

Department of  
Pharmacy

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LMS Journey

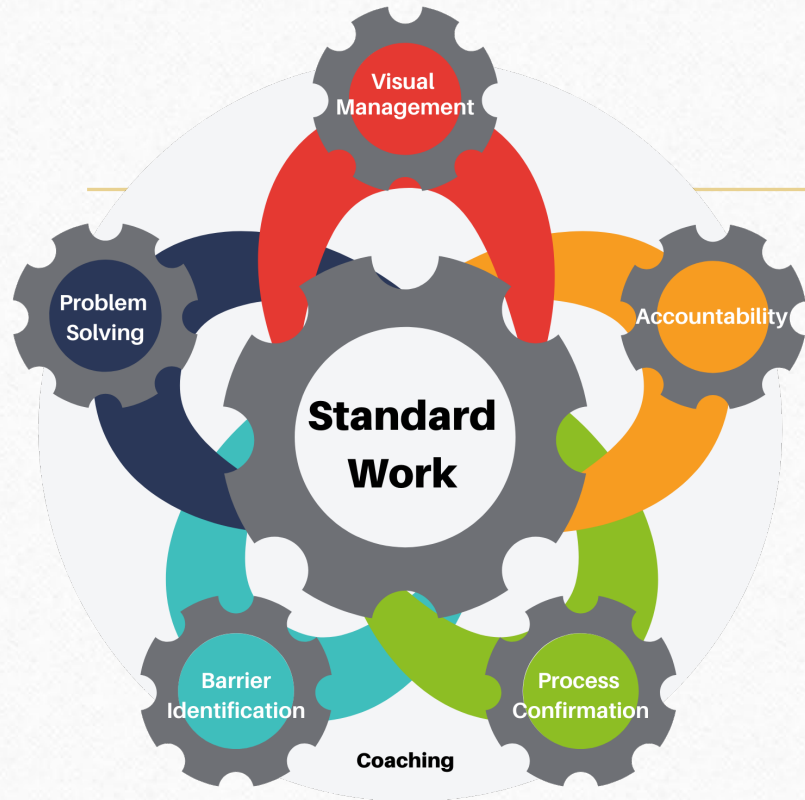


