



Selection to Listing Throughput Improvement Kidney Program

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Define/Problem Statement

From 1/2013-11/14/2016, we averaged 73 days (median: 27 days) from Selection to Listing, while a review during January 1, 2016 to November 14, 2016, we averaged 22.5 hours/week managing patients who have been "approved, pending" from selection conference. Finally, our overall TPT for Referral to Listing – Kidney averaged 281 days (Median: 143 days).

Aim Statement

We plan to reduce the average Selection to Listing time by 75% and reduce the "Approved Pending" hours by 85%, while maintaining our countermeasure of overall TPT of Referral to Listing - Kidney by July 2017

Measure

High level process maps were used (SIPOC) to help scope the problem, defined customer requirements, as well as gather baseline data on those requirements.

Analyze

A process map, Pareto Analysis, and lean tools around Theory of Constraints were used to identify key factors contributing to the reasons for delay and opportunities were discussed using root cause analysis process

Improvement

Interventions were made in requiring criteria to be completed prior to coming to Selection Conference in an iterative fashion over time showing improvements and overall progress to sustaining the problem.

Figure 1

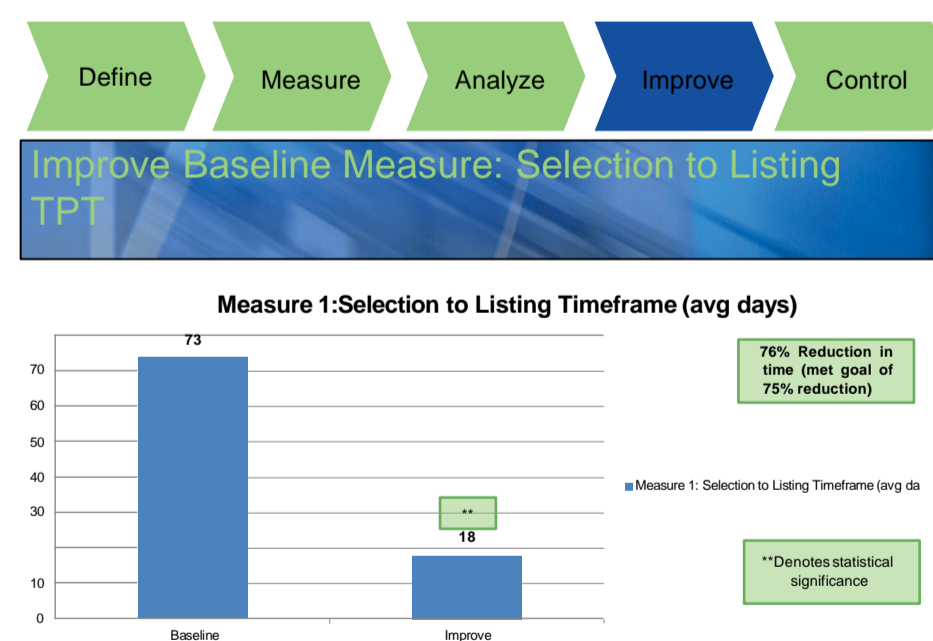


Figure 2

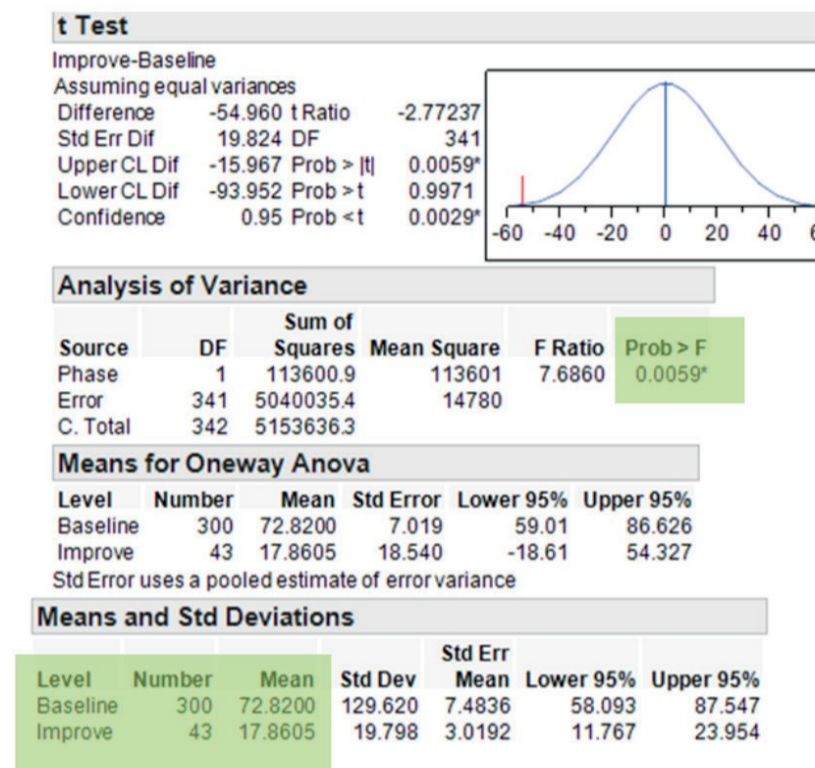


Figure 3

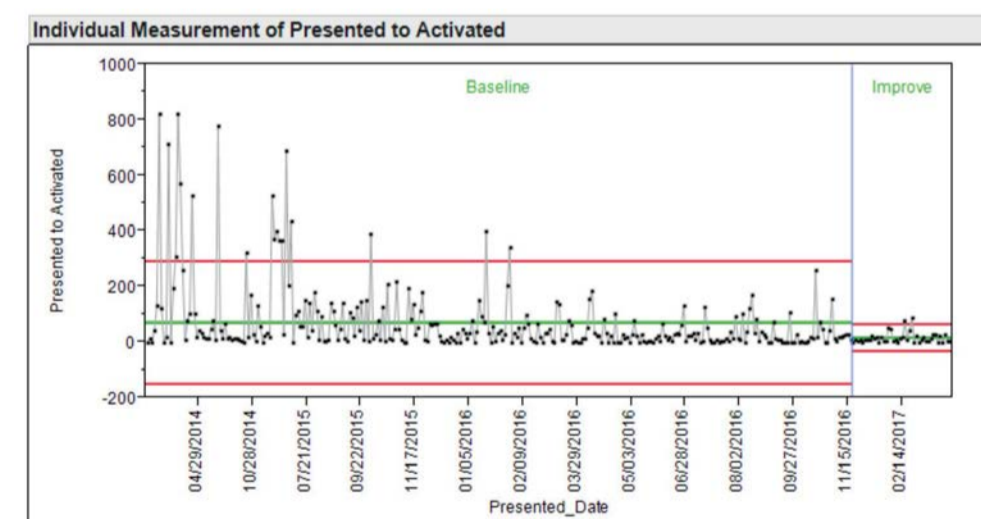
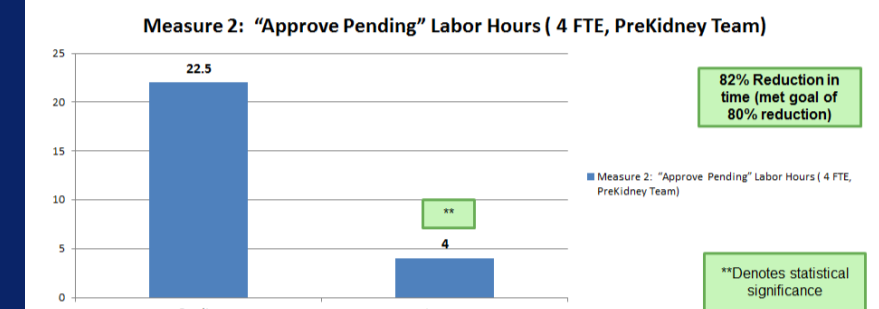


Figure 4



Control

A control plan was developed to sustain the gains, while lessons learned, and communicated out at our Transplant Quarterly Meeting. The Before and After data went from 73 days from Selection to Listing to 18 days, with labor hours reducing from 22.5 hrs/week to 4 hrs/week. Our countermeasure of overall Referral to Listing went from 281 Days to 177 days. All measures showed a statistically significant difference ($P < .05$) that solidified the process improvement efforts were due to the project and not random chance.

Benefits

Promotes transplant volumes as standardized workflows and optimized system from Referral to Listing. Patients are listed faster and ultimately able to get a transplant faster under the new leaned out system.