

# Increasing Productivity & Employee Satisfaction in Today's OR...

## Transforming the Relationship Between the Operating Room and Central Services



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# Objectives

**Upon completion of this session, you will have gained an understanding of:**

- **History of the Operating Room and Central Services at Yuma Regional Medical Center**
- **Changes that were made by the Directors**
- **Outcomes of the collaborative relationship of CSSPD and the OR**
- **Up Coming Challenges**

# **YRMC Mission Statement**

**The Mission of Yuma Regional Medical Center is to improve the health and well-being of individuals, families and communities we serve through excellence, innovation and prudent use of resources**

**Regardless of who directs  
the entire OR system,  
not one individual or single  
group can effectively manage  
it without communication  
and support from each other.**



**The Department of Surgical Services including CSSPD is the single largest supply, equipment, expense consumption, and revenue generating department in the hospital**

**1976 - 167 beds, 3 operating rooms - 3,500 procedures**

**2007 - 328 beds, 14 total operating rooms - 10,419 procedures**

- **4 - ORs under construction**
- **4 - suite free-standing outpatient surgery center**
- **108 - beds shielded for future growth**
- **Second hospital site purchased for future growth**
- **Open Heart Surgery**
- **Cardiac Cath Lab**
- **Cancer & Imaging Center**
- **Women's Surgery, LDRP, Children's Center, Level-II NICU**
- **Parking garage scheduled for construction**
- **Off-site Corporate Center with Warehouse and Purchasing**
- **Wound Clinic**
- **Endoscopy Lab remodel & expansion**
- **Numerous construction projects**
- **Off-campus facilities including re-hab hospital partnership**

# **OR Leadership Turnover**

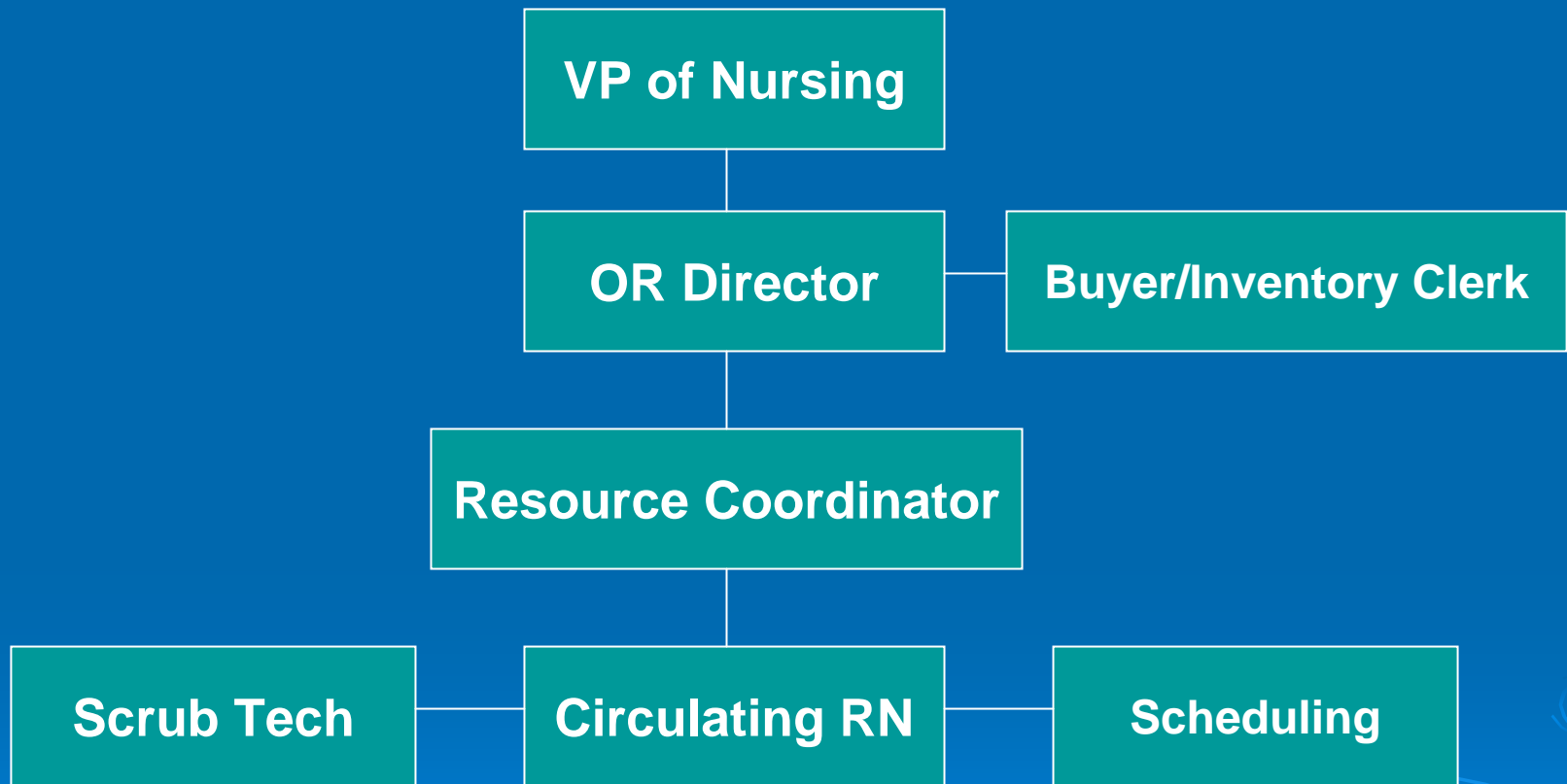
**Surgical Services Management – 1976 to 2007  
in 31 years the operating room has seen**