# Pharmacy LDM

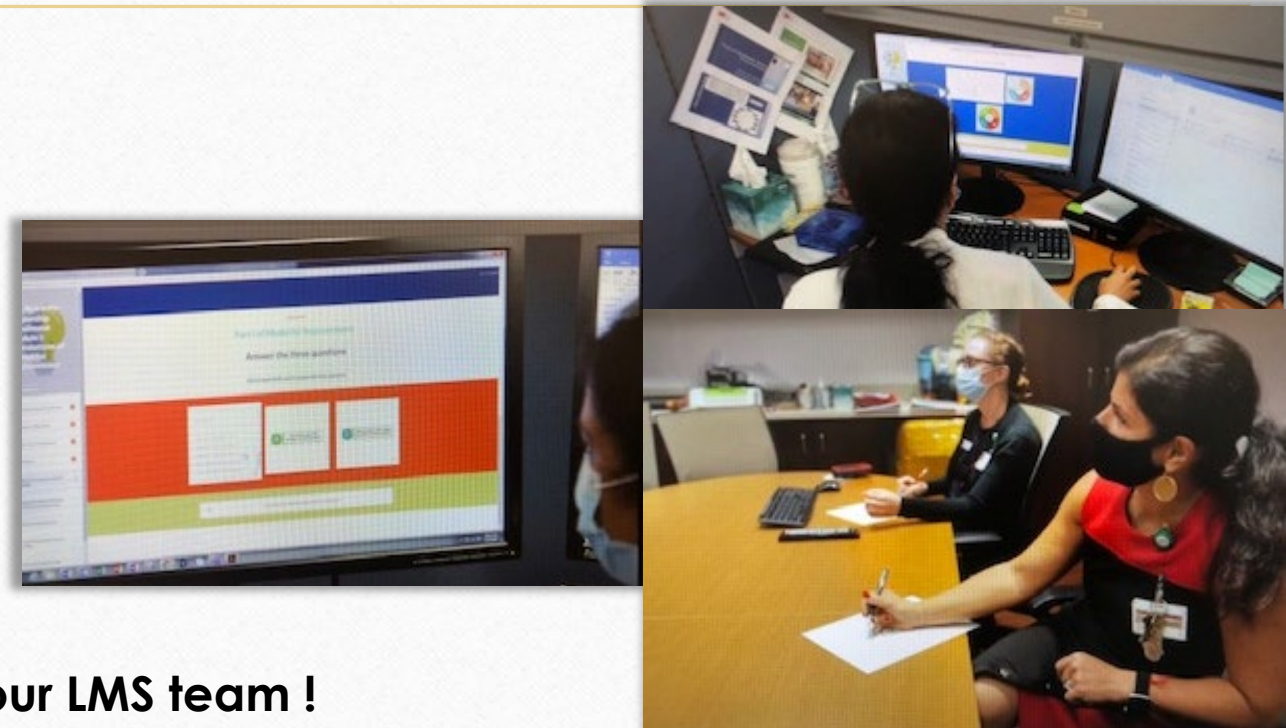




# Transition to LMS

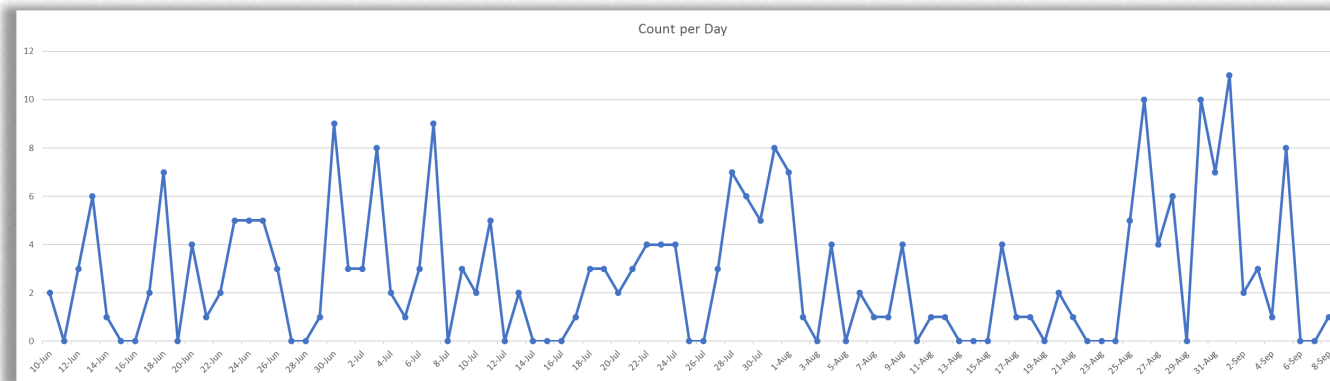


PI team has become a part of our LMS team !



