Environmental Services Process Improvement

UC San Diego Health System

Overview

I provided data analysis and process improvement methodologies to support a Lean Six Sigma project tasked with improving the environmental services process for cleaning rooms.

Problem

Room turnover is an important issue when a health system is faced with a shortage of beds on a daily basis. Part of the discharge process is cleaning the room before a new patient can be transferred into the room. The EVS process was leading to an additional hour of delay, with the longest delays occurring at the busiest time of day.

Process

An Administrative Fellow was tasked with improving this process, and I worked closely with them throughout the entire project, providing analytics and process improvement aid. At first, we shadowed the staff members and aligned physical actions with EPIC documentation to build a robust process map. We then worked on identifying opportunities, including workflow adjustments and EPIC enhancements to ensure the technology system was helping, not hindering. I also worked on a staffing model, to more efficiently align demand and staff resources on a daily basis. Finally, I created an automated Tableau dashboard for EVS directors and managers to review metrics on a daily basis and stay informed of their process improvement progress.

Solution

Through the process mapping, multiple opportunities were found and implemented. The EPIC system was also adjusted to more efficiently assign staff members to room cleans. Staffing was also adjusted, and a swing shift was added to provide more coverage during the busiest time of the day. Overall, these adjustments led to a 10 minute decrease in overall turnaround time, with a significant difference occurring during the busiest times. Below are some screenshots of the Tableau dashboard and the process map :