

# Do you need a Huddle?

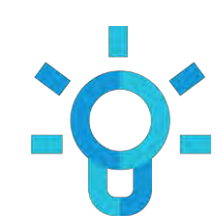


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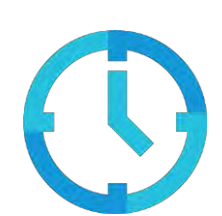
## Lean Daily Management System



**Background:** Ward based clinical pharmacy services have embedded the pharmacist into multidisciplinary teams but pharmacists working in this environment may at times feel unsupported and disconnected from their pharmacy colleagues during day-to-day work. This can have an impact on productivity, access to information, training and development.



**Objective:** Tiered huddle meetings are an effective form of daily management system to communicate with and support front-line staff, identify problems quickly and empower the team to resolve or escalate issues.



**Action:** Our team of 52 pharmacists and 19 technicians working across 5 hospitals are all connected by 7 daily Tier 1 huddles for front line staff. These meetings are brief (<15mins), standing only, and use a set agenda to focus on Reflection, Readiness and Recognition. Information is shared up and down with the Tier 2 and Tier 3 leadership huddles each day to facilitate transparency and ensure prompt response to issues. Representation at relevant nursing tiered huddles for each hospital enables rapid communication of relevant information with multiple other teams. Whiteboards and electronic planners are used to ensure visibility, a primary element of lean systems.