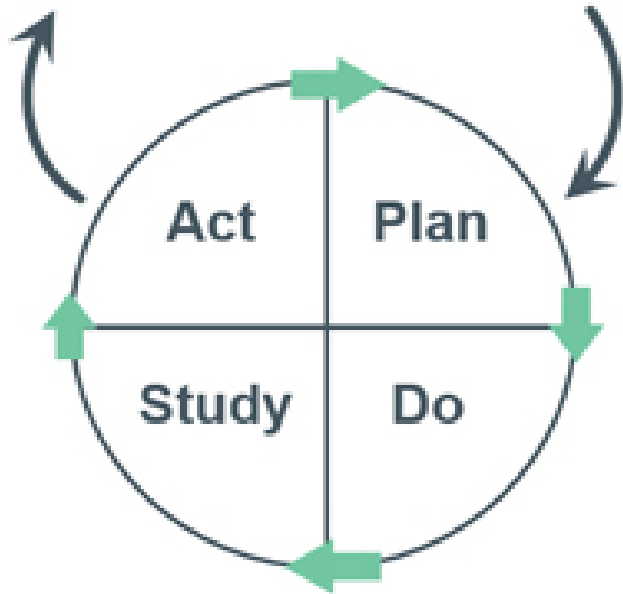
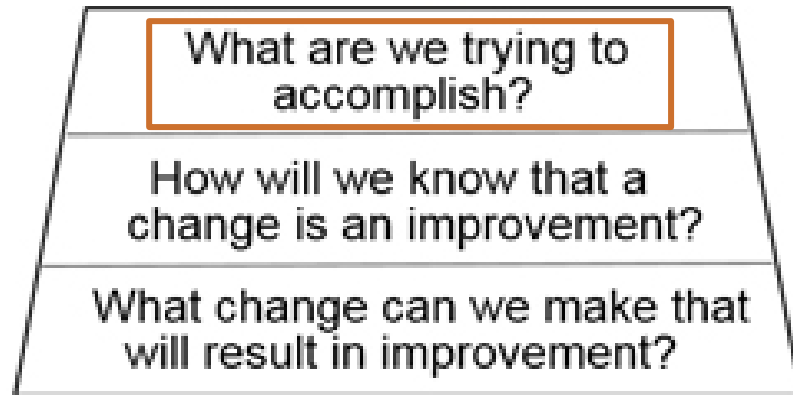
# Picking the process to improve

- **Emergency trays and boxes**
  - Pain point for Pharmacy staff
  - Expiring/expired trays/boxes brought to pharmacy for refilling towards the end of the month or beginning of the month





## Model for Improvement



# Model for Improvement

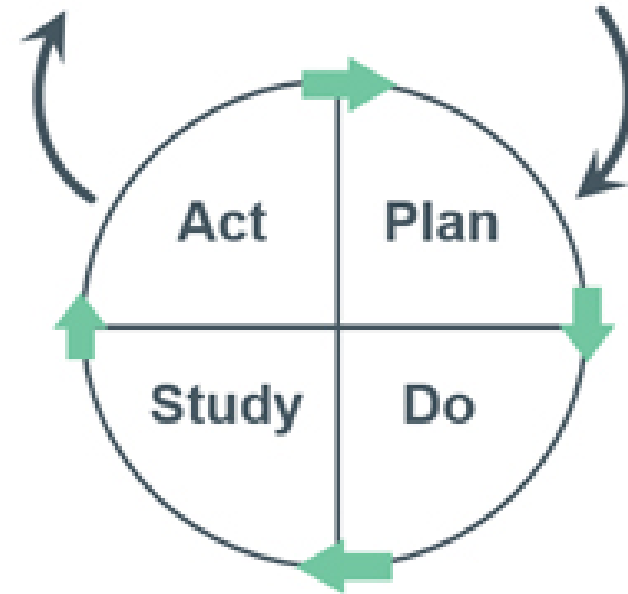
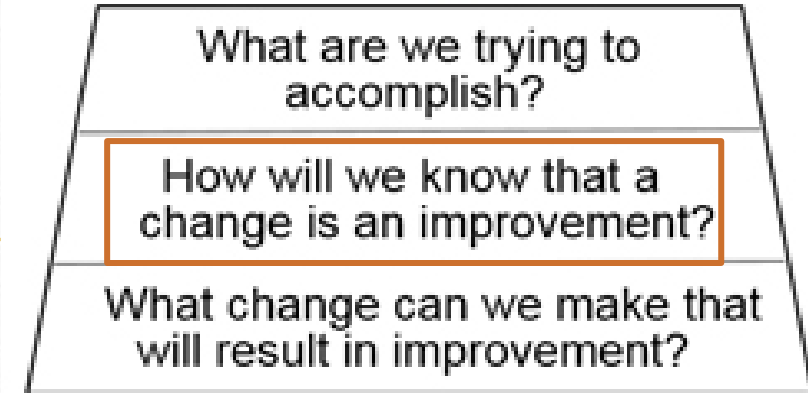
## 1 What are we trying to accomplish?

