

# LIGHTEN ED SAFEKEEP STOCKPILE

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SAFETY  
QUALITY  
PATIENT EXPERIENCE

PRODUCTIVITY  
COST

## Define Problem, Set Aim

### Problem/Opportunity for Improvement

- COVID-19 visitation restrictions prevented Next-of-Kin (NOK) from holding onto valuables (eg NRIC, watches, etc) of less-well patients
- As valuables are kept in ED safe, the safe became overfilled. Some belongings were squashed and there were inefficiencies in depositing and retrieving bags
- The number of safekeeping bags held by ED tripled from an average of **25 per day** in Dec 2019 to **79 per day** in May 2020
- ED PSA spent an average of **3 minutes** to locate one safekeeping bag in May 2020, up from an average of **1 minute** in Dec 2019



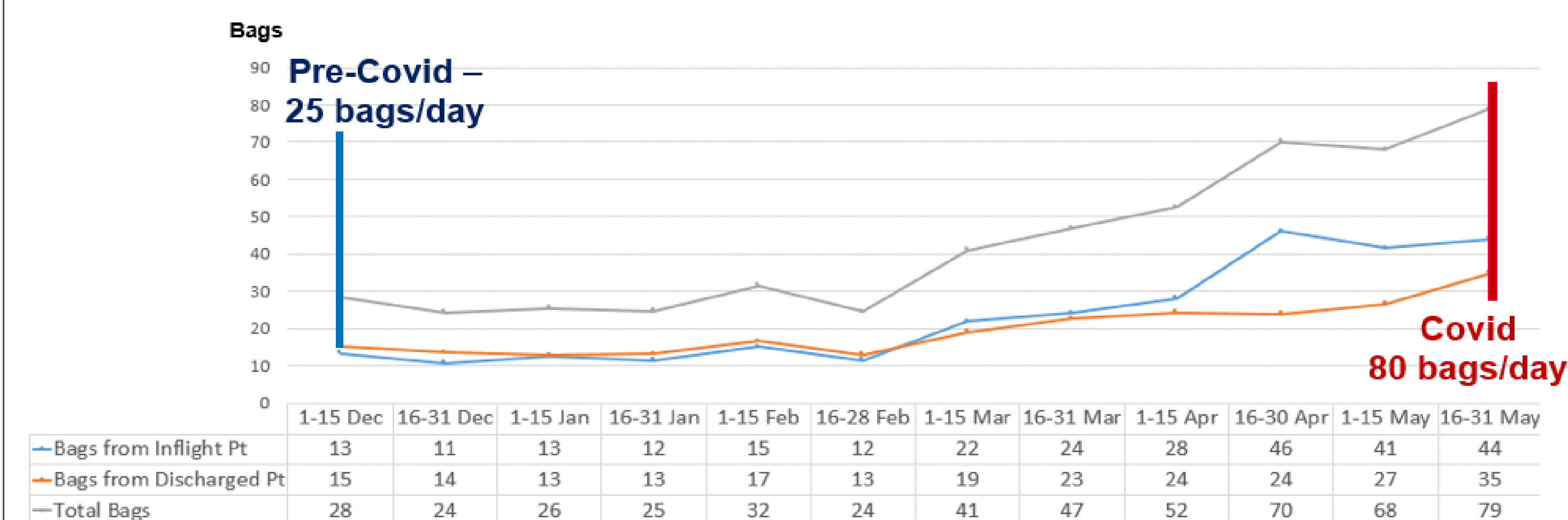
### Aim

- To reduce the number of safekeeping bags held, and time taken for ED PSA to search for these bags by at least 50% from May 2020 levels.

