

National Quality Improvement Conference

The Stagger Team Trolley: Trolleying for efficiency

SN Gerald Ong
SN Liu XinYing
SSN Goh HuiJin

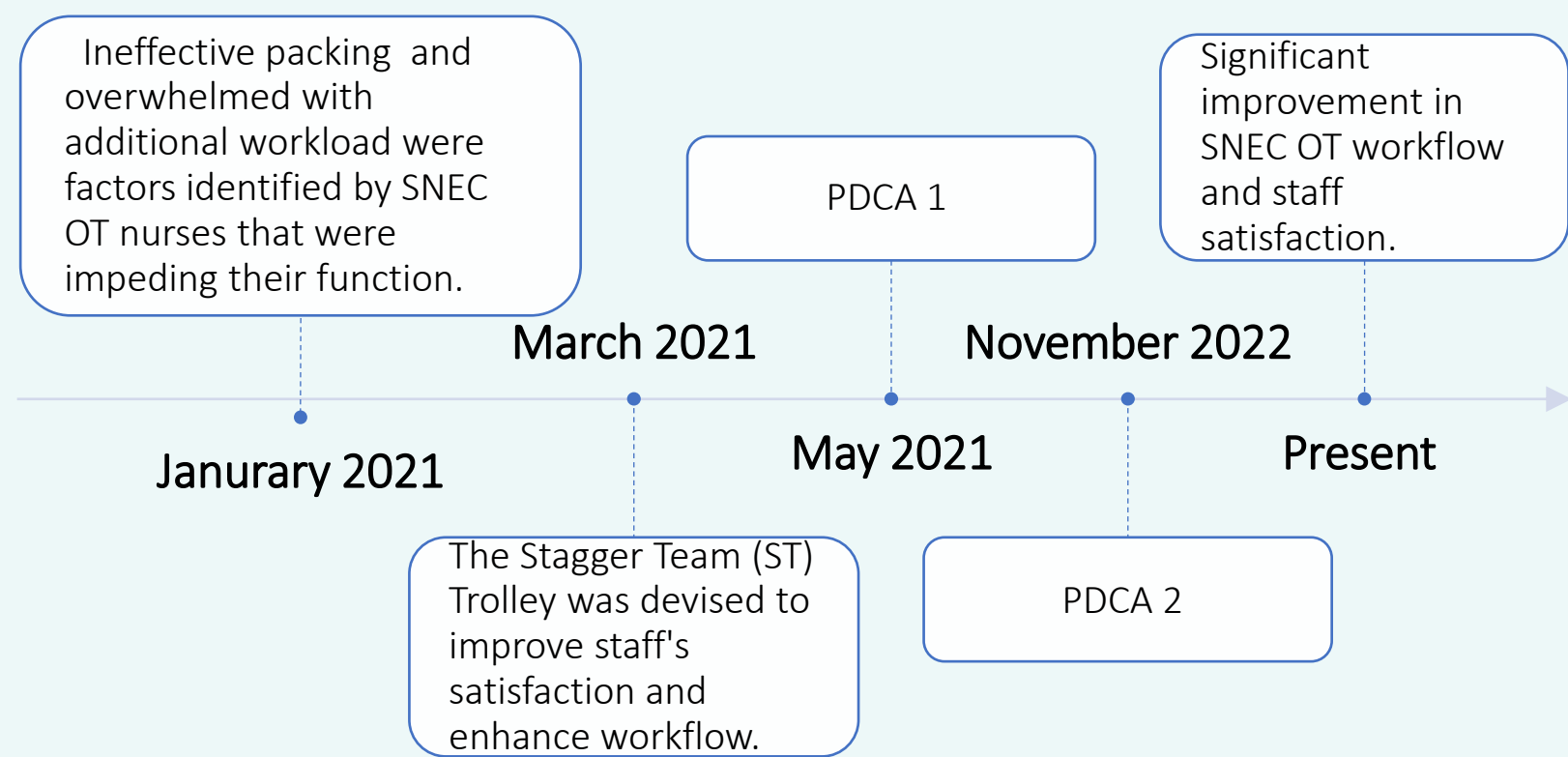
Singapore National Eye Centre
<Gerald.ong.z.p@sneec.com.sg>



Singapore National Eye Centre
SingHealth

Problem Statement

A survey conducted in 2021 found that nurses in Singapore National Eye Centre (SNEC) Operating Theatre (OT) expressed dissatisfaction in two areas; ineffective picking of consumables and lumbered with additional workload. Through numerous ideas brainstormed and feedbacks from staffs, the Stagger Team (ST) Trolley was developed.



Potential Solutions

Identifying the problem



It was found that SNEC Operating Theatre (OT) nurses were dissatisfied in 2 areas: ineffective picking of consumables and overwhelmed with additional workload.

Formulate a plan



ST trolley was formulated. Assigning one dedicated team to prepare consumables for 10 OTs.

PDCA 1



Consumables for various cases were prepared, providing convenience and reduction in time to prepare the theatre. However, First in First Out (FIFO) was difficult to maintain and some items were found to be expired.

PDCA 2



A central preparation area dedicated to the team and only Commonly used items were prepared. Further providing greater accessibility and convenience. Improving FIFO.

Present



Improved work satisfaction and enhanced productivity. Till date no expired items were found.

Project Aim

To promote functional effectiveness with a standard process of preparing daily surgical consumables. Hence, lessening SNEC OT nurses' workload and to ensure effectiveness in consumables preparation.

Objectives

- Achieve cost efficiency
- Increase efficiency and productivity
- Ease workload and facilitate workload

Lessons Learnt

Challenges faced

1:Adaptation

- Some staffs were slow in adapting to ST trolley which might slow down the implementation.

Solution

- Training sessions and a presentation was provided to slowly integrate the use of ST trolley.

2: Resistance to change

- Some staffs were resistance or have doubts that the ST trolley could help improve their workload.

Solution

- Make them the champion of the project. To help them understand more about the workflow and understand the changes that ST trolley could reduce their workload.

Learning Points

- Decrease in overall time taken to prepare consumables led to benefits in both staff wellbeing and organizational aspect.
- Increased flexibility and predictability of working hours in PDCA 2 led to improve work life harmony and staff satisfaction. Leading to reduction in staff turnover & daily absenteeism rates.

Outcomes & Impacts

1. ST trolley had eased OT staff's workload and enhanced preparation of OT consumables. Survey results reported that 95% of the staff agreed that ST trolley plays a significant role in facilitating smooth workflow.



2. Items returned to central ST trolley were minimal and time saved for each OT to prepare consumables is reduced by 400%. Moreover, there were 0% of items found expired till date after implementation of PDCA 2.

