



## Lean ETCHNET page launched

The Lean Process Improvement Department has launched an ETCHNET page to help drive continuous improvement at Children's Hospital.

The new page can be found in the ETCH Team section and will contain links to a lean calendar of events, training presentations, lean documents and, most importantly, a lean project request form.

Lean is an employee driven program that focuses on making incremental improvements in our work area every day. The lean project request form is a great way for your voice to be heard. All lean continuous improvement events are based on employee requests and suggestions.

The new ETCHNET page will provide an easy way for employees to submit responses and help plan our lean journey. Each response is highly valued, including constructive criticism, and will help ensure the success of lean implementation at Children's.

A special thanks to Steve Vail in Information Systems for design and development of the ETCHNET page. ■

# Pharmacy conducts value stream mapping to plan for renovations

by Isaac Mitchell, Lean Process Coordinator

With the help of six lean team members, Children's Hospital recently conducted a value stream mapping session in the pharmacy to evaluate and understand current processes and to plan for future changes and renovations.

Value stream mapping is a lean planning tool used to quickly visualize all of the steps required to bring a product or service from start to finish. Maps are created using simple graphics, or icons, to show the sequence and movement of information, material and actions in a process. Value stream mapping is a team driven process that focuses on customer requirements; customers include patients, patient families, physicians, hospital employees and other departments. Value stream mapping is a powerful tool because it speaks a common language that allows us to visually identify improvement areas. Results from a value stream map create a blue print, or plan, to meet customer needs.

During the three-day lean event, team members (Jim Cathey, Kara Jones, Terry King, Isaac Mitchell, Judy Potter and Ben Welch) identified and completed 12 value stream maps for major processes in the pharmacy. The team identified every step in each process and mapped it out on large sheets of paper. Once the team understood the current process, improvement opportunities were identified on the map using kaizen burst (kaizen means



*Team members work on a floor layout based on findings from the value stream maps, employee suggestions and spaghetti diagrams.*

continuous improvement). These kaizen burst, or process improvement opportunities, will set the course for future lean events and improvements.

After the team understood the current process, it was time to review the layout of the pharmacy. First, the team reviewed employee feedback and comments on the current floor layout. A list was then compiled of employee suggestions and changes. Second, the team reviewed spaghetti diagrams previously conducted in the area. A spaghetti diagram is a visual representation of an employee or product movement through an area. These diagrams are useful in identifying wasted motion and transportation to help identify the best location

**See LEAN, page 3**

## **SMOKE, from p. 1**

leaders believe the tobacco-free workplace concept can lead to critical education to all members of the community regarding the health risks associated with smoking and tobacco usage.

"As a health care facility that solely focuses on children, we have an obligation to the patients and families we serve to provide an atmosphere of care that is optimum in every way," said Keith Goodwin, President and CEO of East Tennessee Children's Hospital. "Children's Hospital believes this extends to our patients' caregivers and their personal commitment to their own health as part of our vision statement: Leading the Way to

Healthy Children. Children's Hospital has been aggressive in the past year expanding wellness initiatives that will make a difference in our employees' health, and our administration believes this smoke-free policy for employees is a key to wellness for every man, woman and child that visits, is treated at or works in our facility."

According to the CDC, more than 443,000 Americans die each year due to tobacco-related diseases. Additionally, smoking costs the United States economy more than \$193 billion each year, divided between health care costs and lost productivity.

"As we continually work to provide outstanding patient care for those in our region, we also

must recognize the importance of providing an environment that promotes good health for our employees and the community," said Joseph R. Landsman, Jr., President and CEO of The University of Tennessee Medical Center. "We recognize the issues and challenges involving the use of tobacco in this community and believe that implementing a tobacco-free workplace policy for the area's hospitals is a great step toward promoting healthy lifestyles and encouraging smoking cessation."

The CEOs will continue to monitor progress and consider further actions or policies related to tobacco usage on their campuses that could promote better health for patients and families. ■



# Making the Rounds

## QUALITY MANAGEMENT

Children's Hospital's Quality Management Department is responsible for coordinating and improving the hospital's Quality Management Plan, which is designed to ensure patients receive quality medical care in a safe, risk-free environment.

