1. **Title:** A Lean Approach to Weight Loss Operations
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3. **Objective of Program:** The objective of the Lean event and subsequent process improvement initiatives is to reduce waste in the clinic’s processes that lead to poor patient satisfaction, experience, and volume.
4. **Planning/research methods:**
   In November of 2017, Vanderbilt University Medical Center’s Surgical Weight Loss Clinic held a Lean Event. The goal of this event was simple; clinic leadership wanted to reduce waste in the clinic’s processes that led to poor patient satisfaction, experience, and volume. Over the course of three and a half days, team members including front-line associates, clinical providers, administrators and support staff met to review the current state clinic flow. The result of this event was a Vanderbilt record breaking one hundred and six identified problems and sixty-eight process improvement specific solutions to implement over the course of the next twelve months.
5. **Implementation methods, including sample sizes:** Visits to the clinic were measured by analyzing NEC GNAV Pro Link data for Patient Access to the Weight Loss Center pre and post Lean Event. The phone agent data represented is broken into three important categories; Agent Average Speed to Answer (how quickly the team answers a new phone call), Abandonment Rate (when a patient hangs up a call without answer after hearing the automated phone tree options) and Total Number of Agent Outbound Calls. The data displayed covers the timeline of August 1, 2017 to August 1, 2018. Post Lean Event data is represented after the November Lean Event happened on November 1, 2017. All data was a direct report pull from NEC GNAV Pro Link by selecting the first and last day of the month for each respective month.
   
   Visits to the clinic were measured by analyzing Epic data for completed visits to the Weight Loss Center pre and post Lean Event. The visits are represented in the graph as falling between 8/1/2017 to 8/1/2018. The post Lean Event data is represented after the November Lean Event that happened on November 1, 2017. Looking at the visit data after the Lean Event, you can see a rise in overall visit volume compared to pre-Lean Event visits. All data was a direct report pull from our Epic EMR system.
   
   Patient Satisfaction was measured by analyzing Press Ganey data for average top box scores pre and post Lean Event. Pre Lean Event data represents surveys from visit dates falling between September 1, 2017 and November 30, 2017. Post Lean Event data represents surveys from visit dates falling between December 1, 2017 and September 30, 2018. To understand the impact the Lean Event had on patient satisfaction, we analyzed the following overall standards: Access, Moving Through Your Visit, Nurse/Assistant, Care Provider, Personal Issues, and Overall Assessment.
6. **Results (e.g., cost savings, increased productivity, improved quality of care):**
   - 94% Improvement in Patient Access
   - 55% Increase in Visit Volume
   - 9% Increase in Patient Satisfaction