HAM 15-0131 A robust Lean method for improving the



medication management process



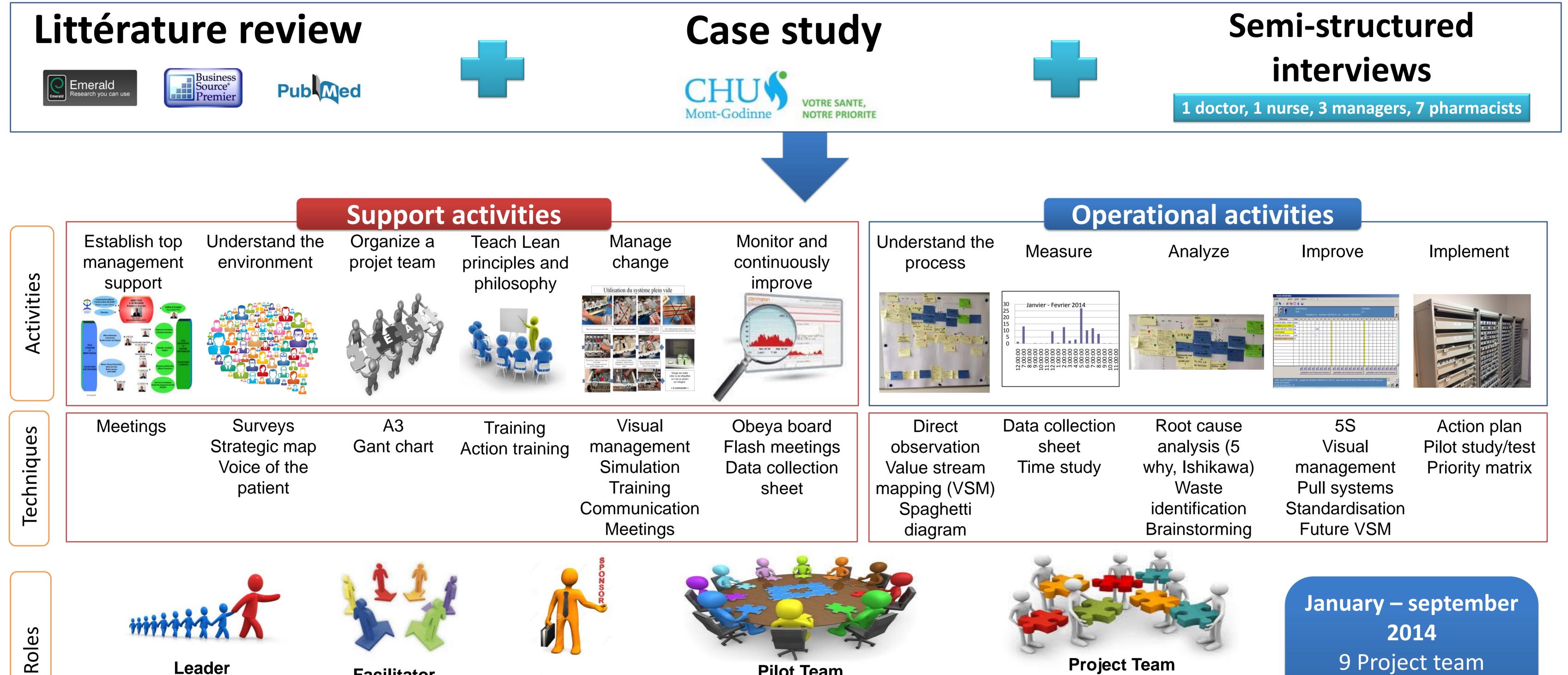
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Why was it done ?

Hospitals are facing strong economic constraints and increasing requirements in terms of quality and safety of care. To address these difficulties, a solution could be to reorganize processes and relocate resources through the use of industrial engineering Business Process Improvement approaches such as Lean.

How was it done ?



Leader Chief of pharmacy department

Facilitator PhD student in industrial engineering

Sponsor Hospital director, Quality director, Vice president of Risk manager, Logistics director, medical Nursing Director commission

Project Team Pharmacist, Senior doctor, Junior doctor, Nurse (x2), pharmacy technician (x2), Nurse aid (x2), Nurse sister (x2)

9 Project team meetings 3 Pilot team meetings

What was achieved ?

Pilot Team

Medication management at admission	Medication stocking and ordering	Medication delivery	Medication administration
Medication reconcilation	Double bin system	Nominative drug dispensing	Real time use of CPOE for drug administration
Patients with at least 1 unintended medication discrepancy reduced from 46% to 12% (p<0,01)	Urgent orders for instock ward medications reduced from 46% to 20% of total orders	95% of drugs now delivered on a prescription instead of using ordering sheets	Risk of medication errors reduced Non value added tasks eliminated (25

min/nurse/day)

Satisfaction survey (september 2014)

> 80% of the stakeholders surveyed (45) considered that the changes made to the process improved their working conditions (no impact for the others)

100 % of the participants to the project team (12) were satisfied with the method used to conduct this improvement project

What's next

The top management of the hospital has decided to promote this method and is currently creating and training a specific improvement team to support other improvement projects in the hospital. Future projects will concern: - Patient pathway for patients receiving chemotherapy in the day care center - Patient pathway in the emergency department

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