Improve the process around replenishing code cart trays/boxes to minimize batching towards the end of the month.

# Model for Improvement

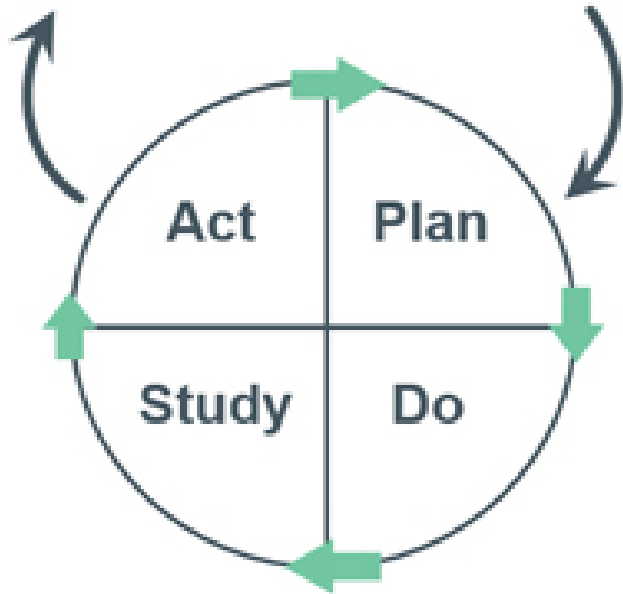
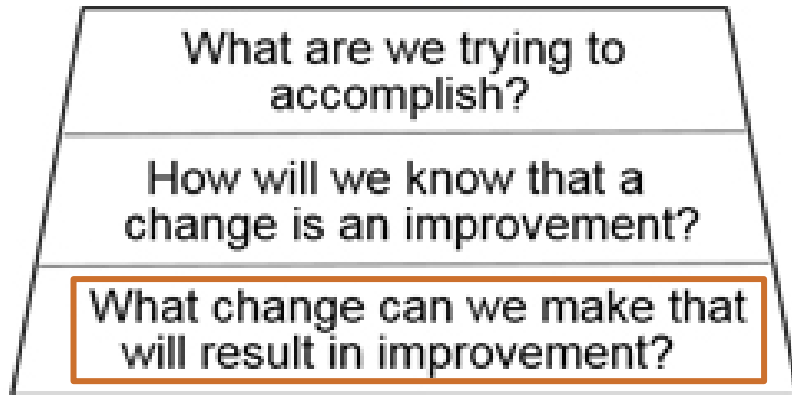
We will...					IMPROVE	INCREASE	DECREASE	REDUCE
Distribution of workload for exchanging expiring emergency code trays throughout the month								
(outcome metric)								
From our baseline of:					%	Mins	Hours	Days
(circle one)								
To our goal of:		Decrease the peak for number of code tray exchanges by 50% from the baseline of a given month			%	Mins	Hours	Days
(circle one)								
By the date of:								
This strategically aligns to:		Least Waste						
		8. Work with our suppliers, collaborators, and partners to improve operational efficiency and effectiveness						
		16. Continuously improve Supply Chain and Pharmacy alignment and integration						

## Model for Improvement





## Model for Improvement



# Model for Improvement

**3** What changes will we make that will be an improvement?

**We will redesign...**

Emergency Code Tray Process to be  
Level-Loaded

(process)



# STANDARD WORK - THE BEST WAY TO PERFORM A PROCESS OR DO THE WORK

## STANDARD WORK DEVELOPMENT TIMELINE





# Key Stakeholders

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- **Initial Key Stakeholders**

- Pharmacy technicians
- Pharmacists
- Pharmacy buyer

- **Additional Key Stakeholders**

- Distribution

- **Other Stakeholders**

- Transport
- Nursing
- Epic

**Working with Distribution from the beginning has been extremely important**






This activity is designed to encourage you and your team to thoughtfully consider each stakeholder independently prior to implementing any new workflow, process, or technology. Carefully articulate how you will accomplish each of the 6 E's with all identified stakeholders.

Process: Emergency Drug Trays/Boxes

Owner: Pharmacy

		Stakeholders					
		Pharmacy Technicians	Pharmacists	Pharmacy Buyer	Distribution	Transport	Nursing
PLAN	Engage (Adaptive) 	<b>What will your stakeholders connect to?</b> <b>Not rushing to fill boxes &amp; trays</b> 1. Email: 09/11/20 (Pharmacy Staff) 2. Staff Meeting: 09/16/20 3. Education regarding LMS 09/16/20 (Gigi) 4. Part of weekly planning meetings	<b>Not rushing to sign off on boxes &amp; trays</b> 1. Email: 09/11/20 (Pharmacy Staff) 2. Staff Meeting: 09/16/20 3. Part of weekly planning meetings	<b>More control on meds that go into boxes &amp; trays</b> 1. Email: 09/11/20 (Pharmacy Staff) 2. Staff Meeting: 09/16/20 3. Education regarding LMS 09/16/20 (Jonathan) 4. Part of weekly planning meetings	<b>Boxes &amp; trays are ready when staff comes to exchange them from Pharmacy</b> 1. Email: 09/25/20 (Kendrick/Brian) 2. Pharmacy LMS Board orientation 10/07/20 3. Meeting 10/12 Current state mapping	<b>Improve workflow for transport and eliminate waste of multiple trips</b> 1. Meeting: 11/20/20	<b>Eliminate work duplication</b> 1. Meeting: 11/20/20



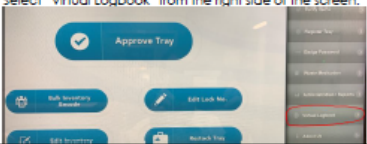
# Job Instruction Breakdown Sheets (JIBS)

## Job Instruction Breakdown Sheet (JIBS)

Process: **Pharmacy Code Tray Restocking** Revision date: 11/23/20

Requirements: 5 prepared adult trays, 3 prepared pediatric trays

Equipment/Supplies/Technology Needed: Intelliguard, tray, medications, needles, labels, syringes, alcohol wipes plastic cover, locks, amber bag

Important Steps / By WHAT / WHO	Key Points HOW	Reasons WHY
A logical segment of the operation when something happens to advance the work.	Anything in a step that might – 1. Make or break the job 2. Injure the worker Make the work easier to do. I.e. "knack", "trick", special fitting, bit of special information	Reasons for key points
LMS Work Group: Obtain Intelliguard tray expiration report	<ul style="list-style-type: none"> <li>Login</li> <li>Reports:                             <ul style="list-style-type: none"> <li>Expired/Expiring Medication Report: Run and print report for medications expiring within 60 days</li> <li>Tray Report: Gives information on cart location with list of medications expiring- Print report</li> </ul> </li> <li>Email?</li> <li>Every second Wednesday of month</li> </ul>	<ul style="list-style-type: none"> <li>Accuracy</li> <li>Least waste</li> </ul>
LMS Work Group: Analyze report and identify trays to be replaced	<ul style="list-style-type: none"> <li>Trays expiring at the end of next month or earlier</li> <li>Identify drug shortage/short dated                             <ul style="list-style-type: none"> <li>Drug shortage meeting</li> <li>Highlight trays requiring exchange on Tray report</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Patient safety</li> <li>Least waste</li> </ul>
LMS Work Group: Develop list of carts with expiring meds	<ul style="list-style-type: none"> <li>Email list of cart numbers to distribution supervisor and operations manager</li> <li>Meet with distribution Friday after report ran (if needed)</li> </ul>	<ul style="list-style-type: none"> <li>Improved communication between departments</li> <li>Streamlining work</li> </ul>
<b>Distribution process triggered</b>		
Pharmacist/Technician: Cart returns to Pharmacy for tray removal	<ul style="list-style-type: none"> <li>Break lock and remove tray</li> <li>Log return tray in Intelliguard                             <ul style="list-style-type: none"> <li>See screenshots below. To return to Pharmacy, select "Pharmacy" as the location in the final step.</li> </ul> </li> <li>Place tray on wire rack for restocking</li> </ul>	<ul style="list-style-type: none"> <li>Medication Safety</li> </ul>
<b>Distribution process triggered</b>		
Pharmacist: Replenish cart with new tray	<ul style="list-style-type: none"> <li>Document tray and cart number in Intelliguard                             <ul style="list-style-type: none"> <li>Place tray in cart and lock</li> <li>Orient so labeled front of tray is facing forward</li> <li>Close the compartment</li> <li>Place red lock to secure the cart</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Medication Safety</li> <li>Patient Safety</li> </ul>
Pharmacist: Documentation	<ul style="list-style-type: none"> <li>Log into Intelliguard</li> <li>Select "Virtual Logbook" from the right side of the screen:</li> </ul> 	<ul style="list-style-type: none"> <li>Tracking accuracy</li> </ul>