## Establish Measures

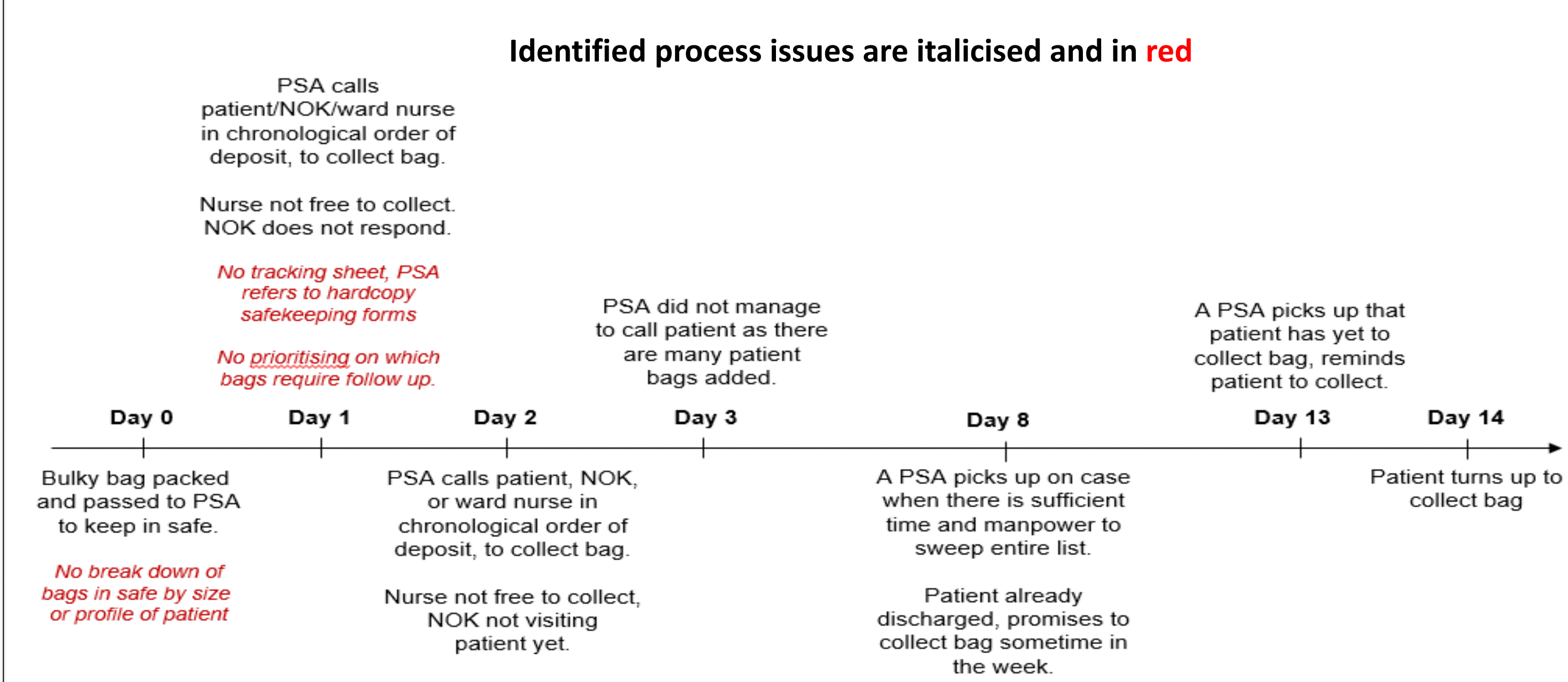
### Pre-Intervention Baseline

Average Number of Safekeep Bags Held/Day Over Rolling 2-Week Period



