Nurse Caring Utilizing Lean Principles of the Virginia Mason Production System

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Swanson’s Caring Theory

- **Caring defined as:**
  “a nurturing way of relating to a valued other toward whom one feels a personal sense of commitment and responsibility”.

*Dr. Kristen Swanson, RN, PhD*

1991
Five Caring processes:

• **Knowing**: Striving to understand an event as it has meaning in the life of the other
• **Being With**: Being emotionally present to the other
• **Doing For**: Doing for the other what he or she would do for the self if it were at all possible
• **Enabling**: Facilitating the other’s passage through life transitions and unfamiliar events
• **Maintaining Belief**: Sustaining faith in the other’s capacity to get through an event or transition and face a future with meaning
Virginia Mason Production System

• Management methodology based on principles of the Toyota Production System, a proven manufacturing system that focuses on perfection through removal of all waste from it’s system

• Five foundational concepts referred to as “Lean principles”
  Value
  Value Stream
  Flow
  Pull
  Perfection
How the principles are used:

- **Rapid Process Improvement Workshops**
- **Consists of leaders, frontline workers and patients**
- **Improvement focused on a Value Stream**
- **Standardized metrics used for each RPIW**
- **Kaizen Events and 3 P’s**
Caring and Lean

• Swanson’s theory defines caring as the informed caring for the well-being of others.
• Caring characterized by five processes:
  ▪ Knowing
  ▪ Being with
  ▪ Doing for
  ▪ Enabling
  ▪ Maintaining Belief

All require contact time in order for relationships to be established and caring process to occur
Virginia Mason Production System

• Virginia Mason Production System is a strategy that removes waste from systems and create capacity for time to spend caring for patients.
Strategies used to create time for Caring

- RPIW focused on process for zone or “cell” assignments
  - U Shaped Cells - Minimized walking distance for nursing
  - Supplies at point of use in room
  - RN/PCT teams for care provision within cells
  - Standard work for sequencing care in room
  - RN Handoff at bedside with patient involvement
**Positive Outcomes**

- **Decreased patient falls due to increased surveillance**
- **Decreased skin breakdowns due to increased surveillance**
- **Decrease use of call lights as needs being anticipated**
- **Overall increase in patient and staff satisfaction**
- **Increased time at the bedside to care for patients**
Reference

Thank you!

For more information, please contact HIMSS Staff Liaison JoAnn W. Klinedinst, CPHIMS, PMP, FHIMSS at jklinedinst@himss.org