

Value Stream Mapping Of a Birthing Center

www.rwd.com



Client Challenge

A patient care unit (PCU) in a healthcare institution—the birthing center—wanted to identify key opportunities for improvements in its processes. Specifically, this unit was committed to learning how value stream mapping could be applied to its environment. It desired to understand how to identify process opportunities, prioritize them, and develop an implementation plan with which to move forward. For help in achieving these goals, the birthing center’s leaders called on RWD—longtime experts in value stream mapping and other lean methodologies.

Our Approach

The RWD/birthing center lean team first documented the current state of the unit’s processes in a value stream map of the patient flow, and a swim lane diagram of procedure and process flows. Areas of waste were noted and listed as potential opportunities. From all the information that was gathered, the lean team developed a future state map of what the unit could achieve. They documented action items, additional improvement opportunities, and possible impediments. Finally, a master plan was developed that provided milestones, key tasks, metrics and assignment of ownership.

Our Solution

In the PCU level/birthing center, the RWD/birthing center lean team identified visual management and other lean tools that could bring improvements in areas such as patient satisfaction, physician availability, IT functions, temp costs, intra-area communications and overtime. In the post partum area, they defined ways to impact communication, excess walking and seeking, supply locations, standard procedures and policies, and much more. Various methods were identified to extract process improvements in room cleaning services.

Results

Over the course of the 12-month plan, many process improvement and other gains were anticipated, such as:

- Improved patient satisfaction scores
- Increased caregiver time with patients
- Inventory costs reduced by 25 percent in the PCU
- Improved material replenishment system for supplies and tools
- Improved workforce morale
- Implementation of standard policies, procedures and work practices across all shifts
- Development of a cross-trained workforce