- 12 - OR managers/directors**
- 7 - interim directors**
- 2 - administrative directors**

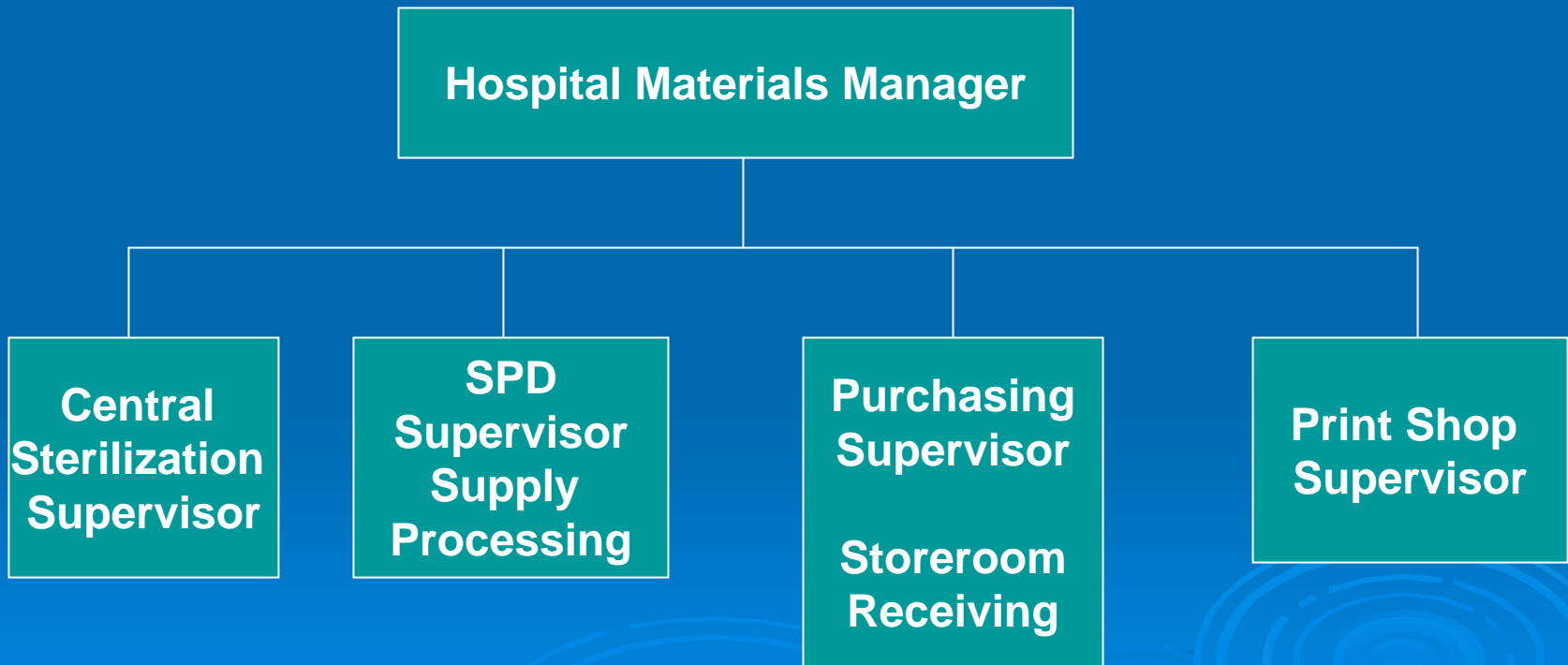
**Total 21 - leaderships styles changes**

