

Even better!

Reduced waiting times for patients with Cancer Ovarii

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Context

- The maternity clinic at Oslo University Hospital (Ullevål) is the biggest of its kind in Norway
- The clinic is continuously focused of quality and improvement work
- In the autumn of 2007 we started an initiative to improve the patient flow for woman diagnosed with Cancer Ovarii
- The approach was based on the lean philosophy
- Surveys showed that the patients satisfaction scores where high, but the patients still experienced that they had to wait too long before they got treated (even if the time to treatment was well aligned with the national standards)

Key measures for improvement

- They main goal was to improve the logistics and the patients experience of quality
- Increase the employee satisfaction score
- Reduce the number of visits to the hospital in the preoperative stage to "one"
- Reduce the number of visits to the outpatients clinic
- Increase the number of operations
- The patient should be operated within 10 weekdays

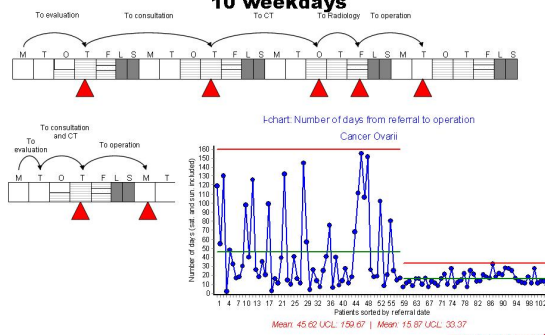
Process of gathering information

- Interviews with key personnel
- Workshops (AS-IS and TO-BE) with all the personnel groups involved with the patient.
- Data from 80 patients.
- The analysis showed a very complex and unanticipated flow
- Analysis showed that it took 3-5 days before the referral was reviewed
- The patient had to wait 5 to 8 weeks to get operated
- Establishing dedicated work groups that concentrated on solving the different challenges



Analysis and results

Treatment of patients diagnosed with Cancer Ovarii reduced from 25-30 days to maximum 10 weekdays



Strategy of change

- The referral should be reviewed by an oncologist within 24 hours
- The secretary calls the patient to make necessary appointments for rapid consultation
- Prioritized and planned consultations to make quick entrance to the outpatient clinic
- CT, consultation and radiology at the same day
- Move the radiology meeting one day to discuss pictures continuously
- Move consultations for low-risk patient to the GP-specialists

Effects of change

- Same day admission established for this patient group
- Reduced the number of hospital contacts before the operation
- Increased employee satisfaction
- Increased patient satisfaction
- Rapid diagnose phase
- Documented procedures
- More patients operated
- Reduced time to operation with 70% from 25 to 10 weekdays

Next steps

▪Continuous monitoring of waiting time

▪Focus on performance monitoring and action programs

▪Work smarter, not harder!