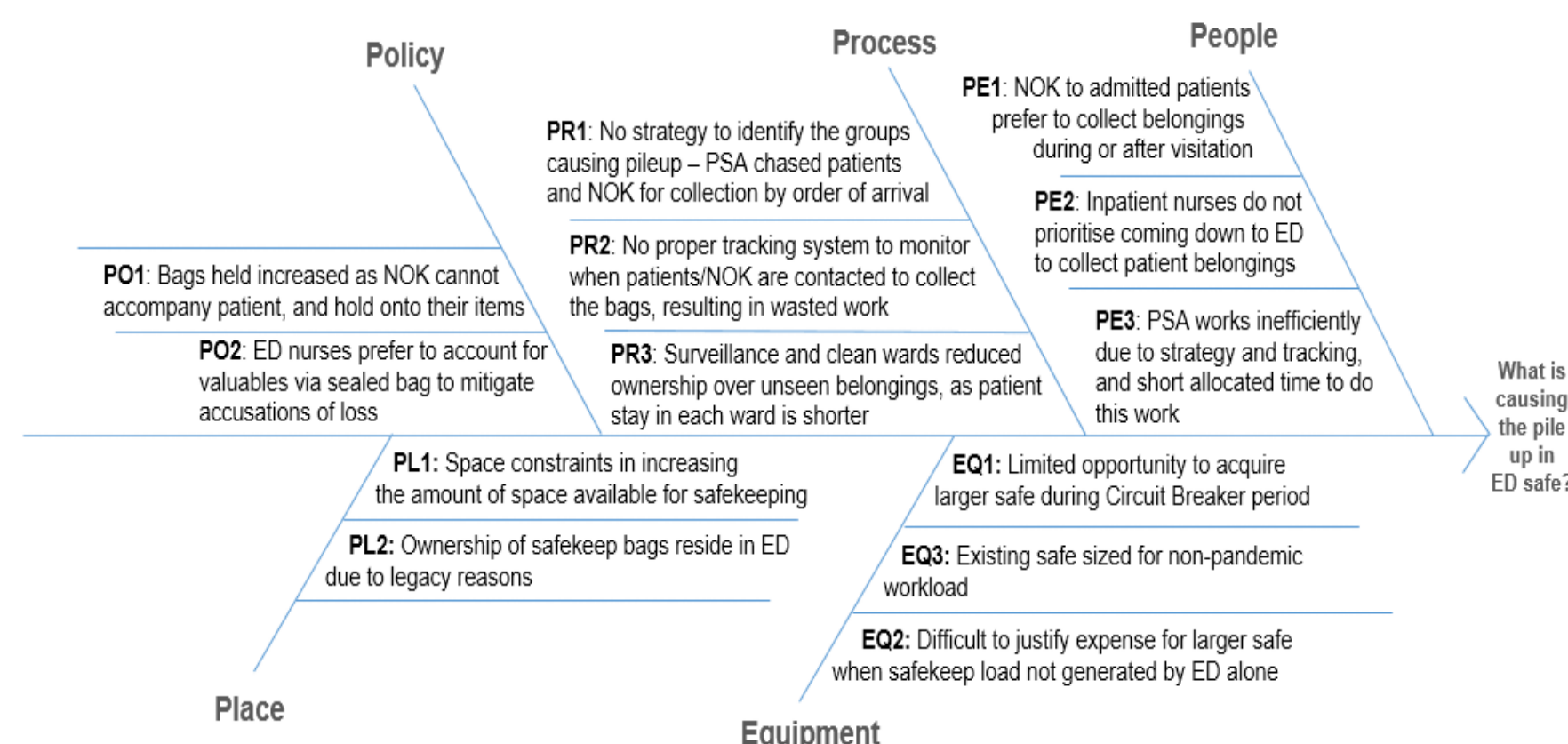
## Analyse Problem

### Pre-Intervention Process Flow



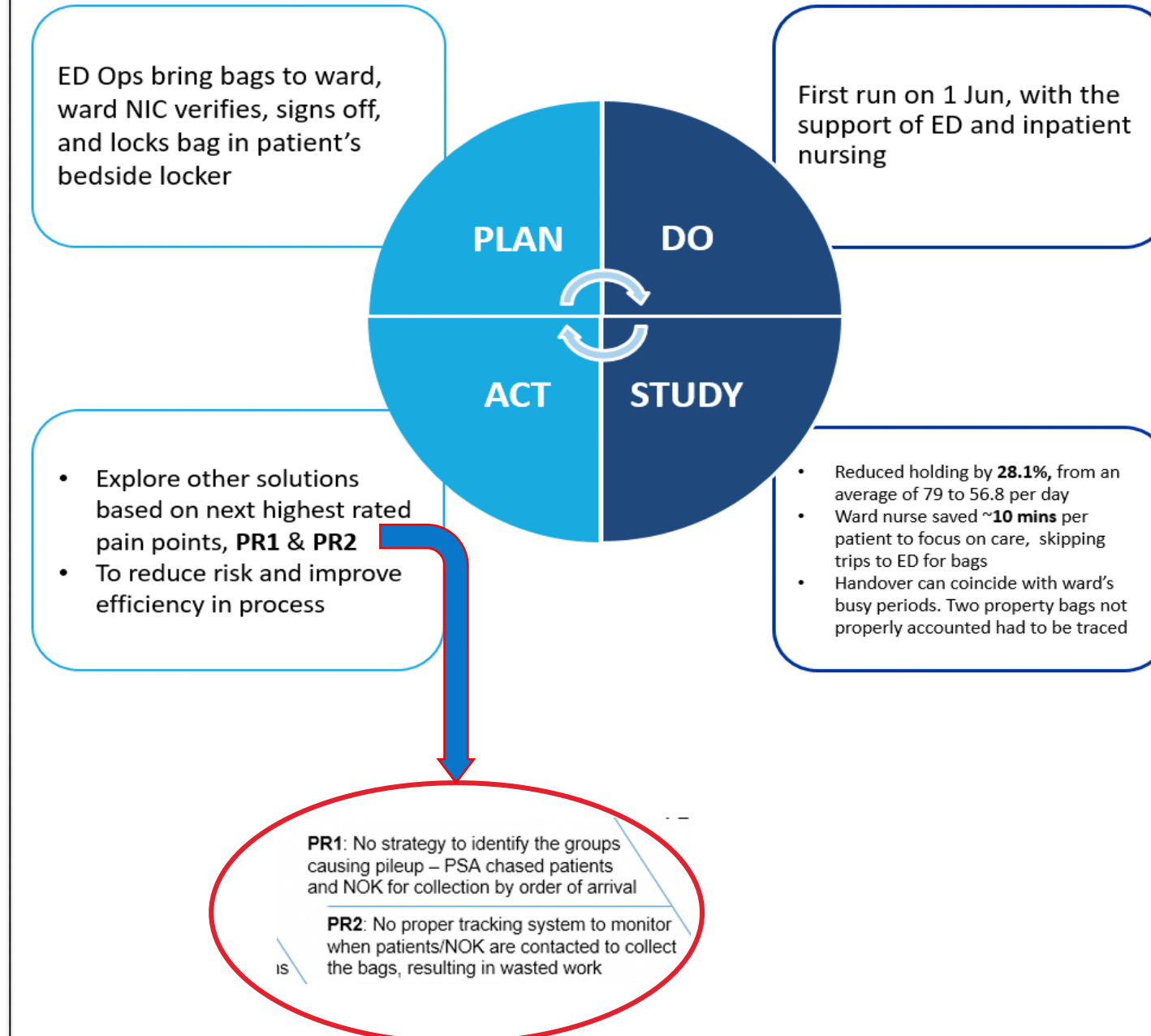
### Potential Root Causes

- Interviews were done with frontline ED colleagues
- Pain points were grouped and mapped onto a fishbone diagram
- Pain points with the most mentions were highlighted for follow up in PDSA Cycle 1
- They were PO1 and PO2

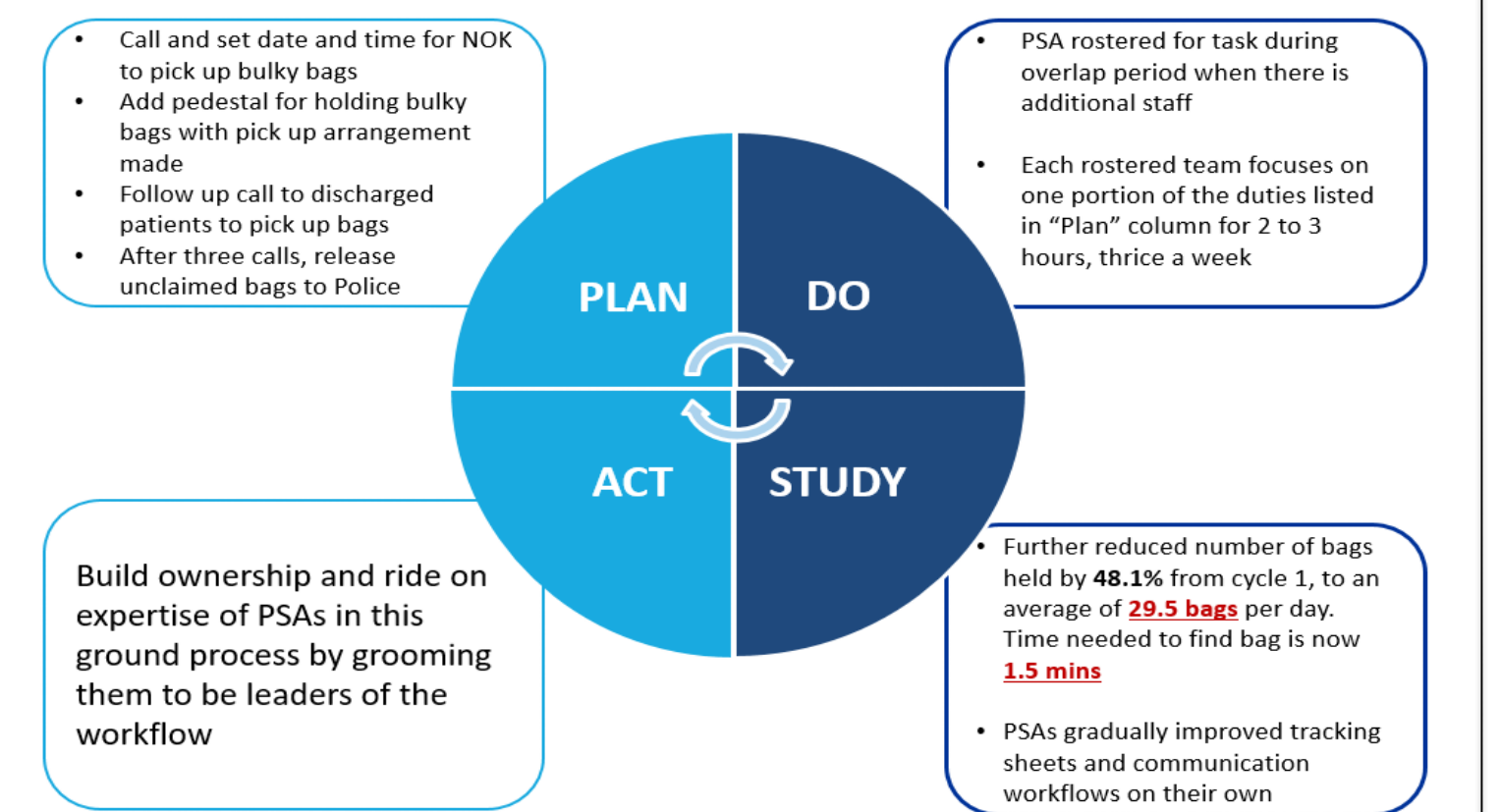


## Select Changes

### PDSA Cycle 1 – Communication and Responsibility Sharing



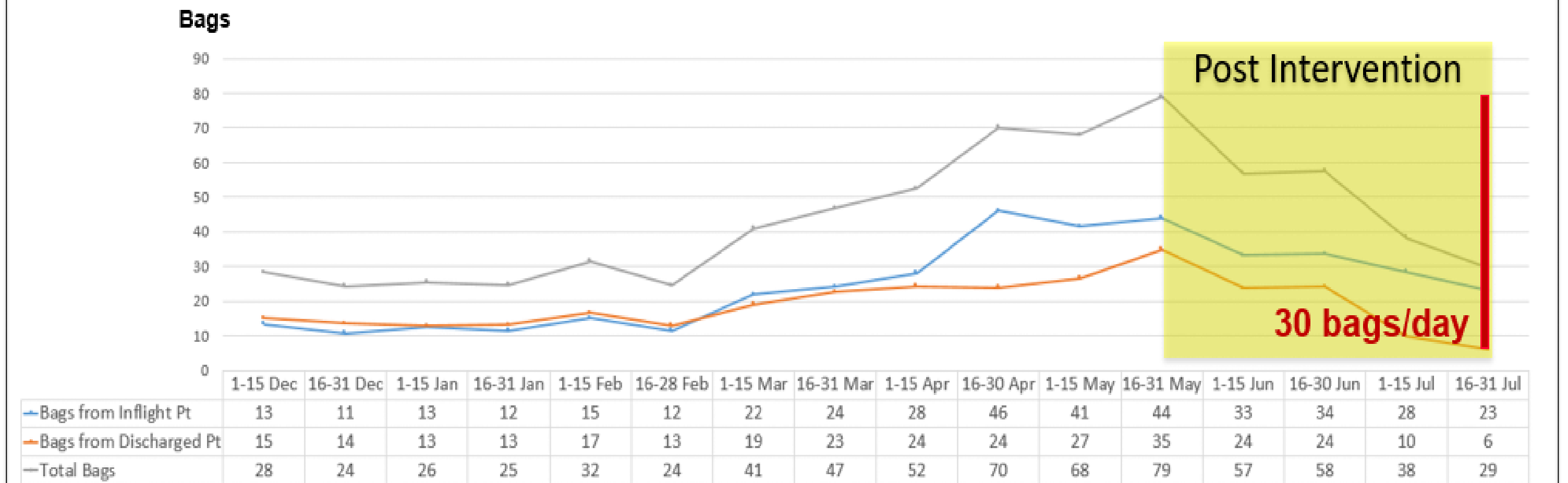
### PDSA Cycle 2 – Targeted Measures on Key Causes of Crowding