The QM Department monitors and evaluates patient procedures and processes to ensure consistency and effectiveness, as well as continuously benchmarks against other health care organizations through a variety of databases.

The department also maintains the database for safety reports. The results of these activities are sent to hospital, physician and board leaders who evaluate and take appropriate

action to improve care and services. QM also promotes a culture of safety and performance improvement through training, coaching and consulting.

One of its most recent projects, in conjunction with medical staff leadership, was the development of a twice-yearly performance report for each individual medical staff and Allied Health member at Children's Hospital.

Quality Management is located on the third floor of Koppel Plaza. The department, which is directed by Alzena Abernathy, includes three other staff members – Cathy Moore, Karen Martin and Jennifer Dennison. Abernathy, Moore and Martin hold national credentials as Certified Professionals in

Health Care Quality (CPHQ) and Health Information Management/Technology.

Hours are Monday through Friday, 8 a.m.-4 p.m. To reach the department, call 541-8623.

## PASTORAL CARE

The Pastoral Care Department provides around-the-clock spiritual and emotional support for patients, families and staff. The department consists of three chaplains – Department Director Rick Callaway, Stan Fleming and Sandy Foster – and an assistant chaplain – Shirley Bunting.

Patients and families who are facing a crisis situation are the chaplains' first priority. "When a family is in a medical crisis, it is the chaplain's job to ensure that the family is being taken care of," Callaway said.

Support from chaplains includes making sure the family has a quiet place to rest and is receiving frequent updates about the child's condition.

For the staff of Children's Hospital, the chaplains offer counseling and support. They also serve as liaisons between the hospital and other area clergy by developing and maintaining close relationships throughout the religious community. Special services are held periodically in the chapel, which is located on the first floor of the hospital near the main lobby.

The Pastoral Care Department is located on the second floor of Koppel Plaza. Staff hours are Monday through Friday from 8 a.m. until 6 p.m. and Saturdays from 8 a.m. until 4 p.m.

However, a staff member is on-call at all times for emergency assistance. To speak to a staff member of Pastoral Care, call 541-8476. ■

## LEAN, from p. 2

for work stations, equipment and inventory.

Based on this information, team members began creating a new layout using a scaled AutoCAD drawing of the pharmacy with equipment cutouts that team members could move around.

After the team agreed on a final floor plan, the plan was verified by reviewing the value stream maps step-by-step and confirming product and employee movement through the new floor layout.

The new floor layout will reduce wasted motion by employees and product transportation. These improvements will also decrease excess inventory and will allow for better communication between employees, which will result in fewer defects and waiting waste.

Throughout the next couple of months, improvements will be implemented based on an action plan created from kaizen burst and creative input from the team. There will also be several additional lean events in the pharmacy to complete the action items list and implement lean tools such as 5S, Visual Control and Kanban.

Look for upcoming events in the NICU where we will implement a lean tool called 5S, which will create a more systematic and organized approach to the workplace. ■

## Be Well

### Employee Health and Wellness Notes

As we mentioned in the last *Express*, February is American Heart Month. Did you know heart disease is the #1 cause of death for women in the United States?

There are many projects designed to help women learn about and prevent heart disease. Among these are the CDC's Heart Disease and Stroke Prevention Program. Health departments in 41 states and the District of Columbia currently receive funding for the program, which stresses policy and education to promote heart-healthy and stroke-free living and working conditions.

Today, we're learning more and more about the way our health needs change over time. While some things never change, like the need for a healthy diet, regular exercise and a positive attitude, other aspects of your health are simply due to your stage of life.

Things you can do:

- Know your cholesterol and triglyceride numbers.
- Keep an eye on your calorie count.
- Eat from each of the six food groups as recommended by the USDA and the American Heart Association.
- Set realistic heart health goals with your doctor.
- Learn the lifestyle choices that can decrease risk.

No matter what your age or where you feel you are in your life, the best time to take action and get healthy is always right now.

To learn more, visit [www.americanheart.org](http://www.americanheart.org) and [www.goredforwomen.org](http://www.goredforwomen.org). ■