

VA TAMMCS Project Overview and Worksheet

Committee/Division/Service responsible for this project: Nutrition and Food Services in conjunction with IESD	
Project Title: Inpatient Veteran Snack Program	
Start Date: October 24th, 2011	Projected End Date: June 30th, 2012
Person completing this report: Deanne Carlisle RD, LD, MBA	Ext: 55992

[All documents below are located on SharePoint > Q&P > Performance Improvement](#)

Task / Step	Definition / Instructions	Response
VISION	Senior leaders (SBU Chiefs, Service Chiefs, etc.), identify potential areas for improvement and create a list of opportunities.	Vision: Employ a collaborative approach to address the most frequent complaint from inpatient hospitalized veterans.
ANALYSIS	Senior leaders refine the list of opportunities into specific priorities, and then select the project with the highest priority level.	-Interview inpatient veterans -Evaluate most frequent complaint from post-discharge phone call program.
TEAM	<p>Sponsor: Senior leader who aligns resources and eliminates barriers.</p> <p>Team Leader: Process owner and content expert; POC between team and organization.</p> <p>Members: Content experts for the key processes involved in the project.</p> <p>Recorder: Documents ideas, decisions, etc.</p>	<p>Sponsor: The Patient Satisfaction Committee of the Portland VA Medical Center</p> <p>Team Leaders: Deanne Carlisle, RD, LD, MBA, Stephen Weinberg MN, CNS, Pat Fischer RD, Christine Locke, DNP, CNS, CNOR</p> <p>Members: Dianne Storey-Taylor, Drew Otteraaen, Christin M. Bregman, Dawn Barnachea RD, Shannon Hughes RD, Amy Hester, RN, 8D Planning Work Group, NFS Interns: Jessica Mooney, Christina Germann, Amy Target</p> <p>Recorders: Steve Weinberg MN, CNS, and Deanne Carlisle RD,LD, MBA</p>
	<p>Problem Statement: Inpatient veterans are dissatisfied with the timeliness and variety of snacks.</p> <p>Project Scope: (where the change process will start and stop, and any aspects to be excluded)</p> <ol style="list-style-type: none"> 1. NFS ordering 2. NFS Inventory 3. NFS Preparation 4. NFS Transportation to Floors 5. NFS Stocking <p>Nursing will then have the opportunity to offer foods in between meals to hungry patients.</p>	
AIM	<ul style="list-style-type: none"> Time-specific and measurable (what, when, by how much). Addresses problem, not symptom. <p>Example</p> <p>Reduce patient falls by Jan 1, 2012 by 95%</p> <p>WHAT WHEN BY HOW MUCH</p>	<p>Aim Statement:</p> <p>To improve hospitalized inpatient Veterans' satisfaction while promoting health by increasing nutritious, appetizing and timely snack choices available 24/7 on inpatient units, with a 25% improvement in patient satisfaction by December, 2012.</p>

