Daily Management System: Improving quality and promoting patient safety: An Evidence-based Practice Initiative

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Disclosure

There are no conflict of interest in relation to this presentation.
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The goal of this presentation:

To provide an overview on the role of Daily Management System (DMS) in promoting:

- High quality safe healthcare
- Patient and staff satisfaction
- Interdisciplinary team building
- Coaching & mentorship
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- DMS was implemented in New York City Health + Hospitals acute care facilities in 2014.
- Achieved much success in practice improvement since the implementation of DMS.
- One such facility is Kings County Hospital Center.
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- King County Hospital Center, located in Central Brooklyn, is one of the oldest public hospitals in United States.
- Providing care for the Brooklyn, New York community since 1831
- Current total capacity 627 acute care beds
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Our mission:

To provide high quality safe healthcare to a culturally diverse population, regardless of their ability to pay.
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- As a patient centered facility, KCHC strives to deliver the highest quality healthcare services with an emphasis on patient safety.

- In 2009, the hospital completed a $500 million major re-development project with the goal of improving care, and updating services.
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- DMS initiated 2014 aims to maintain continuous practice improvement of these updated services.
- An evidence-based practice initiative, subsystem of Breakthrough/Lean methodology.
- Applies to everything learned from root cause analysis and rapid improvement experiments.
- Uses visual boards for collection and display of real-time process-focused data.
Structuring of DMS:

- Understanding, Planning, Preparation, Implementation

- Toolkit – DMS Area Board,
  - Process Control Boards for data collection

- Implementation Team
  - Unit Leaders
  - Coach / Expert

- Steering Team
  - Executive & Sponsors
  - Higher Level Area Leaders

- Discipline – Daily briefs Support for Improvement and Sustainment
Elements of Daily Management System

- Visual management boards
- Daily briefs - multidisciplinary
- Basic daily problem solving
- Monthly trend charts
- Monthly Pareto (Issues) charts
- Standard work for all processes
- Tiered briefs (leadership engagement)
- Executive rounds (stakeholders)
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- Team members meet or huddle for at most ten minutes each day to share information, reviews, and updates.
- Frontline team members are able to see their contributions to this process in real time.
- Team members engage in identifying and solving problems.
- Remove barriers to best patient care.
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Weekly Tiered Briefs:

- Bring management team to DMS Board at regular intervals.
- Help management team understand the issues.
- Provide guidance and support.
- Promote team-based problem solving, focused on improving patient experience.
- Problem solve to eliminate waste and improve process.
Why Daily Management System?

Assumed Results of RIEs:

Actual Results:
Why Daily Management System?

Results of Continuous Improvement Activities (RIEs & DMS)

(RIE)
Successful Breakthrough Project!

Continuous Improvement (DMS)
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- Data driven vs. Opinions and misconceptions
- Focuses on continuous practice improvement
- Elimination of waste and inefficiencies
- Utilizes Breakthrough/Lean tools and concepts
- Transformational plan of care
Examples of successful DMS projects converted to process improvement:

- Telemetry Monitoring
- Weight assessment of patients with heart failure
- Foley catheter removal
- Wound care
- Verification of patients insurance information
- Length of stay issues
- Coaching and mentoring
Daily Management System

- Converts leaders from being reactive firefighters, attacking problems in crisis mode….

- To proactive leaders who manage and control priorities in order to continuously improve processes,

- True Continuous Improvement happens everyday at anytime, by anyone.
In Summary: Daily Management System

- Teamwork focused
- Practice improvement
- Action oriented
- Improves patient/family experience by improving processes
- Eliminate silos and waste
- Data driven
- Staff engagement
- Mentoring and Coaching
“Thanks you!”

Questions??
References: