Project Title

Podiatry Assets Tracking Plan

Project Lead and Members

Project lead: Chen Xi

Project members: Nicholas Mcindoe, Roy Chia

Organisation(s) Involved

Ng Teng Fong General Hospital, Jurong Community Hospital

Healthcare Family Group(s) Involved in this Project

Allied Health

Applicable Specialty or Discipline

Podiatry

Aims

1. To develop a system that will increase the efficiency of tracking and locating podiatry assets, and to reduce the risk of misplacing these items.
2. To provide structure for regular maintenance of assets in the future.

Background

See poster appended / below

Methods

See poster appended / below

Results

See poster appended / below

Lessons Learnt

Careful planning was needed beforehand, to determine the workflow of locating and relocating items.

Conclusion

See poster appended / below

Project Category

Care & Process Redesign, Quality Improvement, Workflow Redesign, Value based Care, Operational Management, Inventory Management

Keywords

Podiatry Assets, Maintenance, Relabel, Masterlist, Checklist

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PODIATRY ASSETS TRACKING PLAN

MEMBERS: CHEN XI, NICHOLAS MCINDOE, ROY CHIA

☐ SAFETY
✓ QUALITY
☐ PATIENT EXPERIENCE

✓ PRODUCTIVITY
☐ COST
☐ TEAMWORK
☐ COMMUNICATION

Define Problem, Set Aim

Problem/Opportunity for Improvement
Podiatry assets are spread out in various locations all over the hospital campus, and are difficult to track or locate when needed for use or for maintenance. There is a high frequency of transfer of items between locations due to working nature of the podiatrist, making small-sized items especially easy to misplace.

Quantify the problem*: Every month there are 2-3 podiatry assets that are called for BME maintenance, and every year there is an audit of all podiatry assets (56 items in total). The time needed for locating each item is typically 15 to 90 minutes. The person looking for the item has to search for the item in multiple possible locations, and liaise with multiple staff to find the correct item amongst several visually identical items. The total time spent on tracking assets each year is around 60 hours.*

Explain the cost*: High cost assets (>$1000) are costly to replace when lost. Hence these items need to be tracked carefully. They also need to be maintained regularly for optimal performance. Currently, there is a high time cost of the current management method of approximately 1.5hours per month. Scope: All Podiatry assets. Target audience: Podiatry team Location: all podiatry working locations. Period: Immediate*

Aim
1. *To develop a system that will increase the efficiency of tracking and locating podiatry assets, and to reduce the risk of misplacing these items.*
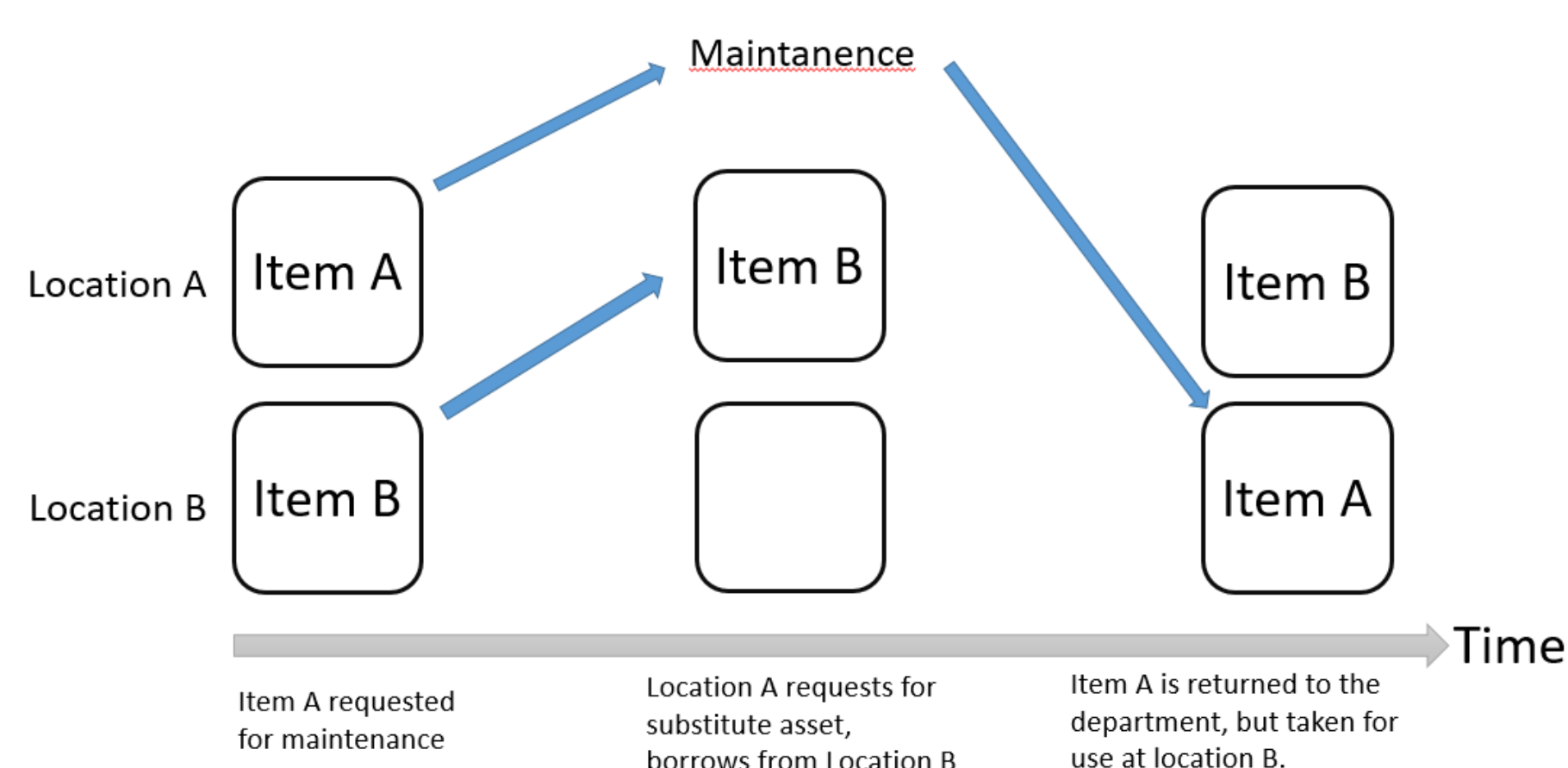2. *To provide structure for regular maintenance of assets in the future.*

Establish Measures

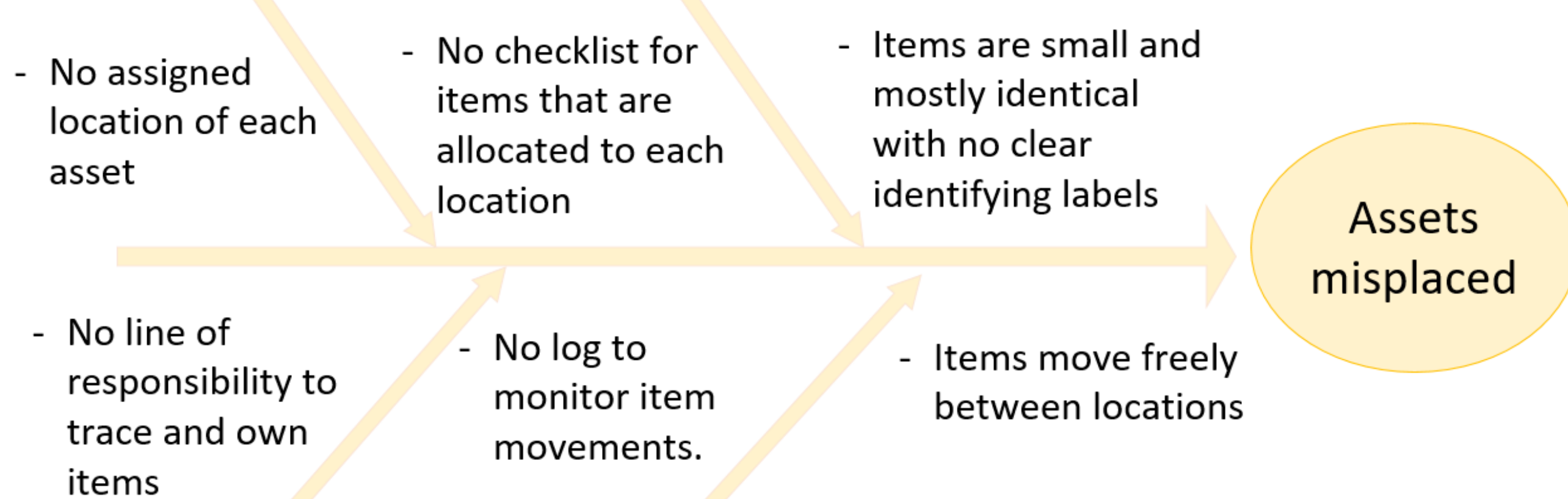**What was your performance <u>before interventions</u>?**
Prior to implementation, there was no structured method for the management of assets within the department.
It took approximately 1.5hours each month to locate each piece of asset when requested for BME maintenance.
Every year, a full audit of all the asset items can take up to 2 months to slowly search and document every single piece of asset.
The total amount of time spent on tracking assets amounts to approximately 60hours.

Analyse Problem

What is your process <u>before interventions</u>?

What are the probable <u>root</u> causes?

