



## Birth Defects Data Collection Kaizen - Community and Family Health

Kaizen Event: August 2013

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### PROBLEM/SITUATION

- Changes to the new database have added complexity.
- It is difficult to identify where cases are in the case verification process, making data analysis inconsistent.
- There are too many delays in the process.

### SCOPE

- Starting point:** List of potential cases is reported to birth defects program.
- Ending point:** Nurse reviews confirmed cases and flags as needed for additional review.

### ACTION PLAN HIGHLIGHTS

- Scheduled time for reviews and set daily goals.
- Consolidated codes and guidelines for abstraction.
- Updated MEDSS.
- Revised relevant Standard Operating Procedures (SOPs) and policies.
- Streamlined meetings and monitor timeliness bimonthly.



### PROJECT GOALS

- Decrease time from initial report to nurse review by 50% over next 6 months.
- Decrease number of handoffs by 25% in the next 3 months.
- Increase consistency of data collected by 25% in the next 6 months.
- Decrease team reviews by 25% over the next 6 months.

### PERFORMANCE MEASURES

	Before Kaizen		After Kaizen		Change (%)
	9/2012-2/2013		9/2013-2/2014		
	# cases	Median (days)	# cases	Median (days)	
Initial case report - Nurse review	668	42	820	39	-7.1
Initial case report - Abstraction complete		22		27	22.7
Abstraction complete - Nurse review		19		11	-42.1
# Cases with team review	40 (6%)		6 (0.7%)		-85.0

### CURRENT AND FUTURE STATE PROCESS METRICS

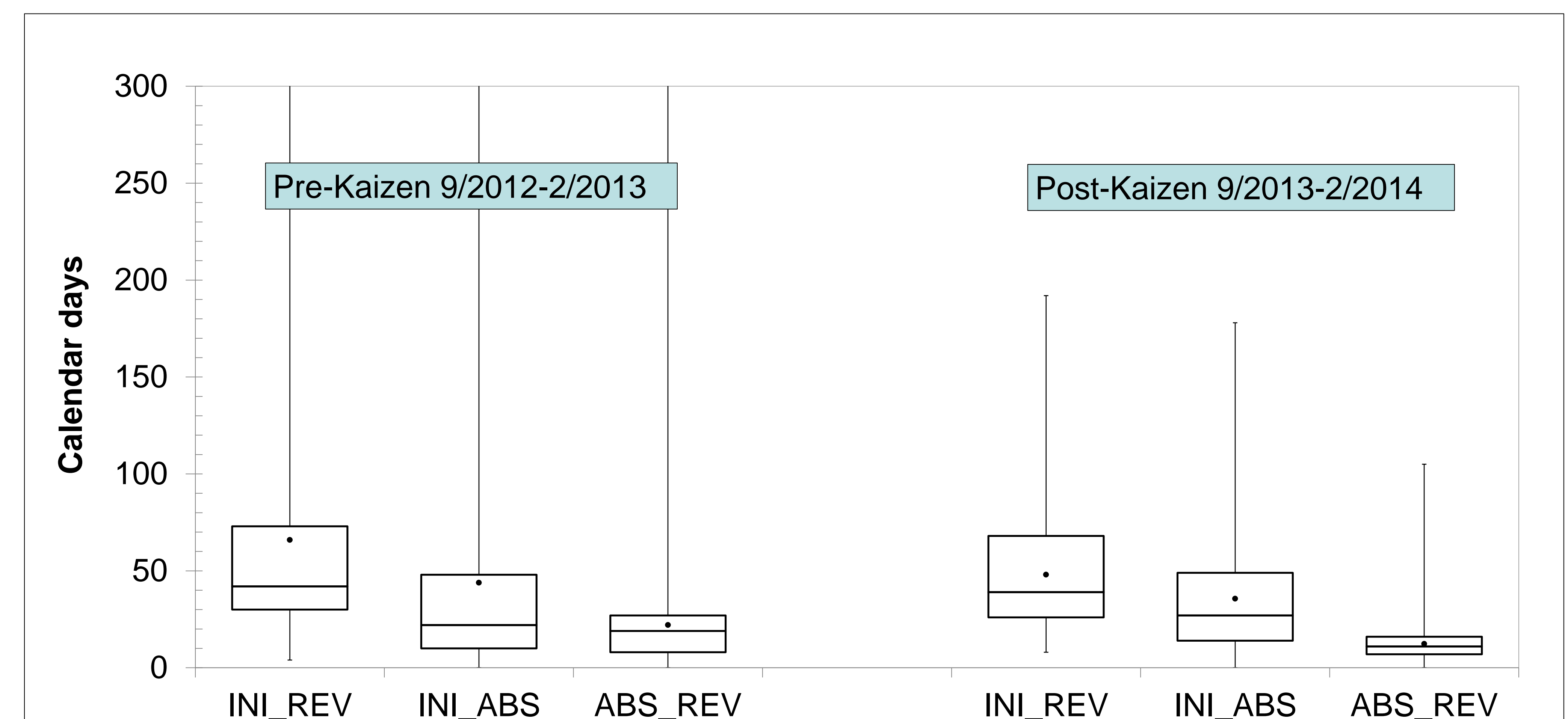
	Current		Future	
	Number	Time	Number	Time
Tasks	5-21	5-26 days	10-21	1-21 days
Waits	1-7	6-190 days	1-2	1-30 days
Handoffs	2-7		3-6	
Storage	2		1	
Decisions	3-4		4-6	
Total		11-216 days		2-51 days

- 84% reduction in wait time
- 76%-82% reduction in total process time

### DISCUSSION

- Maximum days to completion was reduced by 53% from 406 days to 192.
- Median days to completion dropped from 42 to 39 days (-7.1%).
- 85% reduction in the number of cases sent to team review (from 40 to 6), which reduced the number of handoffs and waits.

### SURVEILLANCE TIMELINESS - PRE/POST KAIZEN BOX AND WHISKER PLOT



### CURRENT STATE OBSERVATIONS

- The process is simple but MEDSS makes it more complicated.
- There are huge variations in wait times; the longest wait time could be reduced significantly.
- Too many cases go to team review. It involves handoffs to many people. Sometimes minor errors get sent to team review.

### FUTURE STATE RECOMMENDATIONS

- Establish a more efficient process for resolving coding questions and using team review, including real-time referral for physician consultation.
- Revisit the way the MEDSS Birth Defects module is set up to try to simplify and improve it.
- Automate some handoffs in MEDSS.