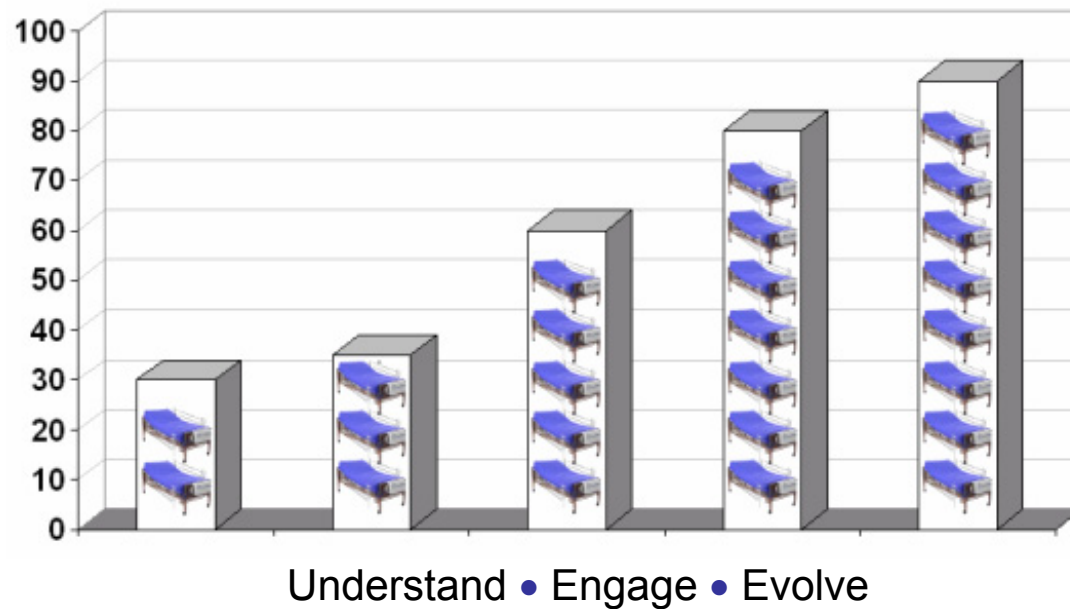


# BEVINGTONGROUP

## The Use of XeP3 at Hospital1\*



# The Background

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- ❑ Hospital1\* is 100+ bed Australian private hospital wishing to make better use of limited resources by increasing utilisation and throughput
- ❑ The Hospital1\* required increased throughput from limited resources
- ❑ The project objectives were to
- ❑ Identify opportunities to streamline processes
- ❑ Improve staff satisfaction through better processes
- ❑ Minimise process waste (noise)
- ❑ Improve EBIT performance.



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# The XeP3 Approach

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# The project team worked through the seven steps of the XeP3 methodology