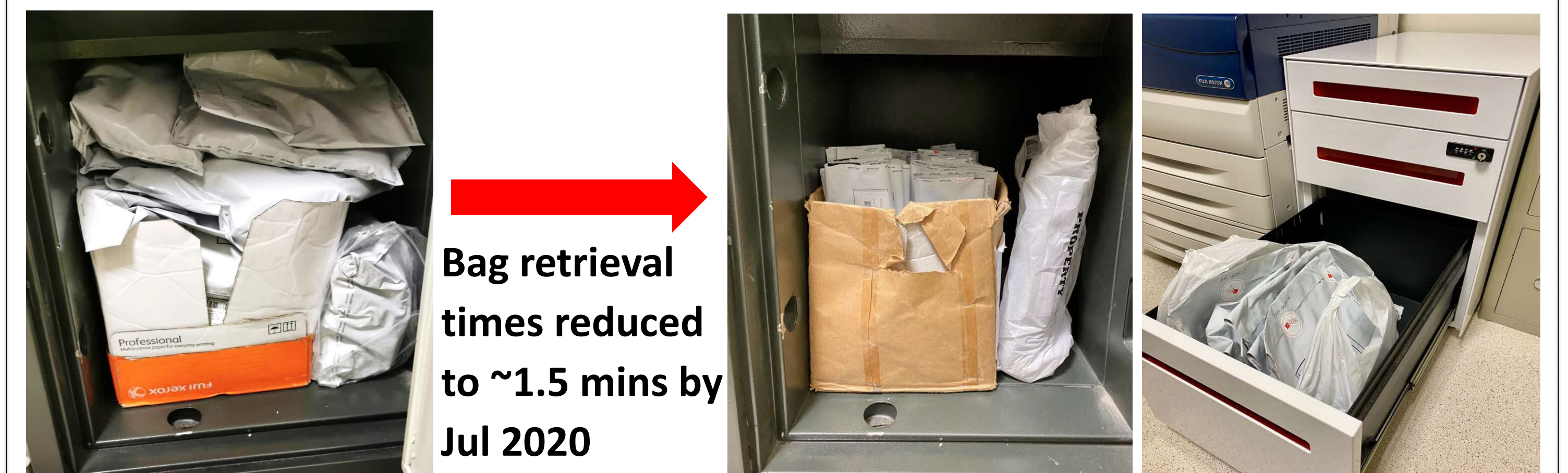
## Test & Implement Changes

### Post-Intervention Outcomes

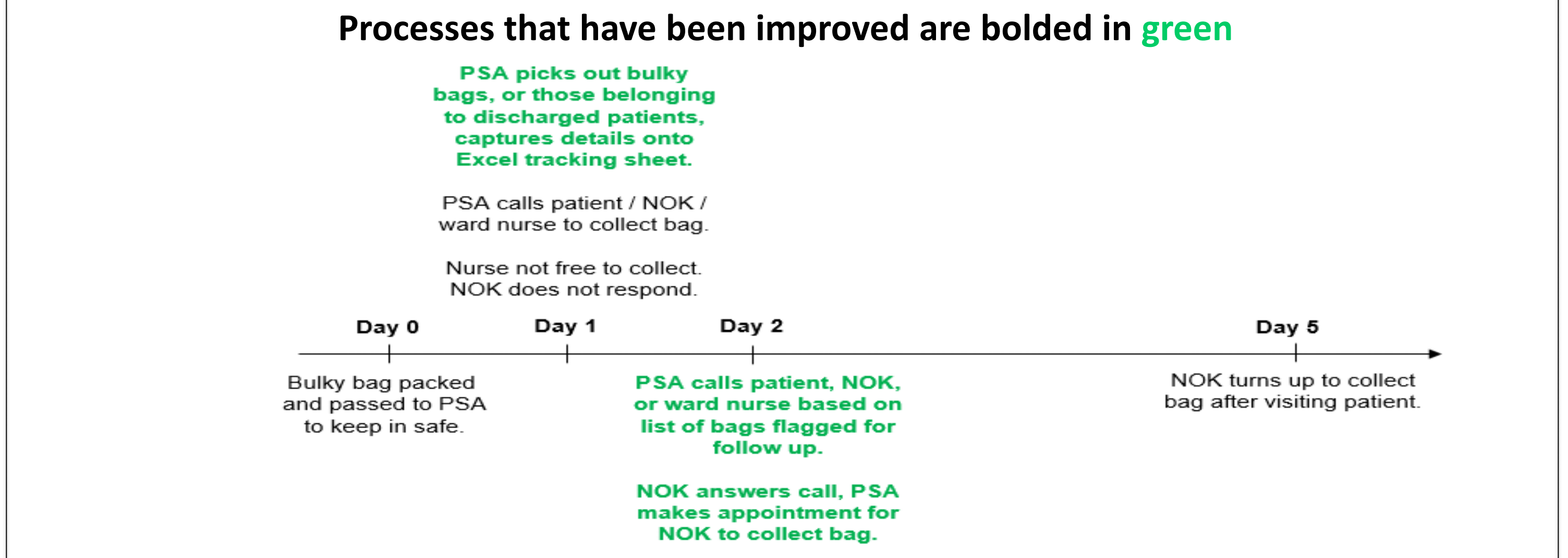
Average Number of Safekeep Bags Held/Day Over Rolling 2-Weeks Period



No. of bags held reduced by 28.1% after PDSA cycle 1 to 56.8 bags/day, and another 48.1% after PDSA cycle 2 to ~30 bags/day

