How Housekeeping Increased Hospital Throughput

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Problem Statement

Patients waiting to be admitted to the hospital are frequently boarded in the Emergency and PACU departments while waiting for an available inpatient bed. One opportunity identified for improvement was the turnover time to clean a bed after a patient is discharged and before admitting a new patient. The EVS team at CoxHealth partnered with the Performance Improvement department to complete a Lean Six Sigma project.

Scope: Inpatient nursing units
Weekdays (excludes holidays)

Key Measure: Bed Turnover Time
(Bed Marked Dirty to Bed Marked Clean)

Goal: Reduce 1st shift from 1:12 to 1:00
Reduce 2nd shift from 1:27 to 1:00

Analysis and Drill Down

Current State

Test and Evaluate

Two separate pilot tests were conducted as a proof of concept. Pilots were conducted on a smaller scale of three nursing units over a two week period. Pilot nursing units outperformed control units in both response and turnover times.

Deploy and Spread

The new workflow was then deployed to all inpatient nursing units.

Control Plan

In addition to the run charts above, automated daily reports are sent to the EVS manager and supervisors. All reports are presented at weekly staff huddles and monthly EVS department meetings.

Using data based performance metrics allows the EVS administrative staff to monitor daily operations and evaluate trends over time.

Project Outcomes

Over 5,700 throughput hours saved in 2019