

# MANAGEMENT OPERATIONAL SYSTEM (MOS) IN THE RENAL DIALYSIS UNIT

Logan Hospital, Queensland

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HRT1818 – Nursing Improvement Group

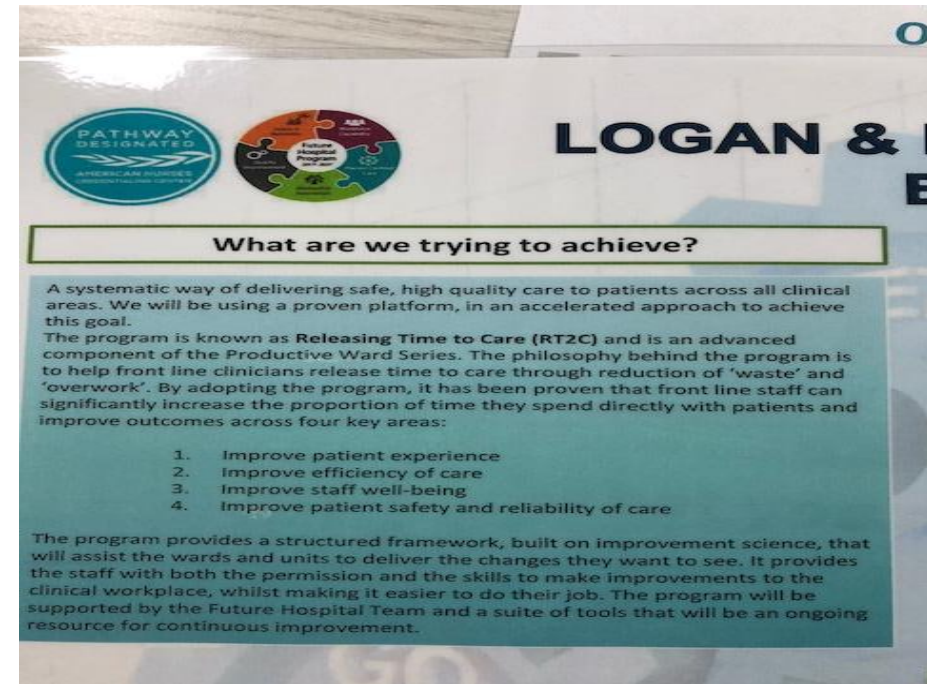
12 & 13 September 2018 - Melbourne

# KEY PROBLEM

- Difficulties with delivery of information between staff levels and departments
- High levels of email sent – varying engagement into content
- Team meetings ad-hoc
- Conflict and confusion
- Difficult to keep up to date with Unit changes as a frontline clinician
- Lack of transparency of processes and issues
- Lack of staff engagement and decision making
- Lack of team focus
- Delays with safety issues received and acted upon

# AIM OF INNOVATION

- To improve communication within the team
- Ensure transparency and accountability
- Enable change to occur that was owned by the frontline teams
- Take problems off the desk of the NUM and back to where it occurs and where people who know the problem best can make the changes
- Involve all the key stakeholders in the problem solving – empower the staff
- Improve staff morale and culture



**PATHWAY DESIGNATED**  
AMERICAN HONORABLE HOSPITAL CENTER

**Future Hospital Program**

**LOGAN & I**

**What are we trying to achieve?**

A systematic way of delivering safe, high quality care to patients across all clinical areas. We will be using a proven platform, in an accelerated approach to achieve this goal.

The program is known as **Releasing Time to Care (RT2C)** and is an advanced component of the **Productive Ward Series**. The philosophy behind the program is to help front line clinicians release time to care through reduction of 'waste' and 'overwork'. By adopting the program, it has been proven that front line staff can significantly increase the proportion of time they spend directly with patients and improve outcomes across four key areas:

1. Improve patient experience
2. Improve efficiency of care
3. Improve staff well-being
4. Improve patient safety and reliability of care

The program provides a structured framework, built on improvement science, that will assist the wards and units to deliver the changes they want to see. It provides the staff with both the permission and the skills to make improvements to the clinical workplace, whilst making it easier to do their job. The program will be supported by the Future Hospital Team and a suite of tools that will be an ongoing resource for continuous improvement.

