

Standard Work

Why Standard work?

Standard Work is a key foundation of Lean Thinking methodology which looks at eliminating waste and reducing variation in a process. "Standard work is the current one best way to safely complete an activity with proper outcome and the highest quality."¹

By standardising best practice and methods clinicians/staff are able to understand their work in more detail so that in turn, are able to achieve better outcomes for patients and staff. Standard work allows one to measure a process - if you don't know what is standard how can you measure and improve it?

Also, standard work provides a systematic approach to training.

What is Standard Work?

Standard work is the best sequence of process steps to achieving the outcome e.g during a medication round:

- > Restocking at agreed times
- > Wearing a "do not disturb" vest and
- > Another staff member performing patient care while the medication round is occurring.

Principles applied to Standard Work

- > Only develop standard work for common or high risk tasks
- > The Operator/Clinician is the expert of the process - involve them
- > Standard work is the baseline for continuous improvement – otherwise each way is just another variable

Standard Work

- > Is visible, at point of use and communicated and understood by all
- > Shows how the process works
- > Shows where you are up to
- > Shows where you should be up to
- > Shows what to do if there is a problem



How do you develop Standard Work?

Questions you can ask to develop a standard:

How do the people work?

- > How often is an activity done?
- > How long does an activity take?
- > How do you know when you have done a good job?

How do the people connect?

- > Who interacts with whom?
- > How do you send information to each other?

How is the work improved?

When something goes wrong, what do you do?

How do you prevent problems?

Examples of what can be made standard in Health care

- > Process and timing of wards rounds by Medical Officers
- > Shift Coordinator roles; *AAU Shift Standard Work*
- > Specialist nurse roles
- > Medication rounds; *Medication Round process*
- > Handovers
- > Reporting of Access and Capacity across a hospital or region
- > Clinical Protocols
- > Central Sterilising Service Department examples;
Sterilisation Standard work Handwash standard work

Standardisation and Creativity

Standardisation is not the enemy of creativity. In fact, standardisation supports creativity - it allows time to be creative.

Processes can be standardised to reduce waste and duplication This can save time to be able to focus on other improvements and/or releasing time.

Standard Work Outcomes

- > The nursing handover process on a medical ward was analysed and tracked. A standard process was developed based on Lean principles.

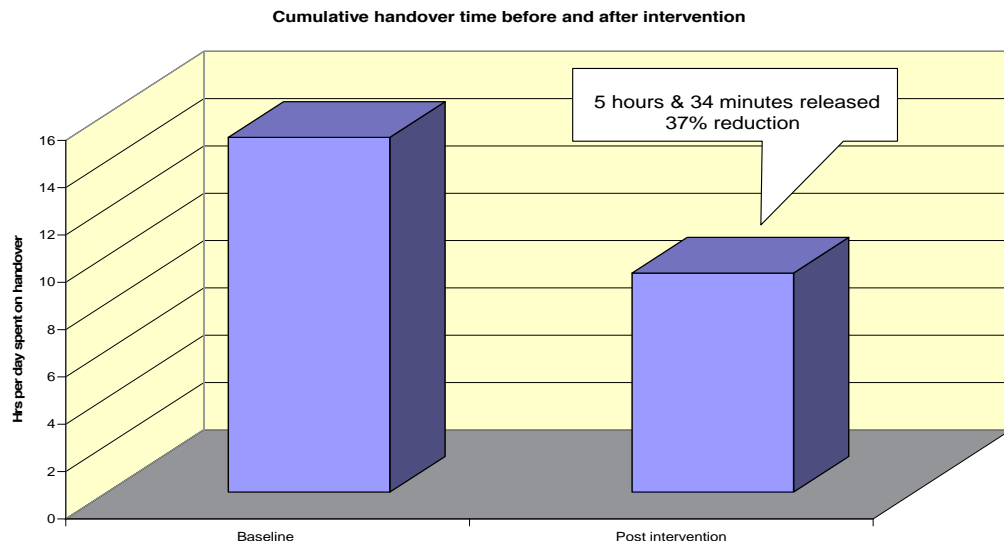
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Outcomes

The baseline time spent involved in handover throughout the day was approximately 15 hours (this is a cumulative figure based on the number of nurses involved).

Post implementation of the agreed standard handover process had reduced the time spent handing over to 9 hrs & 26 minutes (a 37% reduction).



- > Removing waste from the medication administration on a medical ward
<http://www.flinders.sa.gov.au/redesigningcare/files/pages/NursingWorksMedication.pdf>

References

1. Graban, Mark; 2009, 'Lean Hospitals, Improving quality, patient safety, and employee satisfaction'. CRC Press, London p75
2. Liker JK & Meier DP; 2007, 'Toyota Talent. Developing your people the Toyota Way', McGraw-Hill, New York

For more information
Redesigning care
Southern Adelaide Local Health Network
Telephone (08) 82046260

HEALTH.FMCR redesigningCare@health.sa.gov.au
www.flinders.sa.gov.au/redesigningcare



Government
of South Australia
SA Health