**From 1987 to 2007 - 11 changes in OR Leadership**

# Surgical Services Structure 1976 to 2002



# Hospital Materials Management 1976 to 2002




# **Hospital Materials Management Changes 1976 - 2002**

**1994 – Central Sterilization and SPD (Supply Processing & Distribution) combined under one management**


**2001 – Off-site purchasing, warehouse, and receiving  
Hospital Materials Manager had no impact on the OR  
materials management process.**

**2002 – CSSPD transfer under Nursing Leadership to  
form OR Materials Management and CSSPD**

# Director of Surgery

- Special Culture
  - History of Two OR Directors
  - Staff Complaints
  - Surgeon Complaints
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# Leadership Style

- Personal Leadership Style
  - Leadership Team
  - Listen to Staff Concerns
  - Listen to Surgeons Concerns
- 

# Mantra




just

keep



# Leadership Team

- Departmental Needs
  - Current Issues
  - Staffing and Common Complaints
  - Trust From Administration
- 

# Outcomes to be Achieved

- Fully staff the OR
- Improve partnership with CSSPD and the OR
- Improve communication with staff/surgeons
- Accurate preference cards
- Consistent inventory process
- Improve the patient billing process
- Improve instrument management
- Decrease flash sterilization
- Improve block utilization
- Improve room turnover
- Improve surgeon satisfaction
- Utilize location code for inventory/instrumentation

# New Concept

- Tim's Vision
- Service Side
- Budget
- Intertwining of Two Departments

# Tim's Vision

- **Reduce OR Director interactions with service related issues**
- **Develop OR Materials Management Structure**
- **Role of Central Services for hospital**

# Free up the Director of Surgery to allow the focus on relationships with

## Group 1

- Surgeons
- RN staff
- OR Education
- Surgical Techs
- Anesthesia Techs
- Anesthesiologists

