BEHAVIORAL HEALTH KAIZEN #1

Friday, May 14th, marked the end of an intense week that humbled and encouraged participants and observers alike. The audience watched as the team of over a dozen people representing patients, families, emergency services, doctors, nurses and other staff presented the meaningful changes that had happened that week at the speed of Lean.

From a training overview Monday morning, through idea generation, a full simulation of those ideas in practice, documenting Standard Work, training staff and updating the work environment by Thursday afternoon, the CSU is not the same place it was just a week before. It is more organized, more safe and staff feel like they can meet the patients’ and families’ needs better. “It just feels different” said one team member.

CCRMC is proud to have sponsored such a dynamic and dedicated team. They have shown that change can happen, and that the Future State will become a reality.

On May 5th, Anna Roth, CCRMC Chief Executive Officer, spent part of her birthday helping paint the redesigned CSU Entrance.

The community has been providing input into the improvement efforts of Behavioral Health for over a year. Here, community members take a break from painting to be recognized for this amazing collaboration.

Carol Lucido
Education and Training Specialist

As my first active participation in a Kaizen event, I felt so very privileged to work with our patients, family members and staff. It was truly a humbling experience for me. I learned very quickly that some of our assumptions regarding what makes the patient feel safe were wrong... and the family members and patient advocates I worked with called me on these assumptions. I valued this entire experience to the fullest extent. Teresa and Connie are so committed and caring; they have taught me so much.

TEAM FOCUS AREAS

Pre-arrival/Notification
Initial Arrival/Greeting
Mobilization Plan
Intake Process
Safety Checks
Facility Configuration

For Comments & Questions, call Lynnette Watts at 925-370-5403 or lwatts@hsd.cccounty.us
To become an effective team, the group must not only focus on their common goal, to improve the patient experience, but they must also have strong sponsorship.

Every team member submitted up to 3 ideas they thought would improve the patient experience. No idea was too small or too big. Almost 40 ideas were presented for discussion/simulation.

Sample Idea Summary Sheet from the team.

As an example of just how fast things can get done, the idea to move a video camera was proposed on Wednesday and completed on Thursday. Thank you, Department of Information Technology!

The first step was to go to the unit and observe what goes on every day. Team members observed staff in action and tried to identify ways to make processes easier for staff and better for patients. While all this was going on, the CSU staff continued to serve the needs of behavioral health patients, providing feedback on proposed Standard Work wherever possible. At the end of the story, it is our caring staff that will make all these ideas a reality.

The simulations were eye opening for everyone. American Medical Response provided an ambulance and staff for the exercise, and staff and consumer representatives alike learned what patients experience.

The team was trained on the appropriate procedures for Safety Checks by law enforcement personnel.

As an example of just how fast things can get done, the idea to move a video camera was proposed on Wednesday and completed on Thursday. Thank you, Department of Information Technology!

Staff practice the Standard Work for Safety Checks with a “patient” in a gurney.

The charge nurse’s office was converted to an exam room to provide privacy for patient safety checks.
KAIZEN WEEK REPORT OUT

Team members stand ready to give their presentations at the Report Out.

“The audience listens to the impressive Report Out of all the team’s accomplishments for the week.

Donna Wigand, Director of Mental Health Services and Julie Kelley, CCRMC Mental Health Program Chief show their support for the Kaizen process.

**Teresa Pasquini, Family Member**

The Behavioral Health Kaizen #1 was a very personal journey. As a family member who heard from consumers and families how difficult it was to experience the Emergency Room, during a psychiatric crisis, this event was a chance for quality of care and access to care improvement. With family members, consumers, patient’s rights advocates, law enforcement, psychiatrists, therapists, nurses, EMTs, clerical and administrative staff working hard and fast, we became a team of change agents. In one week, we challenged the status quo and our fears to design a process that maintained the medical standard and the safety of the consumers and staff. Every patient is now given a welcoming, hopeful, recovery based entry into the Crisis Stabilization Unit. This is meaningful and significant!

