consulting provided by an IMSE faculty advisor. The interns will conduct a follow-up conference with the appointed hospital contact and the CAH CEO two to four weeks after completing the onsite project. |

## Objectives

|  |  |
| --- | --- |
|  | 1. To apply and incorporate lean process management principles to MT Critical Access Hospitals systems via a rapid improvement event.  2. To collaborate with MSU Industrial & Management Systems Engineering (IMSE) Department in the delivery of this project to MT CAHs.  3. Create and coordinate a means for IMSE interns to apply their knowledge and skills in a rural healthcare setting.  4. Collaborate with existing Lean projects when applicable. |

## Facility Obligations

|  |  |
| --- | --- |
|  | * Housing for intern while on site for two weeks * At least one meal per day; preferably 2 per day * Any problems/issues will be communicated with MT Flex- Lean Healthcare project contact in a timely manner * **The main project contact and the CEO (if available) will participate in a follow-up interview which will be scheduled approximately four weeks after the on-site project** |

## Program Expectations

|  |  |
| --- | --- |
|  | * **CEO involvement with intern in project development is essential** * CEO and main project contact will ensure the key members of the department affected by the project are on-board and available for project participation * Hospital staff will cooperate with intern and ensure, to the best of their ability, a positive relationship with the intern * Hospital staff will provide the intern with the tools, information and materials that will enable them to complete the project * Historical data, for process analysis, will be made available to the students at the time of their arrival at the facility |

## Reporting

|  |  |
| --- | --- |
|  | * The IMSE Students &/or coaches may request data from the hospital related to each project. Students will comply with each hospital’s HIPAA requirements. * IMSE and MT Flex reserve the right to request periodic reports regarding progress/outcomes. * The IMSE interns will prepare and submit a final report for the facility and Flex by Sept. 4, 2020. |

## Eligibility

|  |  |
| --- | --- |
|  | All Montana CAHs are eligible to apply for participation in the IMSE/Flex Lean Healthcare project. Only complete applications submitted on or before the application deadline of March 27, 2020 will be considered. **A complete application consists of pages 4-6 of this document.**  If a chosen facility determines they are unable to participate in this project, the next acceptable applicant will be offered the chance to participate. CAH projects are determined by mutual agreement between the CAH and the IMSE faculty representative based on efficacy and reasonableness especially given the short time frame of the rapid improvement event. |

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## High-Level Timeline/Schedule

**Important Lean Healthcare Project Dates**

March 3, 2020

Lean RIE Internships Project applications distributed State-wide

**March 27, 2020**

**Application deadline**

Return to Jamie Schultz, Rural Hospital Improvement Coordinator: [jamie.schultz@mtha.org](mailto:jamie.schultz@mtha.org)

By April 3, 2020

Applications reviewed and facilities and interns selected

April 6, 2020

Project definition form to selected facilities

April 17, 2020

Intern/facility assignments and travel schedule finalized

May- July, 2020

Conduct project planning & scoping calls (calls will be scheduled for 2 to 4 weeks prior to student arrival)

**June- August, 2020**

**Interns on site- See page 4 of this application for site schedule**

**July- August, 2020**

**Project stakeholders, interns, coaches and MT Flex conduct project follow-up calls**

Prior to Sept 4, 2020

Projects completed and summarized; assessment interviews completed

**MT Flex Project Contacts:**

|  |  |  |
| --- | --- | --- |
| Jack King  Flex Director  [jack.king@mtha.org](mailto:jack.king@mtha.org)  406.457.8016 | Jamie Schultz  Rural Hospital QI Coordinator  [jamie.schultz@mtha.org](mailto:jamie.schultz@mtha.org)  406.457.8002 | Jennifer Wagner  Flex Project Specialist  [jennifer.wagner@mtha.org](mailto:jennifer.wagner@mtha.org)  406.457.8000 |

**Lean Healthcare Project Application Form**

Facility name\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Location \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ CEO \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Main Project Contact (MPC) for this Lean Healthcare Project application and documentation submission. This person must be available during the project period. Please print clearly.**

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Name Phone number

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Email

**Project on-site and follow-up call schedule. Indicate *all* dates when you can accommodate intern activity at your facility. Key staff members from the department(s) affected by the project *must be available* during the time period. (Please rank by preference or NA)**

|  |  |  |
| --- | --- | --- |
|  | June 1- June 12 | (Must be able to accommodate two Interns for this session) |
|  | June 15- June 26 |  |
|  | July 6- July 17 |  |
|  | July 20- July 31 |  |