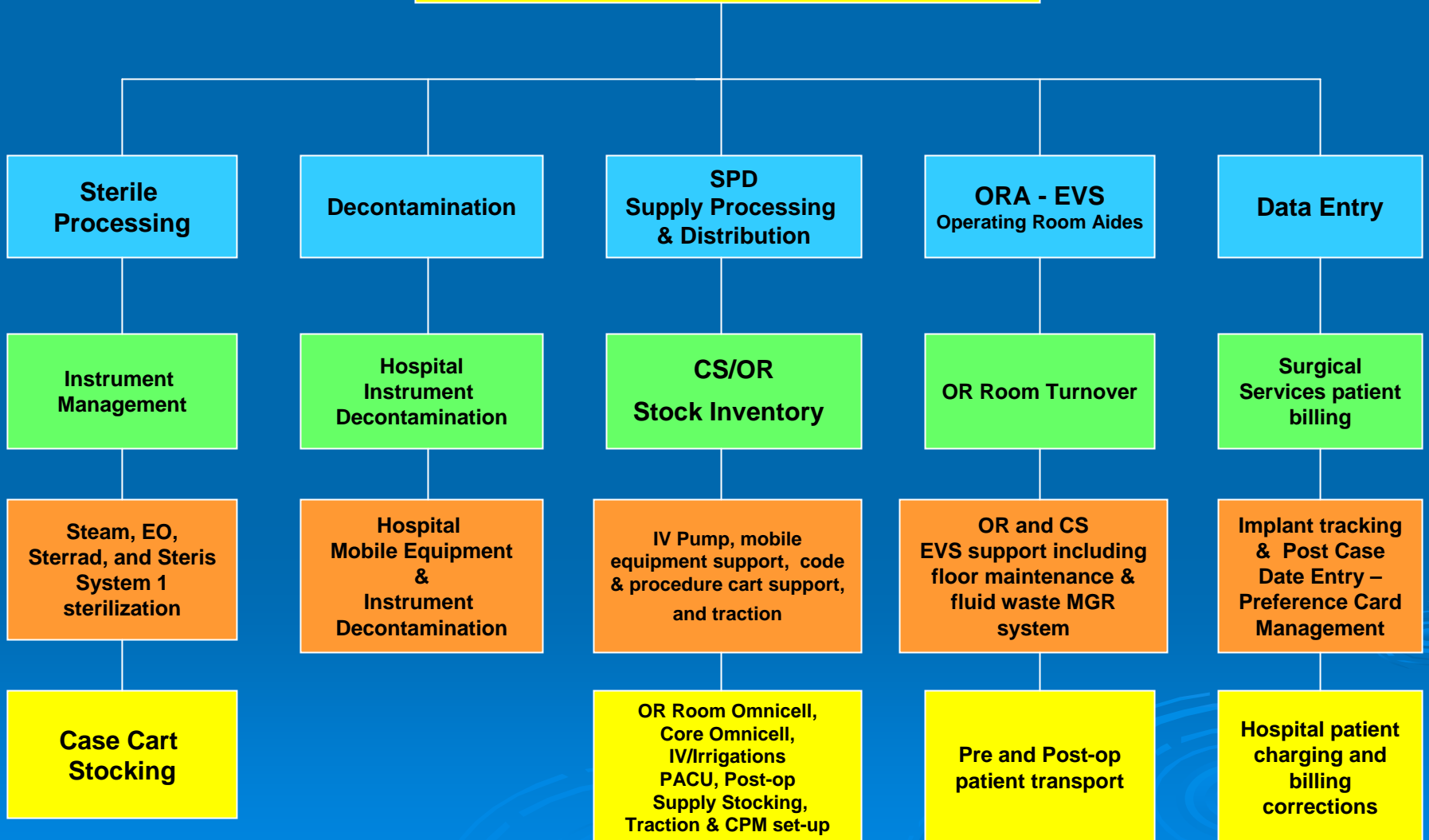
## Group 2

- PACU
- Pre-op Holding
- ICU
- ED
- LAB
- X-ray
- Cath Lab
- Surgical Floors

# Establish Five Service Lines

- **Centralized Sterile Processing**
- **Centralized Decontamination**
- **Centralized Supply Processing for the OR, Women's Surgery, CVOR and CS**
- **Centralized Data Entry Billing**
- **OR EVS**

# Surgical Services Materials Management CSSPD Service Lines



# Communications Improvements

- **CS staff included in monthly OR meetings**
- **Sterilization staff utilize wireless phone to communicate with the OR**
- **ORAs assigned wireless phones**
- **Instrument Tech assigned wireless phones**
- **Overhead paging add to include Sterilization and SPD**
- **All new hires complete CSSPD orientation**

# Responsibilities Transferred

- **Flash and System-1 sterilization sterilizers**
- **Instrument inventory and budget dollar responsibility**
- **Preference card management (centralized)**
- **Supply inventory and budget responsibility**
- **Consignment inventory and instrument sets**
- **All environmental services functions – EVS, transport, trash, floor maintenance**
- **Case cart system**
- **Capital budgeting for all instrumentation**

# **Sterile Processing Outcomes to Achieve**

- 1. Management of all flash and System-1 sterilization**
- 2. On-Call Instrument support**
- 3. Consignment/loaner instrument management**
- 4. Budget dollar for all surgical instrument needs**
- 5. Management of all rigid and flexible scopes**
- 6. Instrument repair management & budget dollars**
- 7. Case cart stocking**
- 8. Battery charging and sterilization**

# **Decontamination Outcomes to Achieve**

**Centralized decontamination from 3 locations for all surgical instruments and consignment loaner instrumentation to achieve high-level disinfection prior to sterilization**

**Maintained centralized decontamination for all hospital mobile patient care equipment and carts systems**

# Supply Processing & Distribution

## Outcomes to Achieve

1. Management for all routine, special order and consignment supplies
2. Receiving for all Surgical Services & Central Services
3. Receiving for all implants and frozen tissue
4. Supply support to Outpatient Surgery Center
5. Supply automation to the OR core and suites
6. Hospital mobile equipment distribution
7. Hospital code cart and procedure cart delivery system
8. Hospital traction and CPM set-ups
9. Hospital wound care supply and pump management
10. Hospital specialty supply management
11. Hospital DME, therapy bed, and custom ortho brace billing

# Operating Room Assistants Expectations

1. Room turnover and set-up
2. Patient transport
3. Management of mobile equipment
4. On-call responsibilities
5. Trash & soiled linen
6. EVS for all management and support services office cleaning
7. Assist with patient positioning
8. Holding area environmental services
9. Waste disposal system management
10. Floor maintenance for all Surgical Services and CSSPD

# Restructuring Preference Card

- 1. Combine preference card and pick ticket utilizing location codes so that any member of surgery or CS could pull cases**
- 2. Insure interface for patient accounting to populate billing numbers on preference card for patient billing**
- 3. Utilized instrument & equipment conflict checking to eliminate over-booking**
- 4. Establish pre-case review**
- 5. Daily preference card updates**

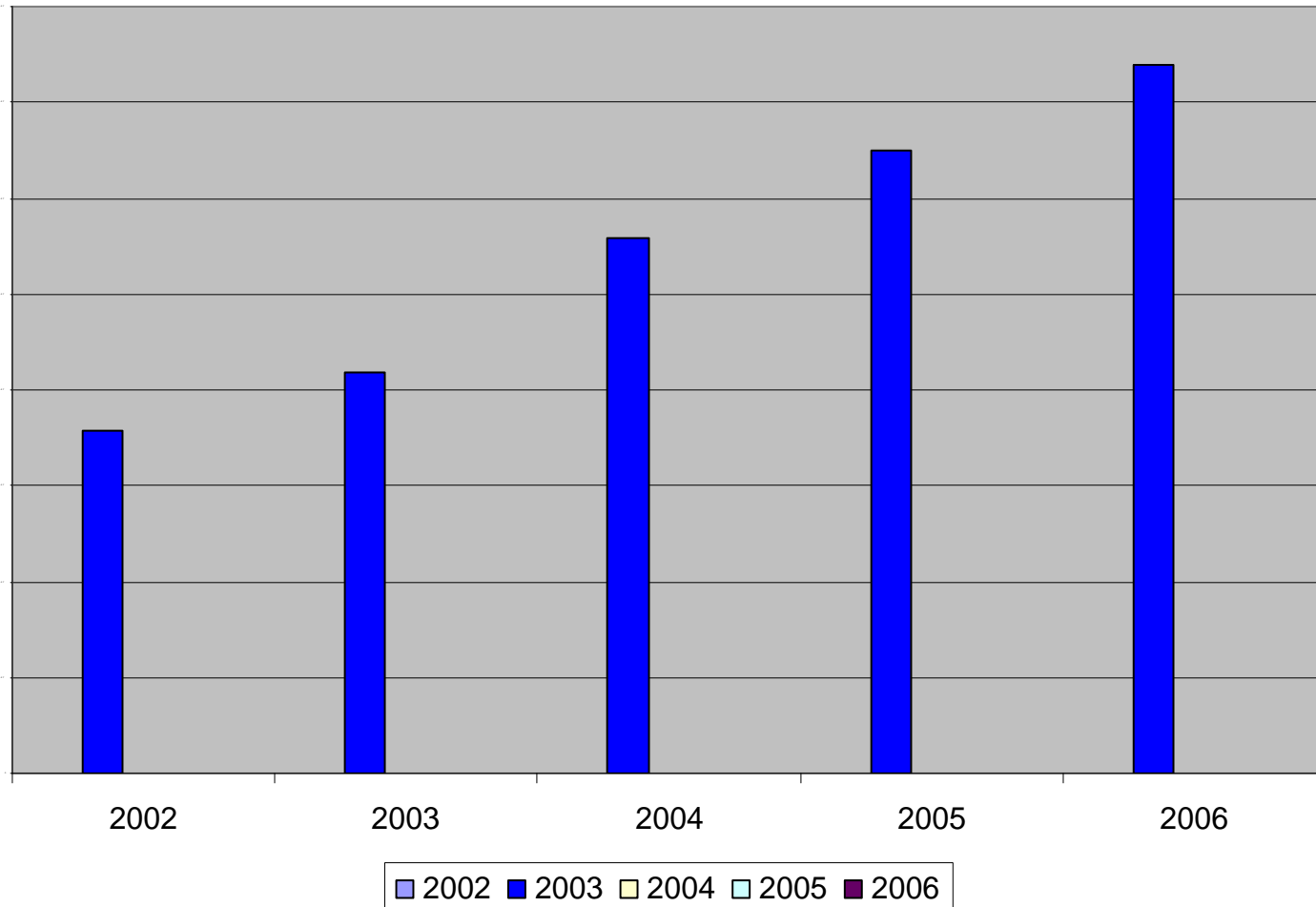
# Data Entry Outcomes to Achieve

Consolidated staff from three areas, patient accounting, OR, and CS

- Increased revenue capture reducing lost and late charges
- Reduced billing delays
- Patient Billing for Surgical Services
- Post case data entry
- Implant data entry
- Hospital data entry
- Hospital billing audits and corrections
- Hospital and the OR supplemental charge sheets management

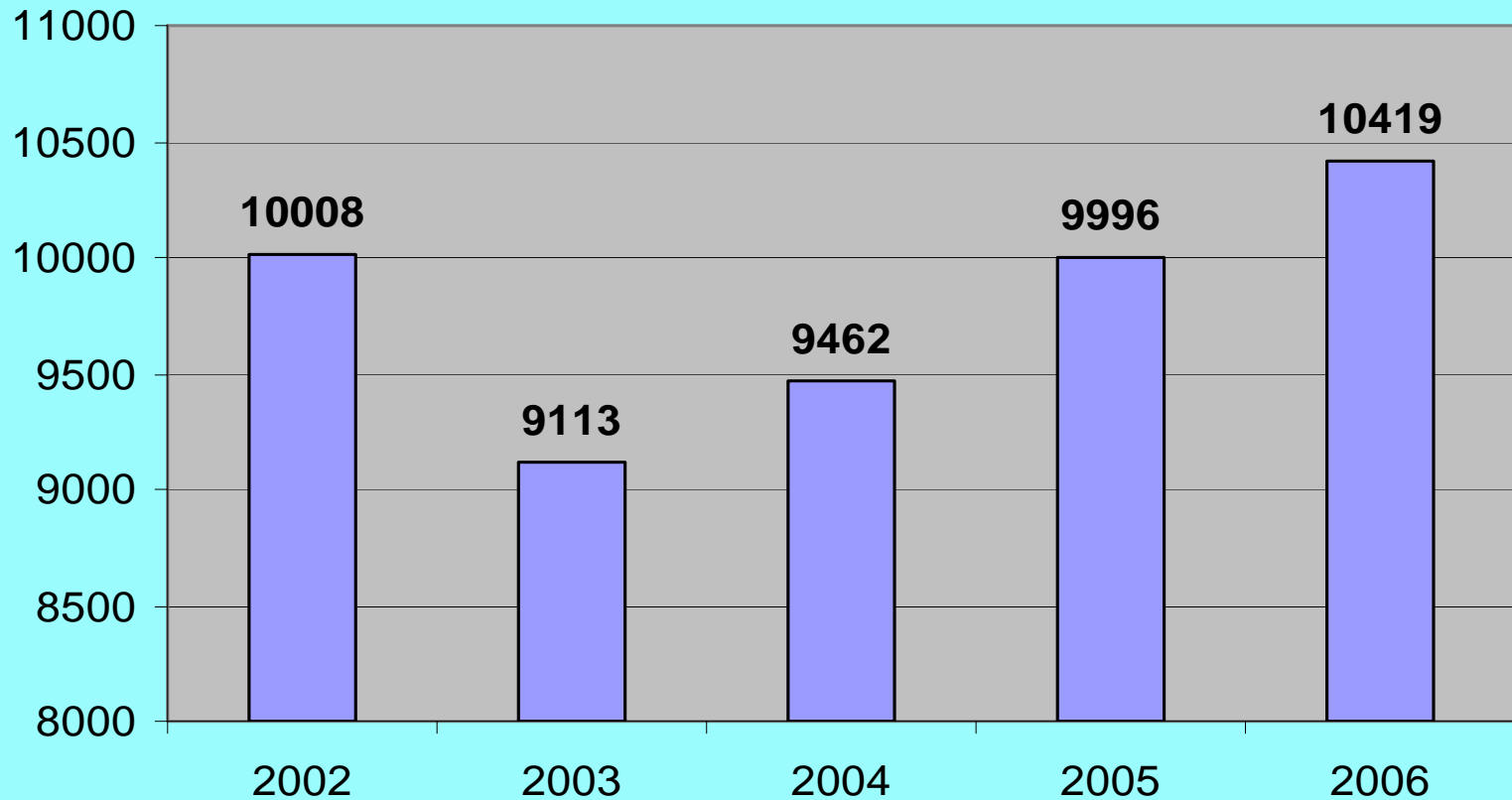
**Revenue capture increase from 2002 to 2006 = 106%**