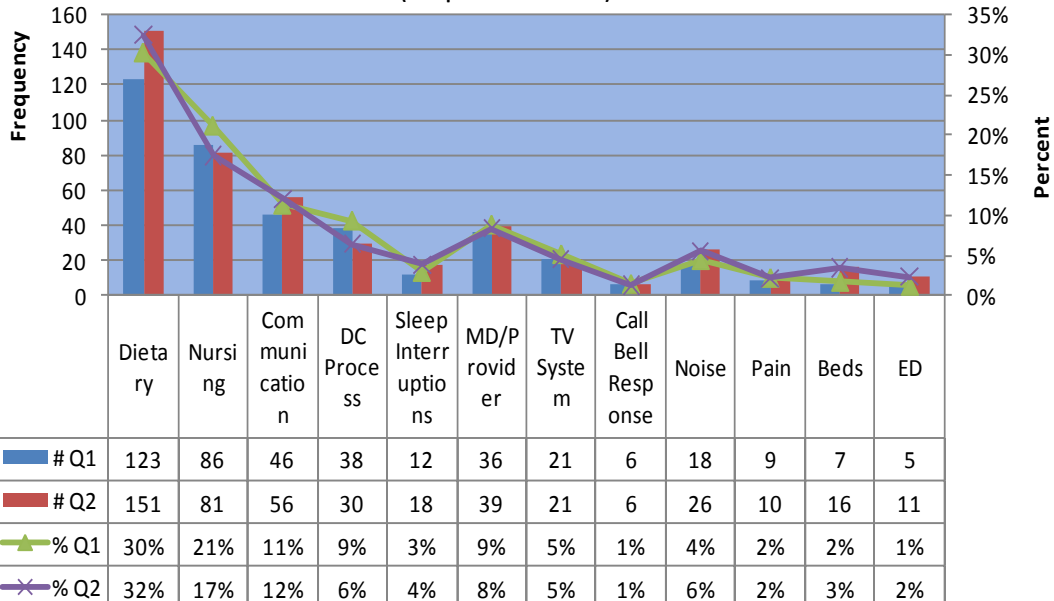
Task / Step	Definition / Instructions	Response
<p>MAP</p>	<p>A “picture” to clarify the start, end, and key decision points of the <u>current</u> process to ensure team agrees on existing process before discussing changes.</p> <p>Example Mapping Tools Process Observation worksheet Spaghetti Diagram Fishbone Diagram</p>	<p>Provide either a location or a link to the Map:</p> <ul style="list-style-type: none"> -Product ordering from specified snack list. -Food preparation in the kitchen. -Snack delivery to 9C & 6D room 104 refrigerator. -Disbursement of snacks delivered by NFS staff to attain par levels.
<p>MEASURE (includes baseline data)</p>	<p>A measure is quantifiable data that determines if an action will be effective and sustainable.</p> <p>Once you decide what to measure, ask:</p> <ul style="list-style-type: none"> ▪ What are the baseline data? ▪ How will we measure it? (tools, procedures) ▪ Who exactly will collect and record the data? ▪ How will we calculate the data? Examples: <ul style="list-style-type: none"> - Percent or Rate (indicate numerator and denominator) - Average (formula to calculate) - Score (formula to calculate) <p>Example Measuring Tools Data Gathering Run Chart Process Observation</p>	<p>Measure(s):</p> <ul style="list-style-type: none"> -25% decrease in post-discharge call patient complaints related to food. -Evaluate food item utilization. -Evaluate wastage of food items. -Evaluate Veteran and staff comments. <p>Baseline data:</p> <ul style="list-style-type: none"> -Over 30% of inpatients called post-discharge had complaints related to their food experience. - See attached graph for food item utilization. <p>Measuring tool and procedure:</p> <ul style="list-style-type: none"> -Number of Complaints. -Log sheet. -Post-Discharge Call Coments. <p>Staff collecting and recording data: NFS managers, and NFS ordering personnel</p> <p>Method to calculate data:</p> <ul style="list-style-type: none"> - Compare how much food, not intended for snacks, is being used extra before the program and after the program. -Compare the amount of food wasted at the beginning of the program to the amount wasted every three months afterwards. -Compare the number of negative comments on patient satisfaction surveys before the program and after the program’s implementation.
<p>CHANGE</p>	<ul style="list-style-type: none"> ▪ Identify the changes most likely to result in improvement. ▪ Use PDSA (Plan Do Study Act) as the change tool (PDSA Cycle Worksheet), or other tools, such as ACA, Six Sigma, etc. ▪ <i><u>Be sure to test changes with a small-scale implementation. This ensures the change doesn't cause new problems, or make the original problem worse.</u></i> 	<p>Changes identified:</p> <p>Key action items to achieve aim statement:</p> <ul style="list-style-type: none"> • Select a variety of nutritious food options to patients requesting food (patient survey) • Determine location to stock food items • Determine quantity of food items needed • Determine a process for accessing food items by nursing staff

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		<p>The outcome is reported via tally sheets, reporting the food items consumed each day. This information is put into an Excel spread sheet and analyzed by a kitchen supervisor.</p>
<p>SUSTAIN / SPREAD</p>	<ul style="list-style-type: none"> ▪ Analyze and evaluate results to determine which changes generated improvements. ▪ “Hardwire” successful changes into daily work to sustain the gains. ▪ Disseminate and implement the change across the organization. 	<p>Explain how your improvement will be sustained if everyone on your team retires: The project will be integrated into each NFS job description to be carried out by whoever fills the position. Discuss other departments that may benefit from the same or similar changes, and create a plan to disseminate, if applicable. Can share with other food service managers a successful approach to expanding their nourishment selection.</p>

Dissatisfaction Graph before Implementation of Inpatient Veteran Snack Program:

FY11 Q1 & Q2 Post DC Call Comments by Category

(Compliments removed)



Food Utilization Graph:

