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# SHARE-UMass Memorial Unit-Based Teams: A Sampling of Successes from the First Year

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The first cohort of 5 Unit-Based Teams (UBTs) kicked off in the spring of 2017 with training for the co-leads and co-sponsors. Oversight is provided by the UBT Steering Committee (including leaders from SHARE, operations, CITC, OPD, and Labor Relations), which reports to the Labor Management Partnership Council.



UBTs choose projects that will improve team members' work experience by making it easier for them to provide great care. This year, coaches and co-sponsors focused on helping UBTs build trust in their new roles and ways of working together.

## Engagement

*"We each bring our own piece of the puzzle to our UBT. We know our own piece well, but through the UBT are learning to see the fuller picture and work better together as a team."* -- Mary M, SHARE co-lead

*"Our Unit-Based Team has given our front-line staff a voice and the opportunity to problem-solve and find solutions with each other."* -- Denise K, management co-lead

## Quality

The Tri River UBT reduced unlabeled specimens sent to the lab from 15 per month down to 5 per month. In addition, interdepartmental education and communication increased complete orders to 90%, allowing lab staff to focus on testing instead of hunting for information.

## Alignment

The Vascular UBT had staff self-assess their skill at each of the different 31 tests performed in the lab. They then built a program to make more staff able to perform more tests, in order to reduce waiting.

*"Walk-in patients drove us crazy for years. Finally, we got that 'pebble out of our shoe'. Now it's better for the staff, the patients, and the hospital."* -- Rita C, SHARE co-lead

## Access

The Benedict Primary Care UBT tackled the issue of walk-in patients to address patient and employee frustration, and eliminate wasted time (approximately .25 RN FTE). The UBT designed and tested crisp standard work, and staff now feel in control and can get patients what they need. Of 42 walk-in patients January-March 2018, 18 patients were scheduled into a provider visit within one hour, 15 more patients were scheduled into a same day appointment, and all the patients showed up for their appointments.

## Patient Experience

Post-Epic implementation, the Prescription Center did not meet the "due time" given to patients for their prescriptions 70% of the time. Through multiple counter-measures, including 5S-ing workspaces, adjusting workflows, and level-loading work amongst staff roles, the UBT has brought both campuses are very close to meeting their goal of only 10% failure to meet "due time."

## Operating Margin

The Prescription Center UBT identified and returned nearly \$900,000 of "slow movers" from their shelves as part of a larger focus on ensuring the accuracy of their inventory.

**Transformation:** UBTs deliver culture change and reduced waste through labor-management collaboration on process improvement at the department level.