# KEY CHANGES IMPLEMENTED

- Introduction of a Management Operating System (MOS)
- Installation of a Visual Management Board see photo
- Daily shift MOS engagement
- Empower frontline staff to own and identify and manage their challenges
- Continuous MOS education and engagement by leadership team with all staff





# OUTCOMES SO FAR

- DD cupboard installed (swipe card access)- cost saving and safety of staff
- Decrease in email traffic
- “Where are you board?” implemented
- Increased staff engagement and decision making-empowered staff
- Team focus improved
- Organised and ordered Unit
- Succinct delivery of information and issues
- Transparency of processes and issues
- Less conflict and confusion
- Improved communication
- Reduction in rumour, Chinese whispers
- Opportunity to share educational and social events
- New staff aware of Units issues – situational awareness

## • DD Cupboard

### Statistics:

Total Time Spent by staff:	<b>317 mins</b>
Avg. time spent per day:	<b>24 mins</b>
Estimated total time spent per year:	7,608 mins or ~127 hrs or ~ <b>17 working days</b>
Estimated Total FTE Savings:	<b>7.5% of an FTE (0.075 FTE)</b>

# LESSONS LEARNT

- Keep all staff informed and educated on what to expect and what the MOS entailed before implementation of same
- Business jargon not understood by Health Staff
- Engagement – it takes time for all staff to come on board
- Long term change management
- Finding time for huddle and place for the visual management board
- Ensure daily engagement with MOS to keep up to date with outcomes



# Management Operational System (MOS) in the Renal Dialysis Unit Logan Hospital, Queensland

**Problem:**

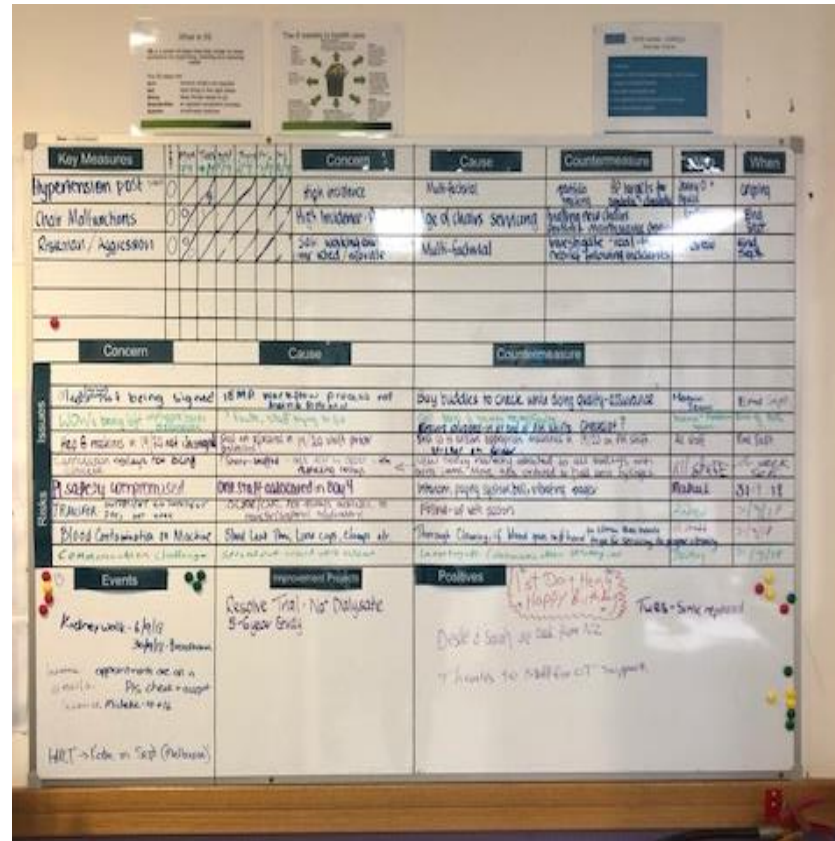
- Difficulties with delivery of information between staff levels and departments
- Difficult to keep up to date with Unit changes as a frontline clinician

**Solution:**

- Introduction of a Management Operating System (MOS) see photo
- Installation of a Visual Management Board

**Results:**

- Installation of a Swipe Access DD cupboard
- Increased staff engagement and decision making- empowered staff
- Team focus improved
- Organised and ordered Unit
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- Transparency of processes and issues
- Less conflict and confusion
- Improved communication



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