# Revenue Capture



# Surgical Procedures

**Total Procedures Surgical Services**



# OR Materials Management

## ➤ Supply processing

- 1094 - mobile SPD patient care equipment - \$ 2,295,631.75
- 299 - supply cart and tray delivery systems - \$ 246,694.32
- 1464 - Stock supply items - \$ 599,313.40
- Total with operating budget = \$ 4,342,651.53

## ➤ Central Sterilization and Decontamination

- 34 - sterilization and decontamination devices - \$ 894,698.10
- 115 - rigid and flexible scopes - \$ 423,556.00
- 352 - Instrument sets managed by department - \$ 3,093,480.61
- Total including operating budget - \$ 5,029,699.71

## ➤ OR Supply and capital equipment


- Main OR special order supply inventory - \$ 1,075,890.64
- Women's surgery center supply inventory - \$ 143,157.39
- CV open heart supply inventory - \$ 468,623.36
- Capital equipment main OR \$ 4,942,521.00
- Capital equipment Women's Surgery Center - \$ 928,114.07
- Total \$ 7,558,306.46

**Grand Total = \$ 16,930,657.70**

# Beginning Of Shared Governance

- **Tim Porter O'Grady**
- **Having a Voice**
- **Decision Making**
- **Autonomy**
- **12 Open Positions and a New Open Heart Program**

# Challenges

- **Week-end Coverage**
  - **Change of RC's Schedule**
  - **Seven Days Off**
- 



# OR Staff Expectations

- **2500 Different Procedures**
- **1464 routine supply items**
- **Over 3000 special order supplies and implants**
- **Over 2000 different Instruments**
- **323 different instrument sets**
- **72 devices requiring inservicing or training**
- **Video systems knowledge**

# Shared Governance

- **Changed Staff Meeting**
  - **Staff Committees**
  - **Rewards and Recognitions**
  - **Six Sigma and Magnet**
- 

# **Surgery Executive Development**

- **Anesthesia**
- **Chief of Surgery**
- **OR Directors**
- **VP of Nursing**
- **Decrease Surgery Delays**
- **Decrease Material Cost**
- **Increase Overall Satisfactions**
- **Increase Communication Among all Parties**

# **Director Surgical Services**

## **Materials Management, CSSPD**

- **Input and access to all surgical services budgets**
- **Input on capital and operating budgets for instrumentation**
- **Involved in all Department of Surgery meetings both staff and physician related**
- **Access to the OR scheduling system to allow ability to track instrument utilization**
- **Management of preference cards**
- **Manage service contracts (standardized)**

# Service Area Outcomes

- **Maintain 5 specializations (decontamination)**
- **Staff turnover OR MM/CSSPD – 1%**
- **On-call support for Instrument Techs and ORA's – includes weekends**
- **Establish instrument conflicts in the OR scheduling system to stop over-booking**