**Facility responsibilities and expectations. *All must be initialed by both the CEO and the Main Project Contact (MPC) before application will be considered***

|  |  |  |
| --- | --- | --- |
| CEO | MPC |  |
|  |  | The main project contact will spend time with the intern and assist in defining the project and help with problems that may arise |
|  |  | The facility is able to provide housing for the intern(s) while on site |
|  |  | The facility can provide (at least) 1 meal/day |
|  |  | The facility can provide a work station for the intern with internet access |
|  |  | The main project contact will enable the intern with materials and information necessary to complete the agreed upon project **and** relevant data will be pulled before the arrival of the intern, if possible. |
|  |  | The department affected by the improvement project will be informed of project goals and expectations and will actively participate in any analysis and implementation efforts |

**Project Selection**

**E. Briefly describe 2 possible rapid improvement events for implementation at your facility in priority order. The list, *on page 8*, provides examples of possible projects and their associated metrics. *Project selection is determined by mutual agreement between the CAH and the MSU-IMSE faculty based on efficacy and reasonableness.***

**First choice**

Describe the rapid improvement project the intern will address. Who are the stakeholders in the project? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

What issues/problems are you experiencing with the current process?

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What metrics will be used to measure the improvements made during the project (see last page for a list for possible metrics associated with common healthcare improvement projects) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

What do you hope to achieve by the end of the two-week event? State in clear, specific terms that are measureable

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Is there existing data available to be used for tracking these metrics?

|  |  |
| --- | --- |
|  | YES, please describe: |
|  | NO, but we can collect data prior to the intern’s arrival. I may need help determining what data to collect. |
|  | NO, but the students will be able to observe enough events to fully understand the issues/problems in a short period of time |

**Second choice**

Describe the rapid improvement project the intern will address. Who are the stakeholders in the project? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

What issues/problems are you experiencing with the current process?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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What do you hope to achieve by the end of the two-week event? State in clear, specific terms that are measureable \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Is there existing data available to be used for tracking these metrics?

|  |  |
| --- | --- |
|  | YES, please describe: |
|  | NO, but we can collect data prior to the intern’s arrival. I may need help determining what data to collect. |
|  | NO, but the students will be able to observe enough events to fully understand the issues/problems in a short period of time |

**Required signatures: *Applications without required signatures will not be eligible for consideration.***

**I have read and understand the timeline, guidelines and criteria for participation in the Lean Healthcare Project.**

Main project contact \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date\_\_\_\_\_\_\_\_\_\_\_\_

CEO\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_

**APPLICATIONS MUST BE POST-MARKED OR EMAILED NO LATER THAN March 27, 2020!**

**Late, unsigned or incomplete applications will not be considered for this project.**

**A complete application package consists of Pages 4-6 of this application.**

**Email or mail complete applications to:**

MHA (Montana Hospital Association)

Attention: Jamie Schultz

2625 Winne Ave

Helena, MT 59601

**email:**[***jamie.schultz@mtha.org***](mailto:jamie.schultz@mtha.org)

**fax: (406)457-8039 attn. Jamie**

**Project Ideas & Examples of Metrics:**

|  |  |  |
| --- | --- | --- |
| **Area of Improvement** | **Department(s)** | **Example Metric(s)** |
| Financial Performance | Business Office | Decrease Time to Process Funds Received |
| Decrease Billing Cycle Time |
| Transcriptions | Reduce # of lines waiting for transcription |
| Reduce # of days/hours of documentation |
| Front Desk/ Check-in/ Admissions/Check-out | Increase accuracy of insurance information |
| Decrease # (non)Insured Patients w/unpaid balances |
| Increase # upfront collections |
| Decrease # of unpaid/unprocessed visits |
| Inventory Management | Supply/ Inventory/ Pharmacy | Reduce amount of inventory ($ or days) |
| Reduce loss associated with outdated inventory |
| Reduce ordering time/errors |
| Reduce search time/ travel time |
| Reduce # of billable items that are not billed out |
| Decrease the amount of $ in lost supplies |
| Patient Scheduling | Clinic/Outpatient Services/Lab/Clinic | Increase the accuracy of time allotted for scheduled appt's |
| Decrease # walk-ins/ increase # scheduled appt's (follow-up visits) |
| Decrease patient cycle times (check-in, lab services, etc.) |
| Staffing/ Cycle Times | Any Department | Reduce amount of non-value added time in any process |
| Decrease search time/travel time |
| Reduce travel distance (layout changes) |
| Decrease set-up/ break-down time |
| Decrease change over time |
| Maximize staffing requirements/ utilization |
| Patient Satisfaction/Safety | Any Department | On time delivery of service (Increase accuracy of arrivals at scheduled start time) |
| Decrease admissions/discharge process times |
| Decrease # of possible patient confidentiality infringements |
| Increase bar code scanning accuracy |
| Increase hand washing events |
| Increase use of preventative measures for those with Falls Risk |
| Increase the documentation of use of preventative measures (Falls) |
| Increase number of falls patients receiving follow-up care/instructions |
| Increase visibility of patient safety measures (call lights, signals, etc.) |
| Improve patient communications with providers/ nurses |