The staff at the Contra Costa Regional Medical Center is wonderfully special. They have opened their doors, their minds, and their hearts to improving the Behavioral Health Care experience. I was honored and proud to work by their side and I will continue to passionately support their work and their service to our community.
KAIZEN UPDATE

CONTINUOUS INFORMATION FOR CONTINUOUS IMPROVEMENT

NEXT STEPS

Although the first Behavioral Health Kaizen event has come to an end, the work has just started. Process Owners will use checklists to confirm that Standard Work is fully implemented, weekly meetings will follow the progress of the 30-Day Action Bulletin of ideas still in progress and everyone will be gearing up for the next Kaizen the week of June 14th. To stay updated on CCRMC Lean efforts, please feel free to visit Anna’s blog at safetynethospital.blogspot.com or our website www.cchealth.org/medical_center.

"The joint Health Care Partnership epitomizes the best of consumer/health care provider partnership. This process is what consumer/patient-driven services is really all about." - Brenda J. Crawford, Executive Director, Mental Health Consumer Concerns, Inc.

Consumer Feedback

"It's wonderful to know that my work will provide hope and healing for all mental health consumers who come through these doors."

“To be asked to be a part of change is a wonderful thing.”

“It felt good to be respected rather than restrained.”

“They really said ‘Welcome’ to me.”

Although Emergency Services personnel and law enforcement will follow their current procedures, the symbolism of the redesigned entrance combined with the real work within to improve the patient experience takes us farther down our road to improve behavioral health services for our community.

Ngozi Emenalon
CSU Program Manager

I was really humbled when a patient said, “They really said ‘Welcome’ to me.” That was a powerful statement and reinforced that we are on the right track with the changes taking place in CSU.

I also had staff members that thanked me for the opportunity to be a part of a team that created Standard Work that is being used to add value to the care we give, reduce repetition of questions and decrease the wait time for patients. Staff are definitely willing to participate in other Kaizen events now.

<table>
<thead>
<tr>
<th>Department</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Sponsors</td>
<td>Anna Roth, Joe Barger</td>
</tr>
<tr>
<td>Innovation Council</td>
<td>Mitch Applegate, MD</td>
</tr>
<tr>
<td>Marianne Bunce-Houston, RN</td>
<td>Karen Jovan</td>
</tr>
<tr>
<td>Emergency Department Nurse</td>
<td>Kathy Brandt, RN</td>
</tr>
<tr>
<td>ED CSU Nurse</td>
<td>Joy Mendoza, RN</td>
</tr>
<tr>
<td>Mental Health Division</td>
<td>Karen Pratt</td>
</tr>
<tr>
<td>CSU Educator</td>
<td>Carol Lucido</td>
</tr>
<tr>
<td>Social Service</td>
<td>Yvonne Lopez-Tomko, Christine Cole</td>
</tr>
<tr>
<td>Line Nurses PM, Night Shift</td>
<td>Tsige Metagesha, RN</td>
</tr>
<tr>
<td>CSU Unit Clerk</td>
<td>Vernita Travis</td>
</tr>
<tr>
<td>CSU Physician</td>
<td>Josh Niclas, MD</td>
</tr>
<tr>
<td>Resident Physician</td>
<td>Rebecca Lee, MD</td>
</tr>
<tr>
<td>Patient / Consumer</td>
<td>Connie Steers</td>
</tr>
<tr>
<td>Family Member</td>
<td>Teresa Pasquini, Dave Kahler</td>
</tr>
<tr>
<td>Law Enforcement - MPD</td>
<td>Officer John Stretch</td>
</tr>
<tr>
<td>Emergency Medical Response</td>
<td>Damon Richardson</td>
</tr>
<tr>
<td>Patient's Rights</td>
<td>Christine Lopez</td>
</tr>
<tr>
<td>Fellows</td>
<td>Lynnette Watts, Renee Nuñez</td>
</tr>
</tbody>
</table>