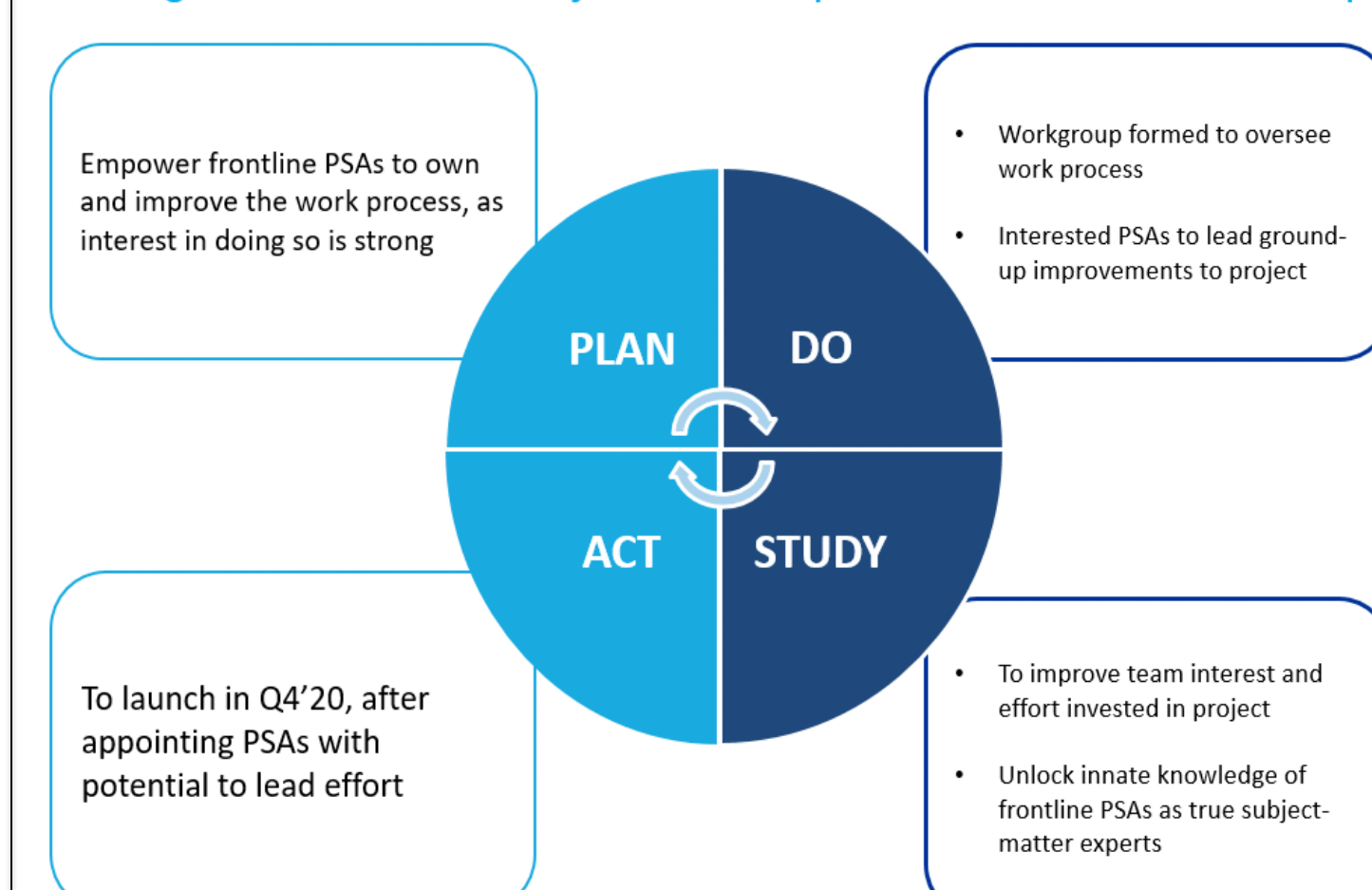


### Post-Intervention Process Flow



## Spread Changes, Learning Points

### Going Forward: PDSA Cycle 3 – Empowerment and Ownership



### Learning Points

- A willing spirit to kickstart difficult conversations, and adopting a team lens to challenges is key to a good project
- Together with our ED nursing and inpatient nursing team, ED ops is able to resolve this long-standing issues! Many thanks to their championing efforts and empathetic attitudes!
- Communication and teamwork enabled the continued success of the project
- The team refined processes and explanations through repeated execution. Those familiar with the duties took ownership, guiding others performing the work for the first time

### Sustainability

- This work process affects PSAs substantially. As such, there is strong interest in the set up of a team to supervise and improve this piece of work. The team subsequently handed over the coordination of this piece of work to frontline PSA Team Leaders for further improvements