"To every patient, every time, we will provide the care that we would want for our own loved ones."

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## Job Instruction Breakdown Sheet (JIBS)

Process: **Pharmacy Code Tray Assembly - Internal**

Revision date: 11/2/2020

Requirements: Trays returned to Pharmacy or new trays on wire rack, RFID tagged medications

Equipment/Supplies/Technology Needed: Intelliguard, tray, medications, needles, labels, syringes, alcohol wipes plastic cover, locks, amber bags

Important Steps / By WHAT / WHO	Key Points HOW	Reasons WHY
A logical segment of the operation when something happens to advance the work.	Anything in a step that might – 1. Make or break the job 2. Injure the worker Make the work easier to do. I.e. "knack", "trick", special fitting, bit of special information	Reasons for key points
For Used Trays: Visually Inspect and Clean	<ul style="list-style-type: none"> <li>Don gloves</li> <li>Discard used or opened items/medications</li> <li>Wipe tray with purple wipes</li> </ul>	<ul style="list-style-type: none"> <li>Staff &amp; patient safety</li> <li>Infection prevention</li> </ul>
For all Trays: Assess restocking needs in Intelliguard	<ul style="list-style-type: none"> <li>Login to Intelliguard</li> <li>Scan used or expired tray</li> <li>Review restocking information</li> </ul>	<ul style="list-style-type: none"> <li>Medication safety</li> <li>Accuracy</li> </ul>
Discard expired medications	<ul style="list-style-type: none"> <li>Place in box on HD shelves marked for expired medications</li> </ul>	<ul style="list-style-type: none"> <li>Patient safety</li> </ul>
Stock medications/supplies in tray	<ul style="list-style-type: none"> <li>Follow prompts on Intelliguard</li> <li>Ensure medications/supplies have expiration date ≥ 6 months</li> <li>Place prepared tray in assigned place under the tube station</li> <li>End Technician workflow</li> </ul>	<ul style="list-style-type: none"> <li>Accuracy</li> <li>Reduced waste</li> </ul>
Pharmacist Verify Tray	<ul style="list-style-type: none"> <li>Login to Intelliguard</li> <li>Scan prepared tray</li> <li>Note lock number in Intelliguard</li> <li>Print completed tray report</li> </ul>	<ul style="list-style-type: none"> <li>Patient safety</li> </ul>
Pharmacist Seal Tray	<ul style="list-style-type: none"> <li>Place printed report on top of tray</li> <li>Cover tray with tamper proof plastic wrap</li> <li>Place completed tray on shelf below tube station</li> </ul>	<ul style="list-style-type: none"> <li>Complete and accurate</li> <li>Tamper proof</li> <li>Patient and staff safety</li> <li>Infection prevention</li> </ul>

