

BUILDING A CULTURE OF CONTINUOUS QUALITY IMPROVEMENT: LEARNING VILLA COLOMBO'S ADMISSION PROCESS

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Brief Description of Research or Project: Learn how Villa Colombo applied Lean principles to improving its admission process, and then used this success as a springboard to a wider Lean transformation. During this presentation, you will gain an understanding of how being process-driven generates sustainable results. The presenters will share which Lean tools they used, what they learned from their experience, and share applicable take-aways. Come and hear how Villa Colombo is gradually pushing decision-making and problem-solving to the bedside while at the same time keeping the resident in focus. **Why is this research important to profile at the Research Day 2014?** This is an oral presentation presenting key messages about how to lead a quality improvement change journey. High level messages include: 1) Quality works! Here's a practical approach to making change stick that does not drain resources (we know the nurses are busy!) 2) 'Fixing' a broken process reduces the most sophisticated form of waste: spending time managing family concerns/complaints. 3) Real case example: How this thinking was applied to Villa Colombo's Admissions process There are three learning outcomes: PEOPLE & CULTURE: a) Focus on 'how do we fix the process' rather than fixing the person b) Create culture change: staff start speaking the same QI language c) Management shifts their approach from discipline to discussion 2) PROCESS-DRIVEN: a) Focus on service delivery across all departments. This fosters cross-collaboration between departments b) Assign clear roles and responsibility for staff and make them accountable for their actions c) Give staff user-friendly tools to help them with problem-solving and decision-making. 3) RESULTS: Management and staff are able to re-direct their time to time to value-add work. The positive spiral results in giving the resident and family a great first experience upon Admission. The room is ready in time, nursing is 'present' throughout the entire process (not being interrupted), and the LTC home reaches 100% compliance with Admission assessments. This improvement creates a wonderful first impression for the families. The LTC home has started the relationship off on the right foot. A bad first impression may put the relationship in jeopardy, and may not be able to be repaired.