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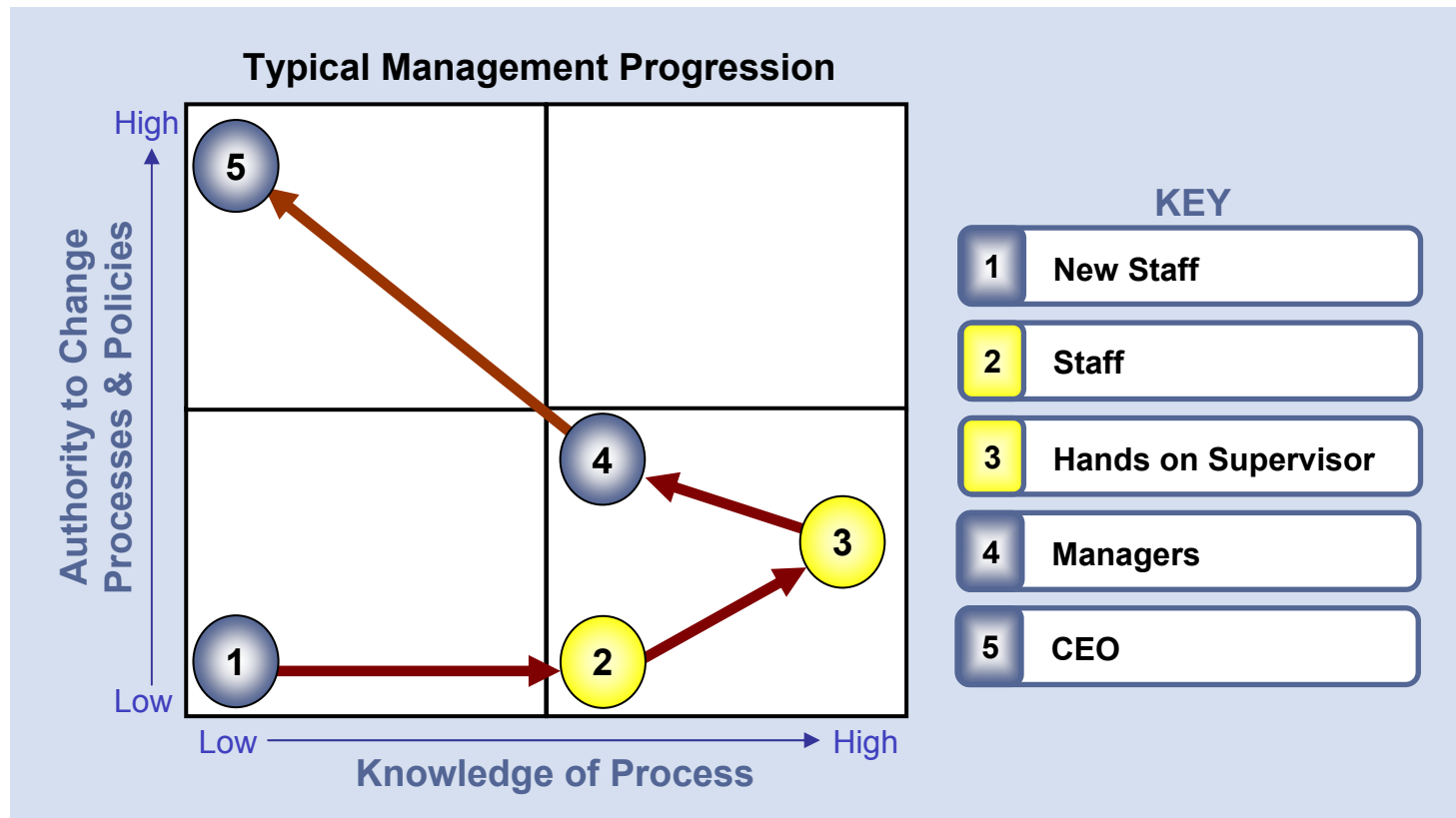
Conducted in 3 project phases: Understand, Engage and Evolve



# We collected the data from the staff who actually do the work the “real” process was captured and the “real” problems identified

*Typically organisations find that with increased authority to change comes less knowledge of the detailed process ...*

*The people who do the job are best placed to tell us about it...*



# After training, the client team was able to build process maps which made the issues much clearer

|       |  |   | 2<br>Musculo<br>skeletal | 3<br>Social<br>Workers<br>-<br>Musculo | 4<br>Physio-<br>Musculo | 5<br>OT -<br>Musculo | 7<br>Musculo<br>-<br>Medical | 1500<br>X-rays | 1501<br>Porters |
|-------|--|---|--------------------------|--|-------------------------|----------------------|------------------------------|----------------|-----------------|
| 11.40 | If x-rays not available, call x-ray department                             | N | ■                        |  |                         |                      |                              |                |                 |
| 11.41 | Receive call re missing x-rays   |   |                          |  |                         |                      |                              | □              |                 |
| 11.42 | Transfer nurse to another number   |   |                          |  |                         |                      |                              | □              |                 |
| 11.43 | Be transferred to another number, be placed on hold                        | N | ■                        |  |                         |                      |                              |                |                 |
| 11.44 | If told x-rays are still in x-ray department must send PSA to pick them up | N | ■                        |  |                         |                      |                              |                |                 |
| 11.45 | PSA is sent to pick up x-rays  |   | □                        |  |                         |                      |                              |                |                 |

