Increasing the Number of Frontline Improvements Completed in Breast Imaging and Intervention's Improvement System by Using Lean Principles

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The Breast Imaging and Intervention's (BII) frontline daily improvement system was not being fully utilized and staff identified issues, known as PCSIs, were not addressed in a timely manner. The goal of this project was to increase the number of BII’s PCSIs resulting in improvement from an average of 1.3 per month at baseline to 3 per month by May 31st, 2016.

Baseline measurements were gathered by counting the number of PCSIs that resulted in improvement which averaged 1.3 per month (4 total projects from December 2015 to February 2016). See Figure 1.

Utilizing an A3 Problem Solving Form, the BII team identified the root causes of the problem to be:

- Staff struggled bringing forth issues and defining a problem statement
- No structured system to progress an active PCSI forms
- Poor communication of active PCIS

Based on the root causes, the team used Plan-Do-Study-Act (PDSA) cycles to test several changes. The main changes implemented were:

- Implemented a structured coaching strategy to define a clear problem statement
- Identified select staff as coaches
- Creation of an intake process
- Standard and visual PCSI process flow

By October 2016, after a few revisions to the improvement system, the team was completing an average of 5 projects per month.

The team learned incorporating transparency into the daily improvement system which led to increased communication of project status and increased awareness of change.

Better compliance needed for the PCSIs entering the Improvement System to follow the swim lane
The PCSIs need to be completed based on data and follow the direction of the department
Track defects
Gather data
Better empower the frontline staff to engage with the Improvement System and to lead their PCSIs
Education
Training
Real-Time Hands-On Learning
Planning for staff to participate during the workday

Lessons Learned

Opportunities for Growth

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Figure 1

Figure 2

Figure 3

Figure 4