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## Job Instruction Breakdown Sheet (JIBS)

Process: **Distribution Code Cart Restocking** Revision date: 10/22/20

Requirements: Report of expiring trays from Pharmacy

Equipment/Supplies/Technology Needed: Med Surg supplies, blank code cart lists, database, cleaning supplies

Important Steps / By WHAT / WHO	Key Points HOW	Reasons WHY
A logical segment of the operation when something happens to advance the work.	Anything in a step that might – 1. Make or break the job 2. Injure the worker Make the work easier to do. I.e. "knack", "trick", special fitting, bit of special information	Reasons for key points
Receive Intelliguard expiration report from Pharmacy	<ul style="list-style-type: none"> <li>Email</li> <li>Friday after second Wednesday of month</li> </ul>	<ul style="list-style-type: none"> <li>Communication</li> <li>Start process</li> </ul>
Analyze database for expiring supplies	Replace: <ul style="list-style-type: none"> <li>Red – expiring this week</li> <li>Orange – expiring next week</li> <li>Yellow – expiring next month</li> </ul>	<ul style="list-style-type: none"> <li>Identify</li> <li>Sort</li> </ul>
Generate list of expiring supplies	<ul style="list-style-type: none"> <li>Print list</li> <li>Verbally communicate with 2<sup>nd</sup> shift code cart clerk</li> </ul>	<ul style="list-style-type: none"> <li>Communication</li> </ul>
Physically locate the cart	<ul style="list-style-type: none"> <li>Swap expiring cart with new cart</li> <li>Transport expiring cart to Pharmacy</li> </ul>	<ul style="list-style-type: none"> <li>Update cart</li> <li>Avoid expiration</li> </ul>
If supplies are NOT expiring- Transport expiring cart	<ul style="list-style-type: none"> <li>Drop off to Pharmacy for tray swap</li> <li>Pharmacy seals cart</li> <li>Return completed cart to distribution cart room</li> <li>Log expiration information in log book</li> <li>END OF PROCESS</li> </ul>	<ul style="list-style-type: none"> <li>Update</li> <li>Seal</li> <li>Complete</li> </ul>
If drugs and supplies ARE expiring Transport expiring cart	<ul style="list-style-type: none"> <li>Drop off to Pharmacy for tray removal</li> <li>Transport cart back to Distribution for restocking</li> </ul>	<ul style="list-style-type: none"> <li>Swap</li> </ul>

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SKILLS MATRIX UNIT/AREA: \_\_\_\_\_

PROCESS REDESIGN: \_\_\_\_\_

SKILL LEVEL OF EMPLOYEE				
0	1	2	3	4
Cannot Perform Key Work Flow to Standard	Exposed	Can Do With Assistance	Can Do Alone	Can Train Others
Has not been trained to key work flow using GBMC Training Approach	Has been trained to key work flow using GBMC Training Approach	Performed key work flow with assistance/coaching during initial process confirmation	Performed key work flow without assistance/coaching during initial process confirmation	Once employee has demonstrated they can train using this approach, they are a 4 for every key work flow

Our target for training is \_\_\_\_\_ % of staff by \_\_\_\_\_ date

Date last updated:		# of Staff Trained to 3-Can Do Alone	Total # of Staff	=	% of Staff Trained
11/24/2020		0	28	=	0.00%

Training Period Process Confirmations \*You only need a second process confirm during the training period if the employee warrants one

To move into Sustainability each employee needs two additional process confirmations

Employee Name, Role	Skill Level of Employee	Initial Training Process Confirm #1 Date	(IF ADDITIONAL TRAINING NEEDED) Training Process Confirm #2 Date	Prepping for Sustainability Confirm Date	Prepping for Sustainability Confirm Date
	0	11/25/2020			
	0	11/25/2020			
	0	11/27/2020			
	0	11/27/2020			
	0				
	0	11/25/2020			
	0				
	0	11/25/2020			

