Managing Late Day Work in the Ultrasound Department: A Quality Improvement Project

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**Define**

- **Elevator Speech**
  - End of Day Job US
  - Project: Ultrasound Late Day Hand Off Project
  - Objective: Manage the workflow to employee schedule time

**Measure**

- **Survey Employees**
  - Rate your satisfaction level on a 9-point scale to work at the end of day

**Analyze**

- **Lists of Wastes & Causes**
  - Over Shift Measurements

**Improve**

- **PDSA**
  - PDCA Cycle: Plan, Do, Study, Act
  - Evaluate and implement changes

**Control**

- **Impact Effort Grid**
  - Prioritize and manage resources
- **Kaizen**
  - Continuous improvement
- **A3 Status Report**
  - Document progress and outcomes

**Fishbone Diagram**

- **Affinity Diagram**
  - Identify root causes
- **Control Chart**
  - Monitor and control processes

**Milestones**

- Overall Project Start Date: 7/27/2011
- Completion Date: 2/29/2012

**Project Description**

- Ad hoc: General Service (Christine Rudd), PSR (Kim Reinsvold), Lab Medicine (Kelly Blute)

**Over Shift Measurements**

- In-patients scanned late afternoon
- Unneeded Motion
- Overprocessing
- Misutilization
- Transport

**Protocolize labwork**

- Assign other staff to watch for results.
- Design a pull or alert system when labs posted.
- Can US get patient's scan completed before 5pm?
- Schedule tests need to leave 1 hour for lab work prior to procedure

**Impact Effort Grid**

- Task: Standardization
- Goal: Clarification
- Impact: Team formation, buy in, pain, boiling the ocean, show success
- Resources: Values for measuring change flexible

**Issues/Barriers/Comments**

- 50% of late shift lab requests
- Radiologist support of project
- Change in ordering systems

**Kaizen**

- Procurement of new technology
- Clinical Assistants education re' process
- Scheduler triage screen not consistent with lab order
- Time frame between lab draw and results not included in scheduling process (1 hour turn around time)
- Procedure time scheduled before lab arrives because they aren't available
- Transporter called time
- Not enough time between draw and check procedure
- Late in-patient scanned patients have no RN room & assess 1st procedure
- Patient's need information that it takes 1 hour for lab results

**Accomplishments**

- 11/2011
- 6:30am In-patient scheduler
  - 2nd 6:30am in-patient scheduler
- 7:15 scan start/8:15 procedural start
- Data measurements: beginning of week over shift work greater/8-4:30 shift greatest OT
- Milestones