- No assigned location of each asset
- No line of responsibility to trace and own items
- No checklist for items that are allocated to each location
- No log to monitor item movements.
- Items are small and mostly identical with no clear identifying labels
- Items move freely between locations

Assets misplaced

Select Changes

What are all the probable solutions? Which ones are selected for testing?
1. Relabelling and assignment of items in each location with colour coding
2. Creating masterlist of all items detailing location and other important data of the item
*3. Creating checklist of items for each location*

Testing for:
Reduction in time taken to locate and identify assets.

Impact — High / Low
Implementation — Hard / Easy
② Do Last | ① Do First
③
Never Do | Do Next
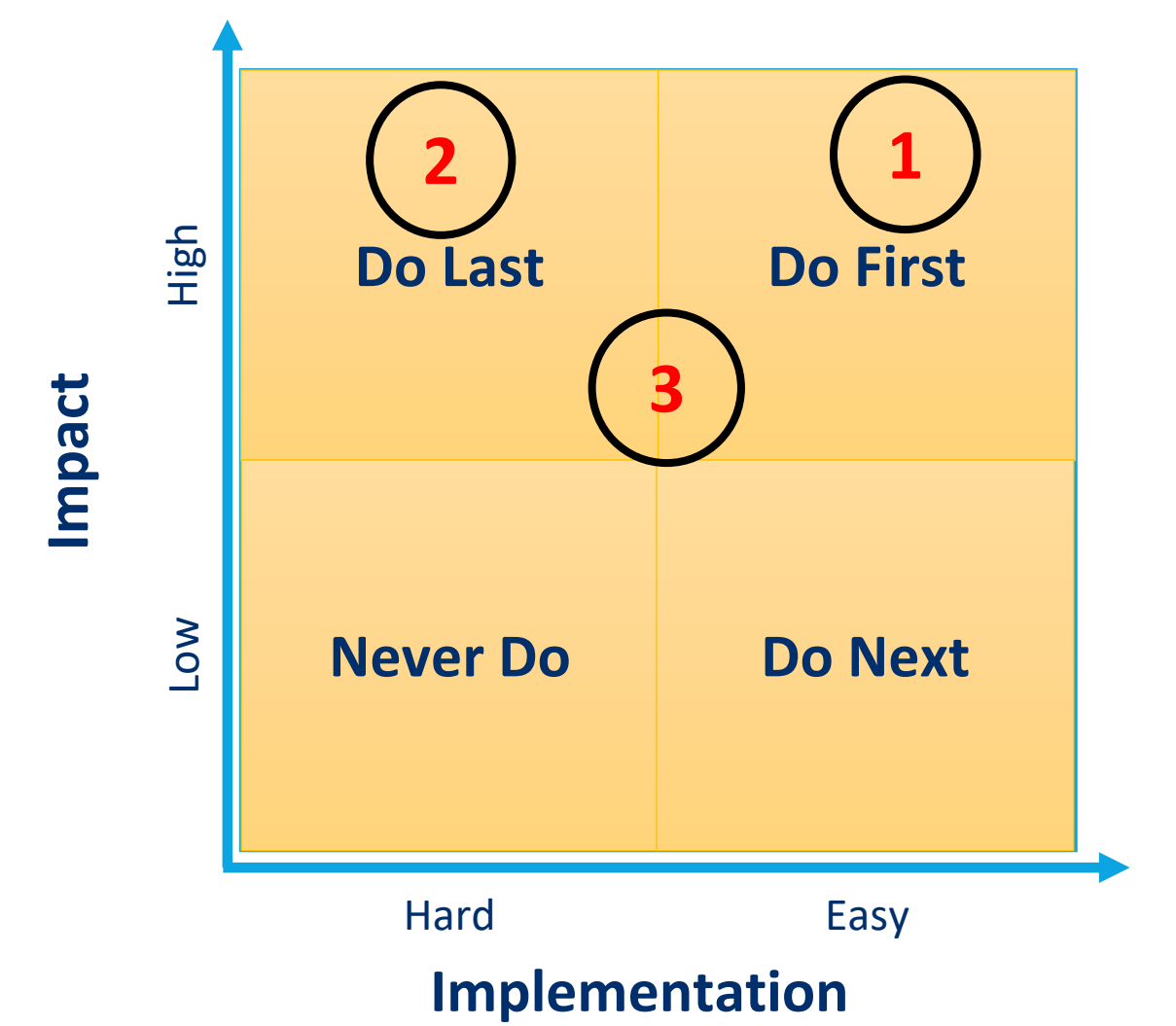
Test & Implement Changes

How do we pilot the changes? What are the initial results?

CYCLE	PLAN	DO	STUDY	ACT
	What is the aim of this cycle? What do you need to do before you execute the test change? (Who, What, Where, When)	*Was the test change carried out as planned?* *What are the feedback & observations from participants?*	*What are the results? Use run charts to illustrate.* *What did you learn from this cycle?*	*What is the conclusion from "Study"?* *What is your plan for the next cycle (adopt / adapt / abandon)?*
1	Test time efficiency of retrieving items for monthly maintenance.	Yes The item requested was first checked against the masterlist for its location, and staff on location notified to identify the item and hand it over to maintenance.	Staff took approx. 1 min/item to identify each item on the masterlist. The overall time taken to retrieve all items was 10-20min (including time taken to collect the items from various locations).	Time savings was more than expected, from using about 1.5hours of dedicated asset finding to approx. 20min by identifying its most likely location then directly retrieving from said location.
2	Test labelling clarity – if the labels are easily seen and understood in the locations itself	Yes No major issues reported. Labels are clear and easily identifiable. Item that was previously misplaced were returned to assigned location.	Staff took approx. 1 min/item to quickly identify item that belonged or did not belong to their location.	To continue using labels for now. To monitor durability of labels.
3	Test item "lost and found" efficiency	Yes Staff may forget to make note of the temporary relocation of the item on the local checklist and has to ask other team members to assist in returning the item after maintenance.	There was delay in returning the item to the correct location, as item was place to another unknown location.	Staff and asset supervisor should add temporary notes on masterlist and/or local checklist to remind themselves of the item's temporary location. Other team members should look out for odd items that belong to other locations (based on colour code), and return items as soon as possible.

Time taken to locate (min/item)
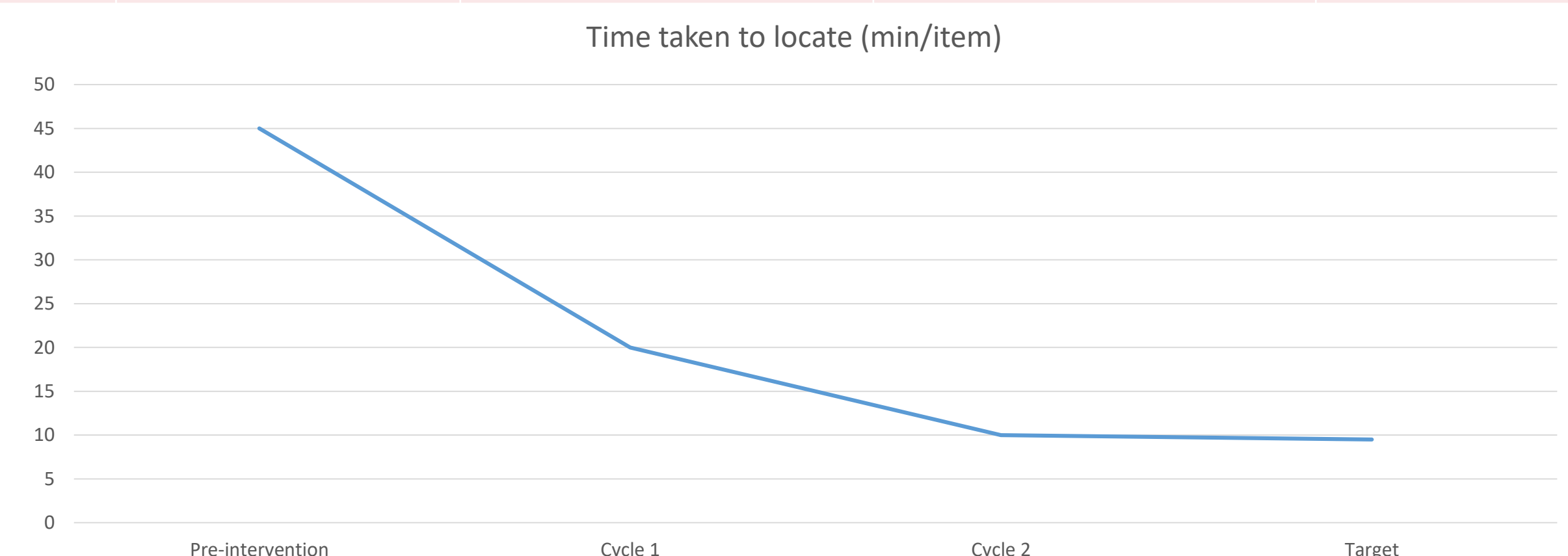
Spread Changes, Learning Points

What are/were the strategies to spread change after implementation? Where will the team spread/intend to spread the changes to?
Changes were made known to all Podiatry staff via meeting, and thereafter again in person while labelling of assets were made. Any issues/queries were dealt with as soon as possible.

What are the key learnings from this project?
Careful planning was needed beforehand, to determine the workflow of locating and relocating items. All discrepancy in the item's location or identifying data had to be identified and resolved before commencing launch.
Continuous maintenance and update of the listings is required to keep on top of the asset situation.
Other departments that have a large collection of assets may benefit from a similar management plan.