Skills Training to begin on NOV 25th

PROJECT GO-LIVE 02/17/2021



# Visual Management



## ACCOUNTABILITY - HOW WE MEASURE PERFORMANCE TO THE STANDARD WORK

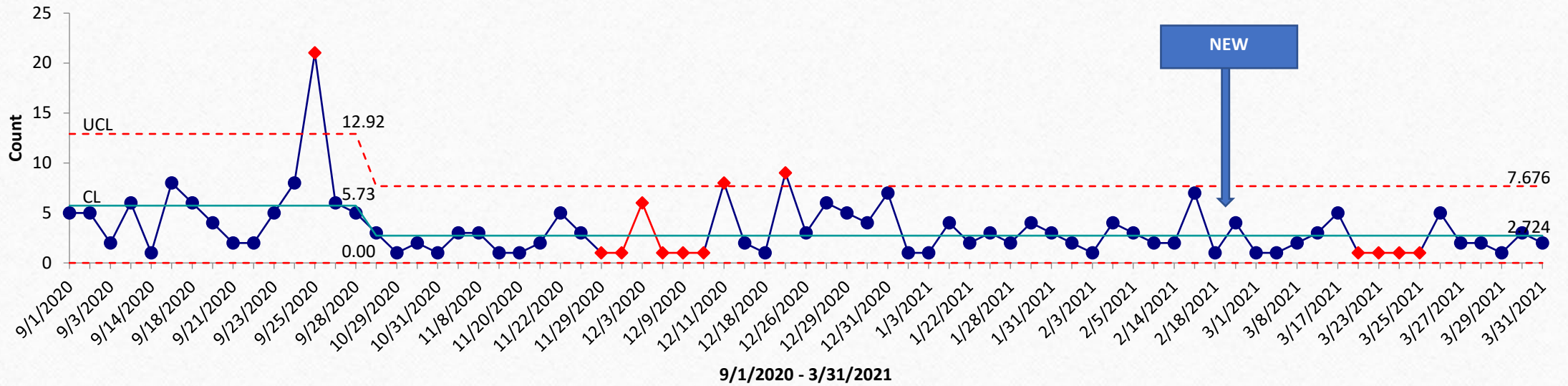
Trays Turned Over to Plan %	95			
	85			
	75			
	65			
	55			
	45			
	35			
	25			
	15			
	5			
Week Of	3/21/2021	3/28/2021	4/4/2021	4/11/2021
# of Planned Trays	5-10 trays/week (At least 7 trays/week)			
Total # of Trays Turned Over	4	10	7	5
% of Trays turned over to plan	57%	143%	100%	71%
Data Definition:	Our goal is: 100% of trays turned around to plan			

MONTH/YEAR: March-April 2021

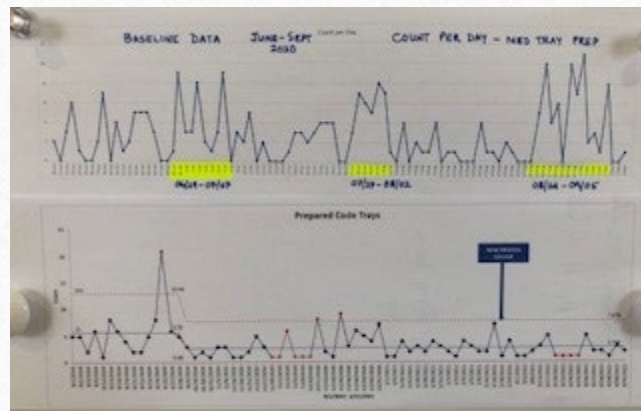
# Accountability



# Prepared Code Trays



BEFORE



AFTER





# Key Learning

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- Different from LDM: LMS starts before measuring begins
- Slow, methodical, deliberate process
- Identification and collaboration with key stakeholders is vital
  - Eliminates silos
  - Helps in truly working towards overall institutional goals
- Thank you to PI team for walking through each process and being part of the team!