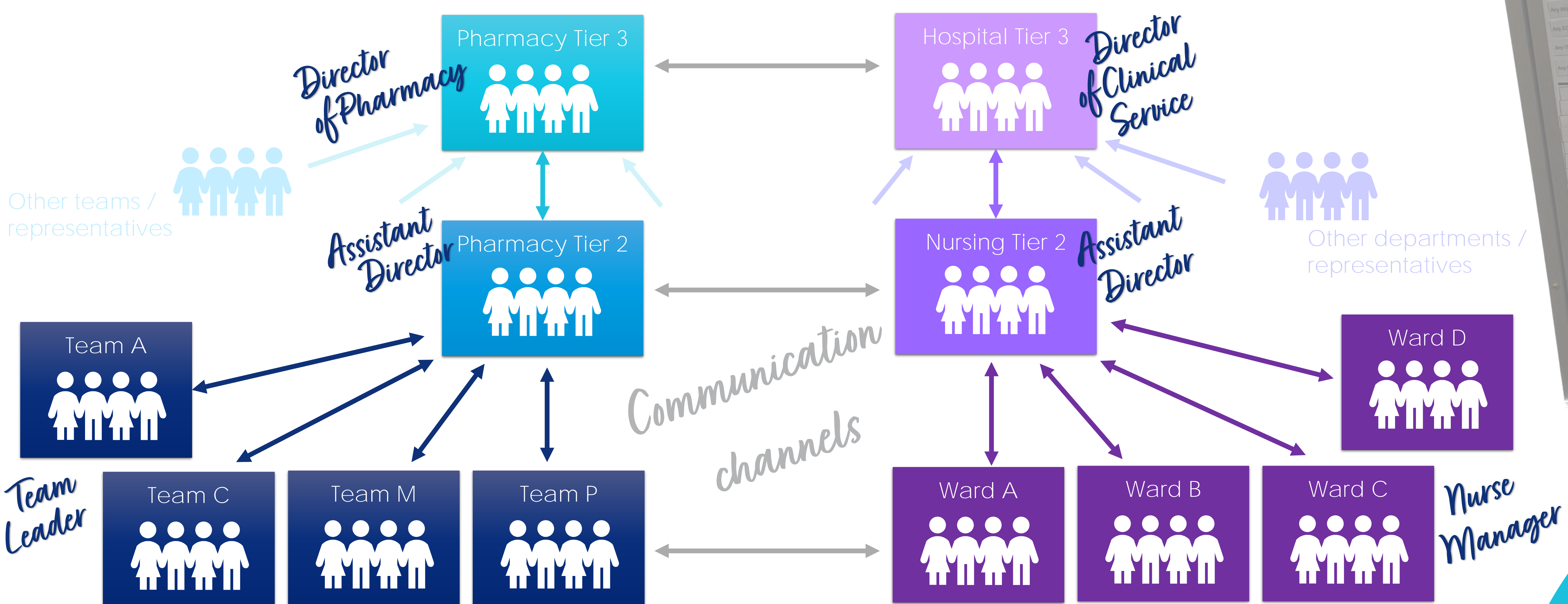
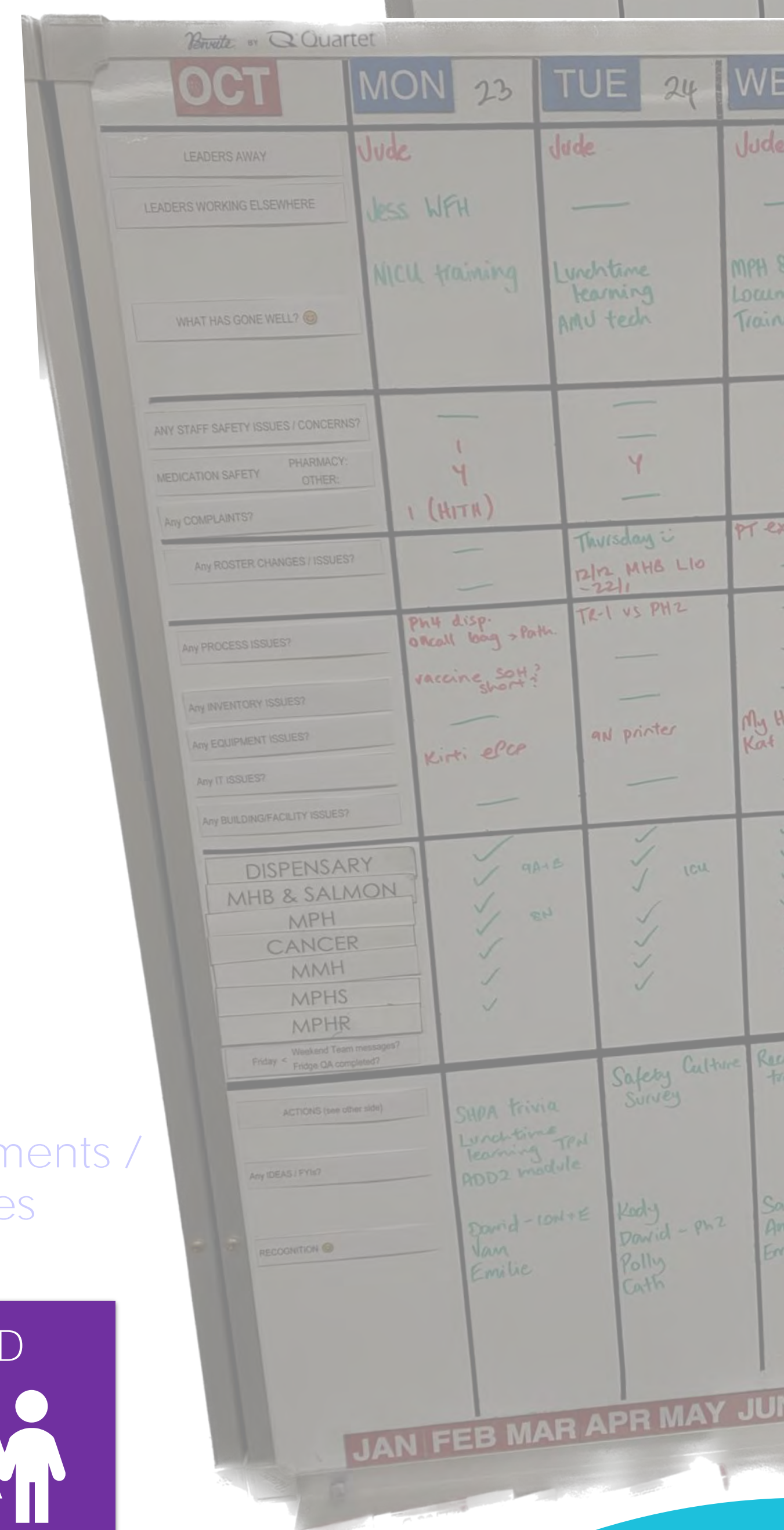
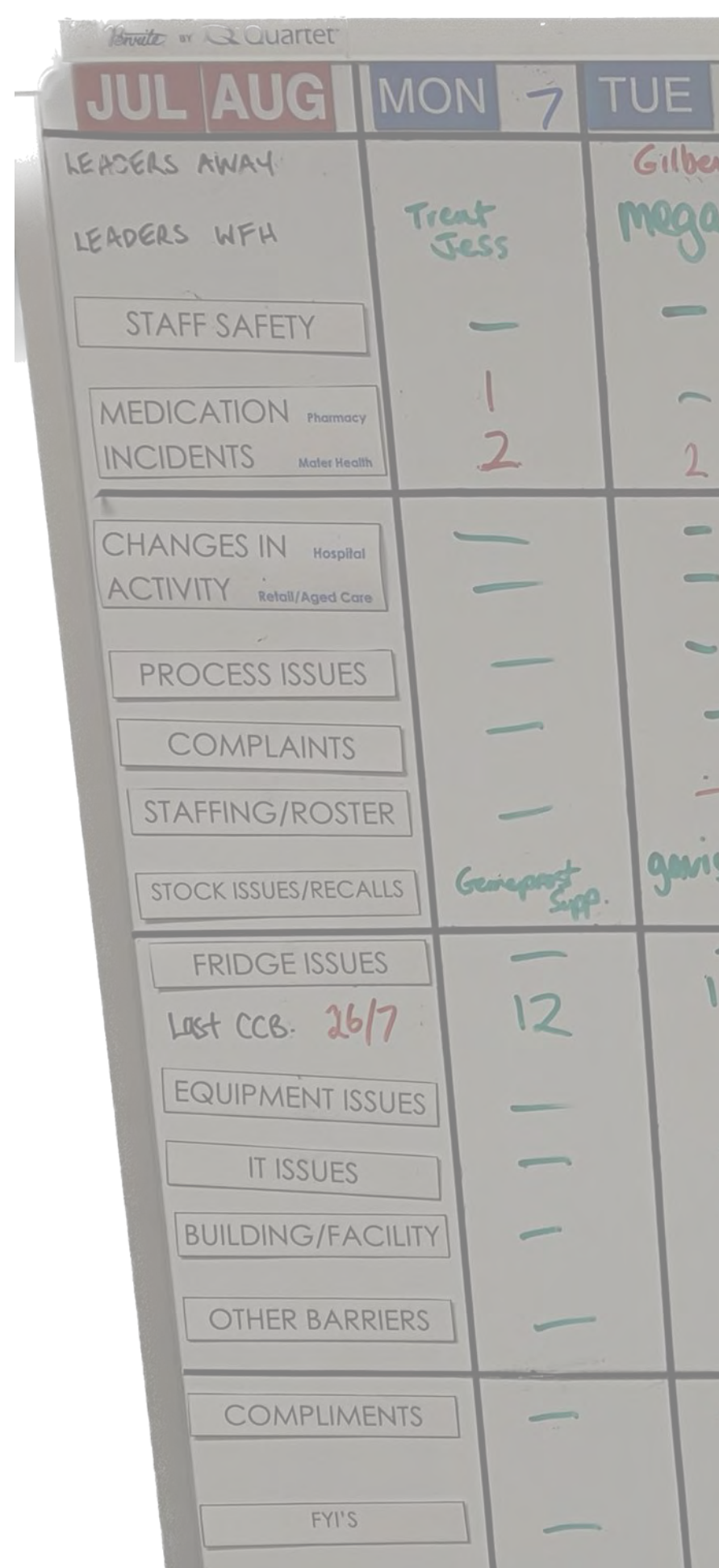


**Evaluation:** The tiered huddle meetings continue to evolve to meet the needs of each team and the department such as start time, location and standing agenda questions.

“What communication works well?” was asked in a staff survey in May 2023, and ‘huddles’ were specifically mentioned in 8 out of 65 free text comments. There was a response rate of approximately 50% in support of face-to-face meetings which was similar to the response in favour of e-mails.



**Discussion:** Daily huddle meetings have become a valuable tool to facilitate communication across multiple areas and levels, encourage team-work and facilitate problem solving.



**References:**

1. Donnelly LF. Daily management systems in medicine. Radiographics. 2014 Mar-Apr;34(2):549-55.
2. Hung DY, Rundall TG, Lee J, Khandel N, Shortell SM. Managing Through a Pandemic: A Daily Management System for COVID-19 Response and Recovery. J Healthc Manag. 2022 Nov-Dec 01;67(6):446-457