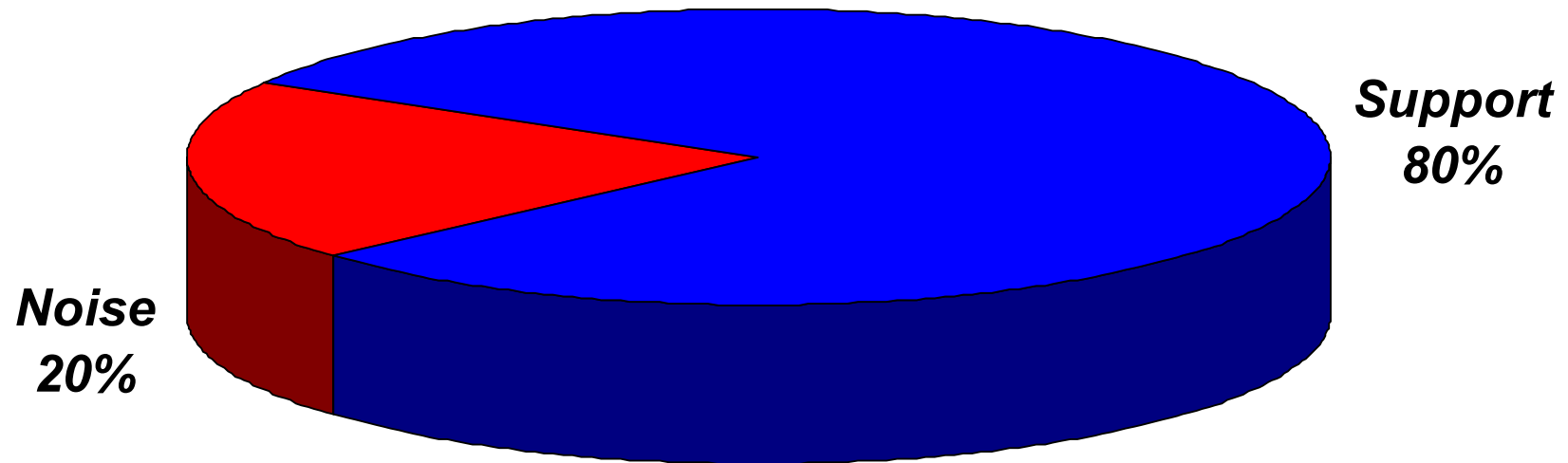
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# The Findings

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**We identified Noise levels of 20%. This means 1 in 5 of the nurses were occupied handling Noise instead of being focused on patient care**

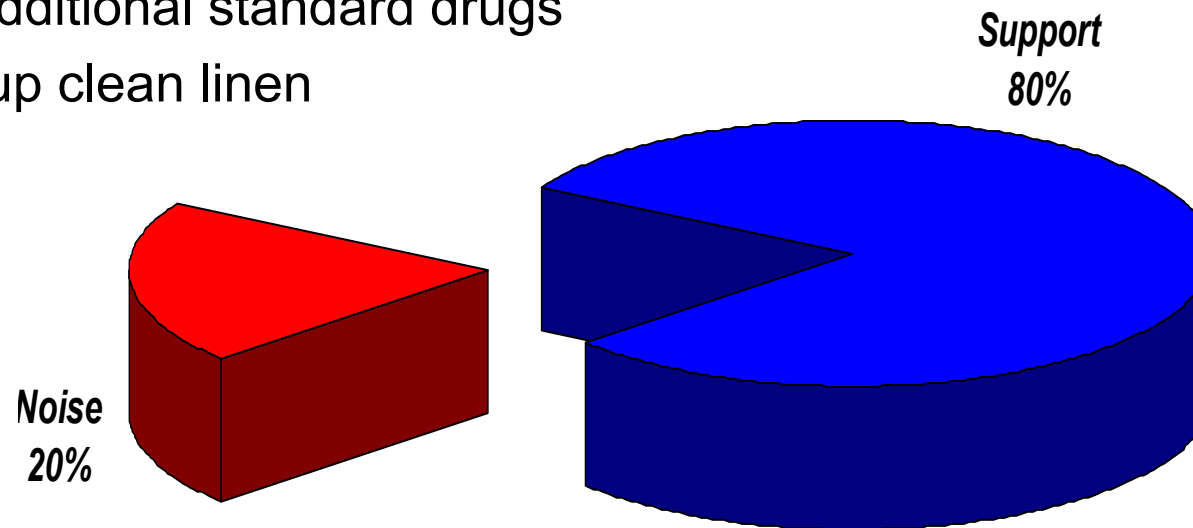
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# Noise was made up of.....

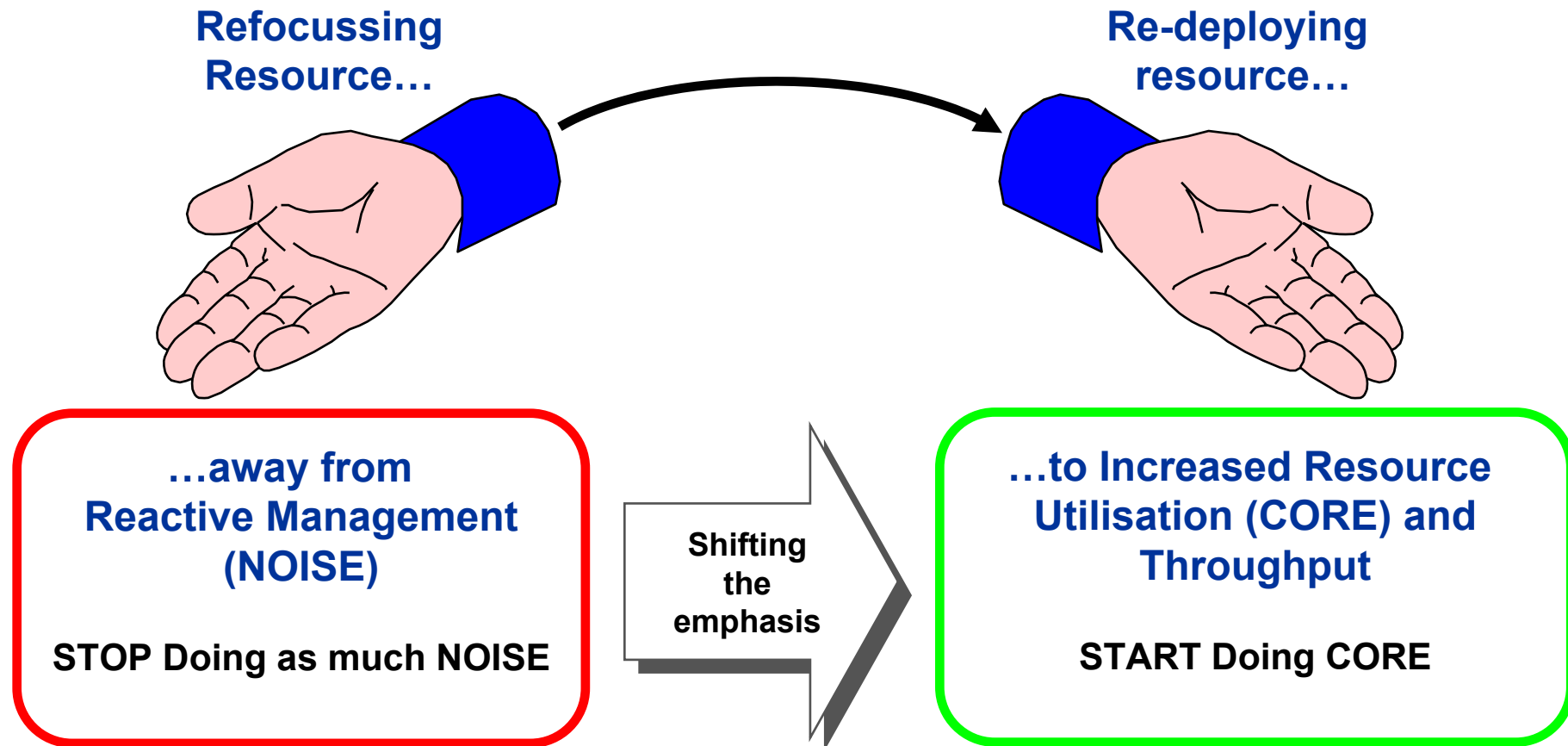
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- Examples of Noise
  - Chase up patient's doctor
  - Chase up tests results
  - Look for equipment
  - Follow up missing patient details
  - Order additional standard drugs
  - Chase up clean linen



# XeP3 focused resource away from NOISE and into value adding activities (CORE)

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## **Why the teams changed their work place behaviours to reduce noise and increase core**

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# The nurses were engaged in the XeP3 processes by appropriately skilled personnel

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- ❑ We engaged the Nurses in identifying
  - the processes
  - the problems
  - the impact of the problems in their area/s
  - the impact of the problems on each other
  - the priority “fixes”
- ❑ The nurses felt empowered by the ability to solve problems some had perceived as un-addressable.

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# The Results

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# Bevington Group working with the Hospital staff achieved...

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- An increase in EBITDA of over 38% in an 18 month period
- An increase in staff satisfaction due to the decrease in Noise (which is generally irritating)
- Redeployment of resource from noise to core and support
- The increase in patient care
- The sense that they were “part of the solution not part of the problem”
- An increase in theatre utilisation.