

LEAN Idea Board Re-launch in the Critical Care Setting

Lisa Bergendahl, RN, BSN, CCRN-K, Director of Critical Care; Haley Litchfield, CNA; Jennah Mahler, Lean Facilitator

Beth Israel Deaconess Hospital - Plymouth

Introduction/Problem

Background/Measurement:

Use of idea boards at BID-Plymouth was stagnant. Staff had many great ideas but there was no standardized process to follow up on these ideas. Administrative support for staff ideas was minimal and follow up was ineffective.

With the support of senior leadership, a group was gathered to re-launch the process using A3 thinking. Critical Care Center, CCC, was the pilot unit for the hospital wide project. All experimentation was done on the unit with the CCC staff involvement.

A user friendly sustainable process was implemented to engage staff in the improvements needed for their workplace. The goal of the process was to increase staff satisfaction and improve the patient experience.

Aim/Goal

- Hospital wide standard training, process and tools
- Regular Lean support
- Hospital and Unit celebrations of successful ideas
- System for sharing ideas with other units





The Team

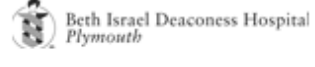
- Critical Care Staff
 - Lisa Bergendahl BSN,CCRN-K
 - Janeen Silveira RN, MSN
 - Haley Litchfield CNA
 - Tricia Tavares RN
 - Jennah Mahler, Lean Facilitator

The Interventions

- Development of standardized training
- Consistent rollout plan-training, support, follow up
- Idea of the month/year
- Yokoten folder created on shared drive for idea sharing
- Add calendar reminders for Lean huddle
- Quarterly meeting for managers for support and discussion of barriers

Results/Progress to Date

 IDEA	 TO DO	 DOING	 Last Review _____ Next Review _____ Lean Support _____ DONE
Idea Cards	Waiting for Review	Work in Process	Success Stories
New Ideas	Waiting for Capacity	Just Do It	Resolved
	Kick Up	Just Do It	Kick Out

New Idea

Date:_____ Name:_____

What is the problem?_____

Why/When is it happening?_____

☐Day Shift ☐Evening Shift ☐Night Shift

Potential Solution:_____

*****Below filled out with team during review*****

Owner:_____

Date Done:_____

All ideas stay on the board to keep staff updated and informed on the idea.
Eliminated cost associated with printing idea cards by making printable template.

For more information, contact:

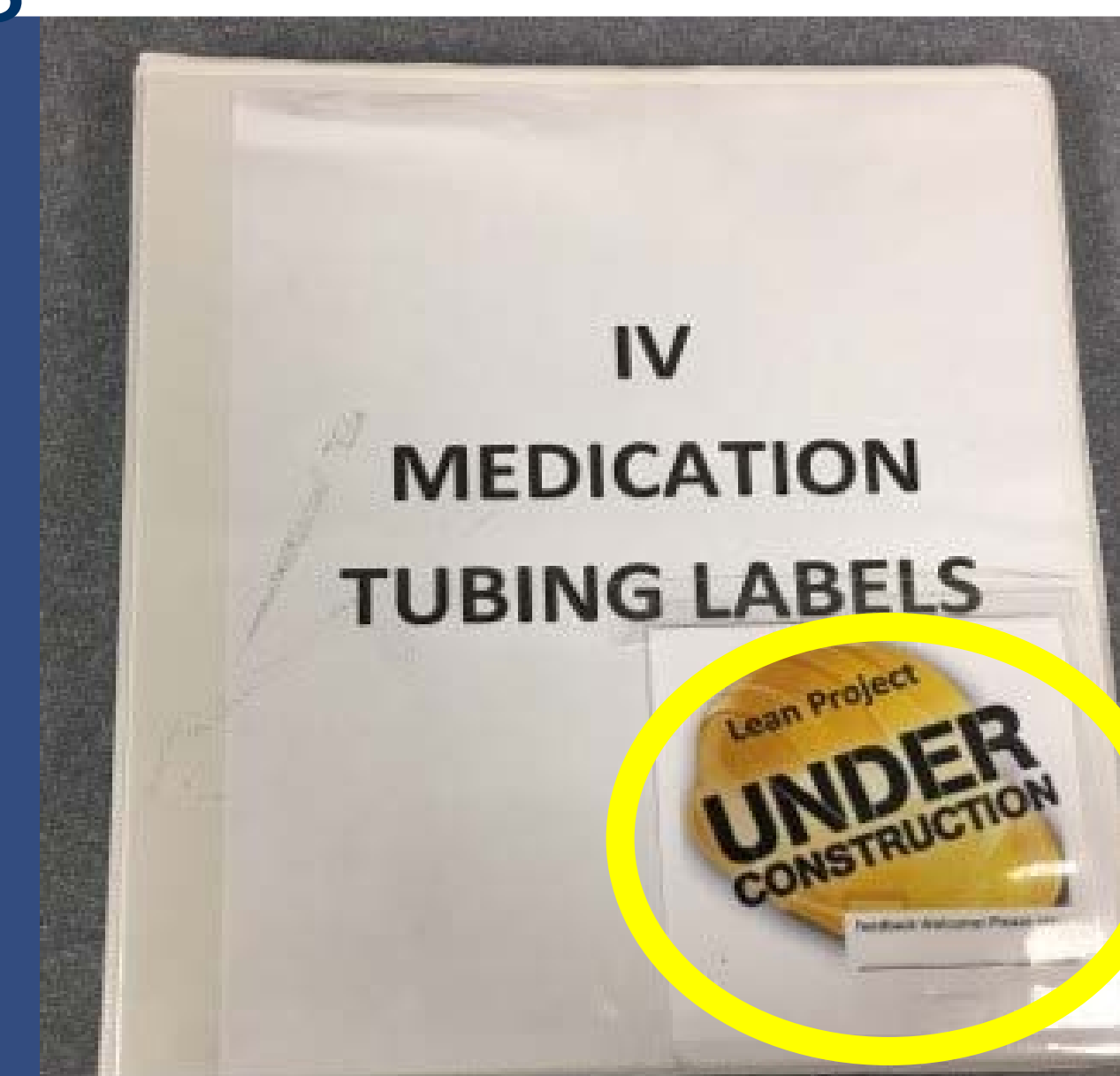
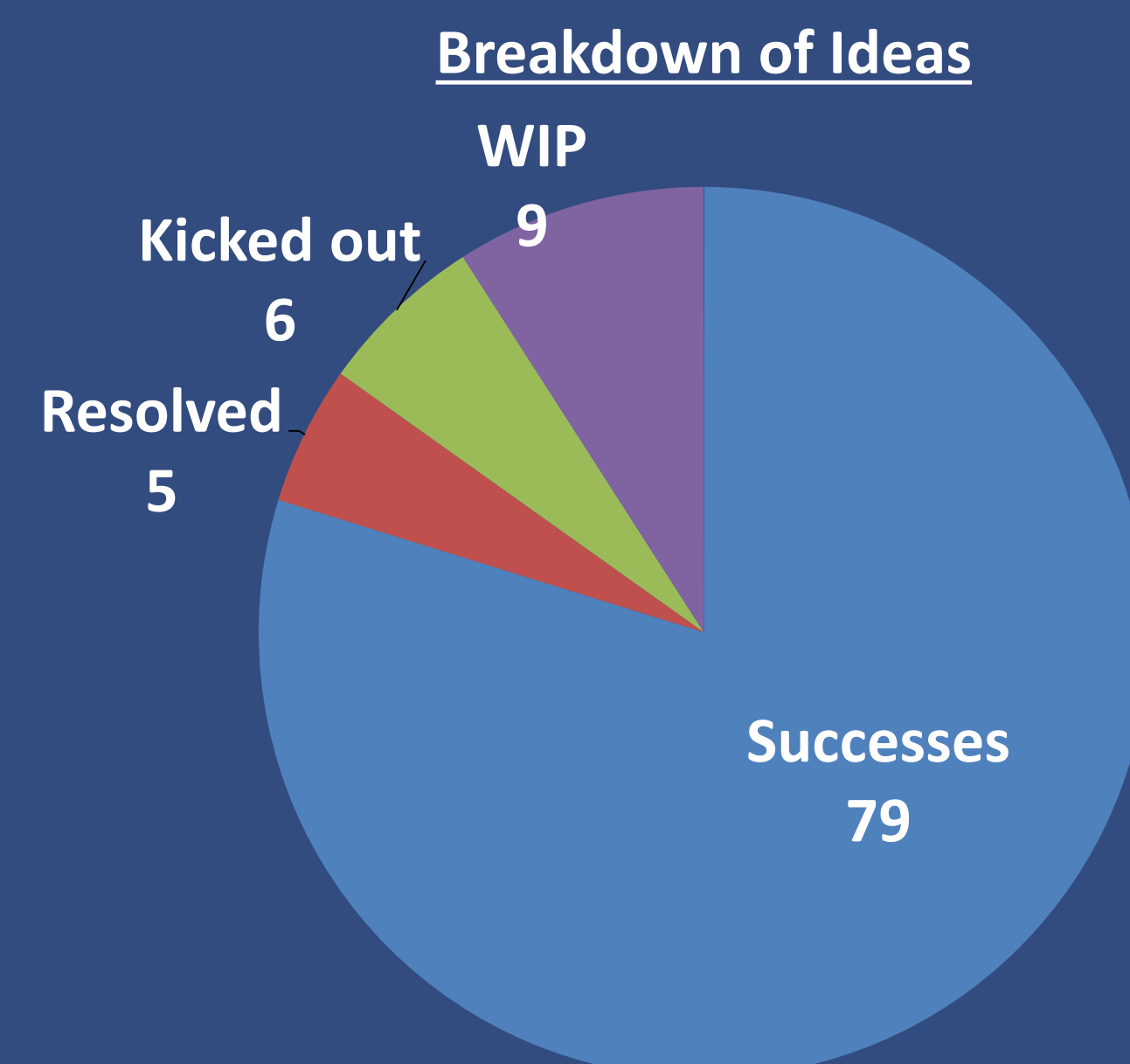
Lisa Bergendahl, RN, BSN, CCRN-K lbergendahl@bidplymouth.org

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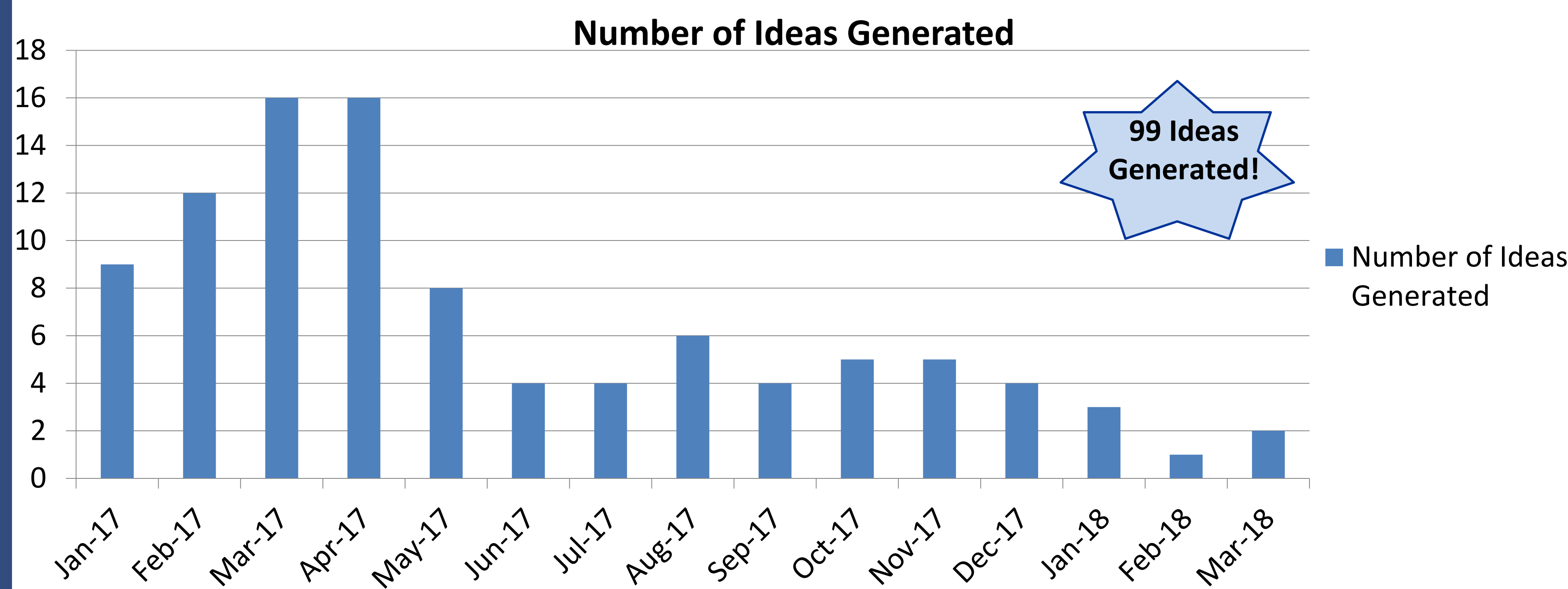
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More Results/Progress to Date



Staff need the visual cue of the board being moved out to the central area in the unit to attract them to the weekly huddle. We chose by the central monitoring system to be sure not to miss any alarms or call lights.



Initially the number of ideas were high with quick fix successes. As the complexity of the ideas has increased, the number of ideas generated has leveled off.

- It is challenging to keep all staff aware of changes and idea experimentations. To combat this barrier we created a visual indicator to identify the experiment and who to see to provide feedback.
- Above Fall Bundle is an example of eliminating waste which was also selected as "Idea of the Month".

Lessons Learned

- A system is needed to keep all staff in the loop.
- The manager must empower and engage frontline staff to take on responsibility of working through ideas and implementing solutions.
- Focus on your unit and what you can control under that unit's scope. Kicking out ideas is difficult but necessary.
- It often takes a village to come up with a solution.

Next Steps

- Quarterly meetings with board administrators to discuss barriers and provide support
- Mentor and engage other units to regularly hold Lean Idea Board huddles
- Continue to evaluate and monitor performance through staff safety surveys and Press Ganey scores

For more information, contact:

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