

Beth Israel Deaconess Hospital-Milton

Achieve Leading Practice Designation in Operating Room Turnover Times

The Problem

In May 2013, an onsite audit was performed by an external vendor specific to peri-operative services at Beth Israel Deaconess Hospital-Milton. The objective of this internal audit was to review the hospital's Operating Room (OR) scheduling process and staffing, as well as to evaluate opportunities to enhance OR efficiency and utilization. The measurement period for this audit was from April 2012 through March 2013.

From this audit, one of the opportunities for improvement identified related to the timeliness of OR turnover between operative cases. The established industry standard for this process is <25 minutes, however the actual time for BID-Milton was 43 minutes.

Aim/Goal

Reduce OR Room turnover time between surgical cases to achieve leading practice goals, i.e., 20-25 minutes for inpatient surgeries.

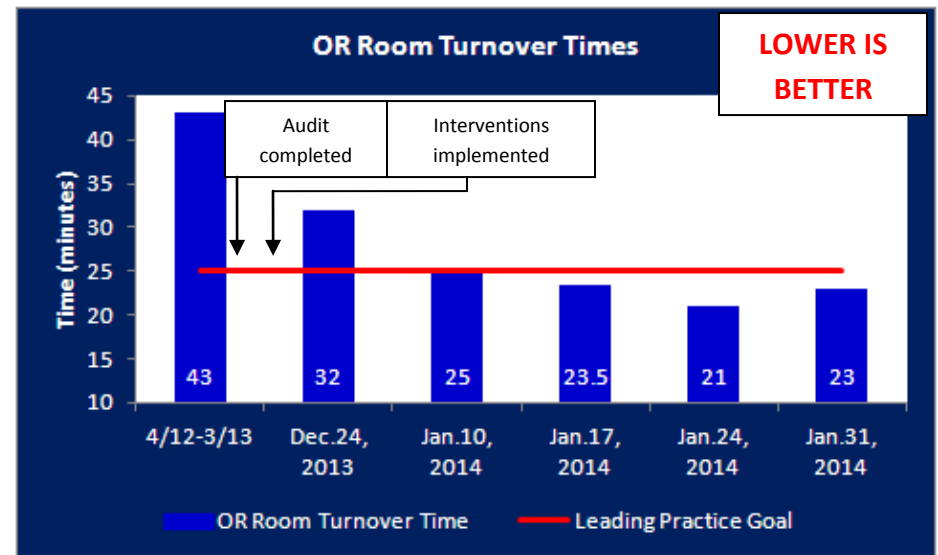
The Team

- OR Staff
- Environmental Services
- Department of Anesthesia
- Department of Surgery

The Interventions (Select Actions Taken)

- Reviewed AORN recommended practices on room cleaning to expedite room turnover and terminal cleaning of ORs – no opportunities identified
- Considered eliminating the OR RN in the patient transport process from the PACU – could not be implemented
- Allowed for patient early entry into the operating room (prior to completion of room setup) to maximize effects of parallel processing (LEAN – optimize 'External Setup')
- Led by a new Interim Director of Surgical Services in November of 2013, performance expectations set with staff as a means to modify historical behavior/practices
- Staff held accountable for performance – times tracked and shared with staff – overall, by OR room and by responsible individual staff member
- OR Manager performed daily rounds
- Worked collaboratively with Anesthesia at start-of-day "flow" meeting
- Engagement and education of CSR staff on their role in OR flow

The Results/Progress to Date



Lessons Learned

- Decreased OR room turnover times allowed for daily "add-on" cases to be scheduled during normal OR hours – i.e., decreased incidence of OR day being extended beyond normal close time (decreased use of overtime)
- Accountability and data transparency drove changes required to improve OR utilization and efficiency

Next Steps/What Should Happen Next

- Celebrate leading practice achievement in room turnover time with staff
- Continue with interventions and monitor ongoing success relative to goals
- Build on this success through other in-progress PI initiatives to address additional opportunities identified as part of audit, e.g., first case start times, block booking, OR room utilization etc.