
CASE STUDY

Scenario:

XYZ Hospital is a 350-bed chronic care hospital. Like many hospitals, it has had to deal with shrinking inpatient census and tight budgets. A few years ago, XYZ Hospital experienced a downsizing that reduced the hospital's bed complement from 500 to 350 and decreased staff sharply. As a by-product of the downsizing, increased burdens were placed on all the hospital's operating processes. Among those feeling the stress was the hospital's process for moving patients from one place to another. As patient sharpness increased, the need also increased for a reliable transportation service. Because the transportation process was not dependable, complaints about its performance increased tremendously. Stories abounded about one hour waiting time for transporters; personnel being lazy; patient, staff, and physician dissatisfaction; and an inability to maintain department schedules because of the unpredictability of the process.

Committed to maintaining the highest possible care, XYZ Hospital chose to adopt the Lean Six Sigma approach to improve their health care delivery processes.

XYZ Hospital Quality Council commissioned a Lean Six Sigma team to address this vital issue and gave it the following mission:

Significantly decrease physician, patient, and staff complaints about the hospital's patient transportation process.