# Additional Progress

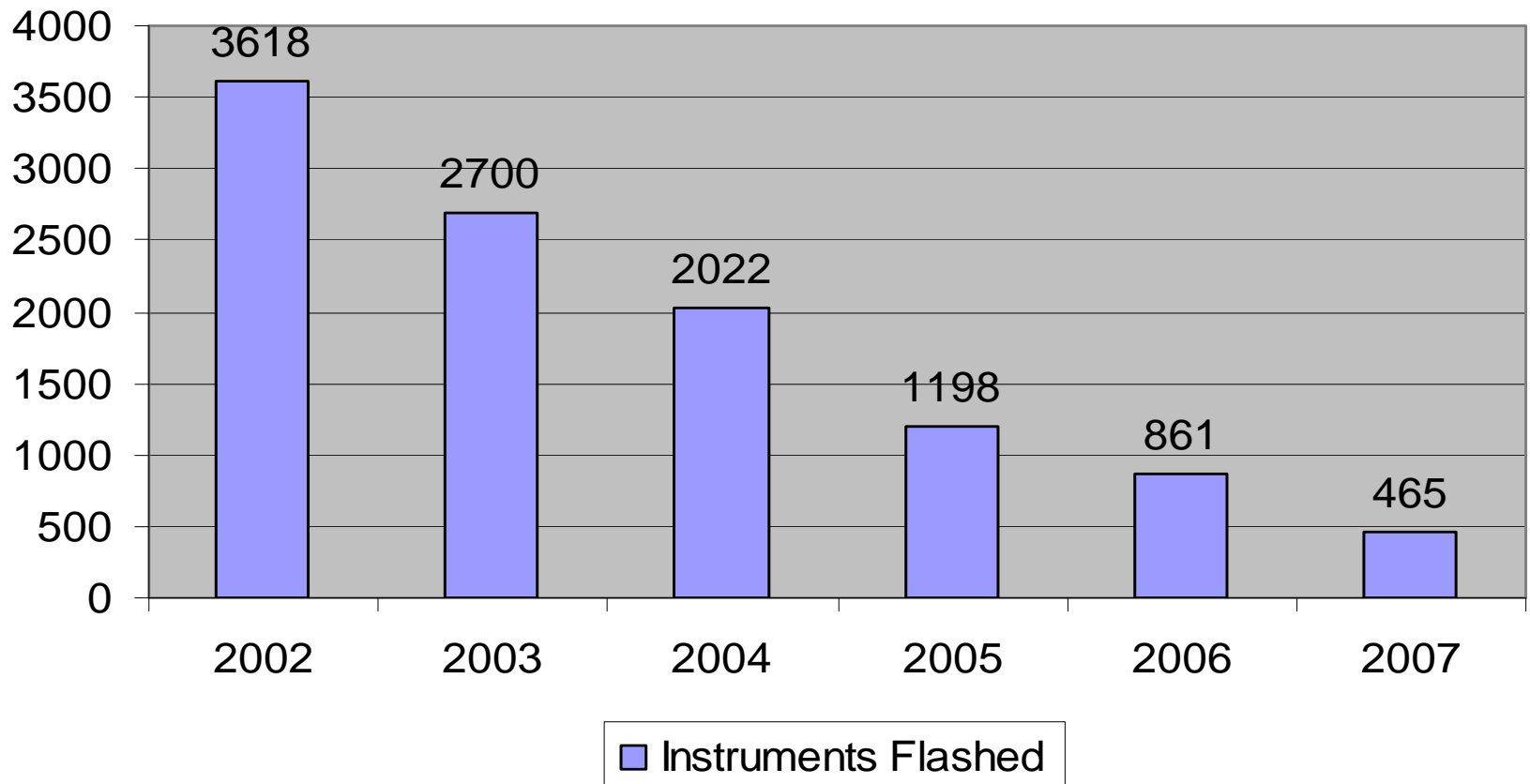
- **Eliminated 6 flash sterilizers**
- **Implemented PBDS delivery system**
- **Implemented computerized instrument count sheet system (standardized stringers)**
- **Cataloged all specialty & consignment instrumentation into the CS instrument count sheet system – 127 sets were built with pictures and count sheets**
- **Remodeled CSSPD to allow support of case cart system and OR/CS inventory supporting the Main OR and Women's Surgical Services**

# **Instrument Management Outcomes**

- **99.59% instrument tray accuracy**
- **99% fill rate on case carts**
- **NO room delays due to lack of instrument availability**
- **89% reduction in flash sterilization over five years**
- **One operator error in five years**

# FLASH STERILIZATION REDUCTION

Instruments Flashed FY2002 to FY2007



# Savings from flash reductions

- Eliminated 3 aging flash sterilizers in current system
- Eliminated 3 additional sterilizers in expansion project
- Eliminated 4 sub-sterile rooms, increased storage space in the OR core

**6 sterilizers over 15 years = \$1,054,447.26  
or \$70,296.48 annually**

**Gives CS the ability to increase the number of  
sterilizers and washers needed to support  
future growth**

# 2pm CSSPD - Shift Report



# Shift Report

- **AM Instrument Tech attends the OR AM shift report to review add-ons and additional instruments needs and problems noted from previous day**
- **Shift change report: 2pm – 15 minute meeting**
  1. Review remaining procedures and add-ons
  2. Review consignment instrument needs
  3. Review damaged or missing instruments
  4. Review physician complaints and respond to them
  5. Review next day instrument list generated from OR scheduling system
  6. Review priority-1 or P1 instrument tray needs

# FTE Transfer for service related functions

- Instrument techs positions 4 - FTE
- Operating Room EVS aides 11-FTE
- Data Entry Billing staff 2 - FTE
- OR Purchasing agent 1 - FTE
- Split the OR preference card reporting between the OR and CSSPD 1 - FTE

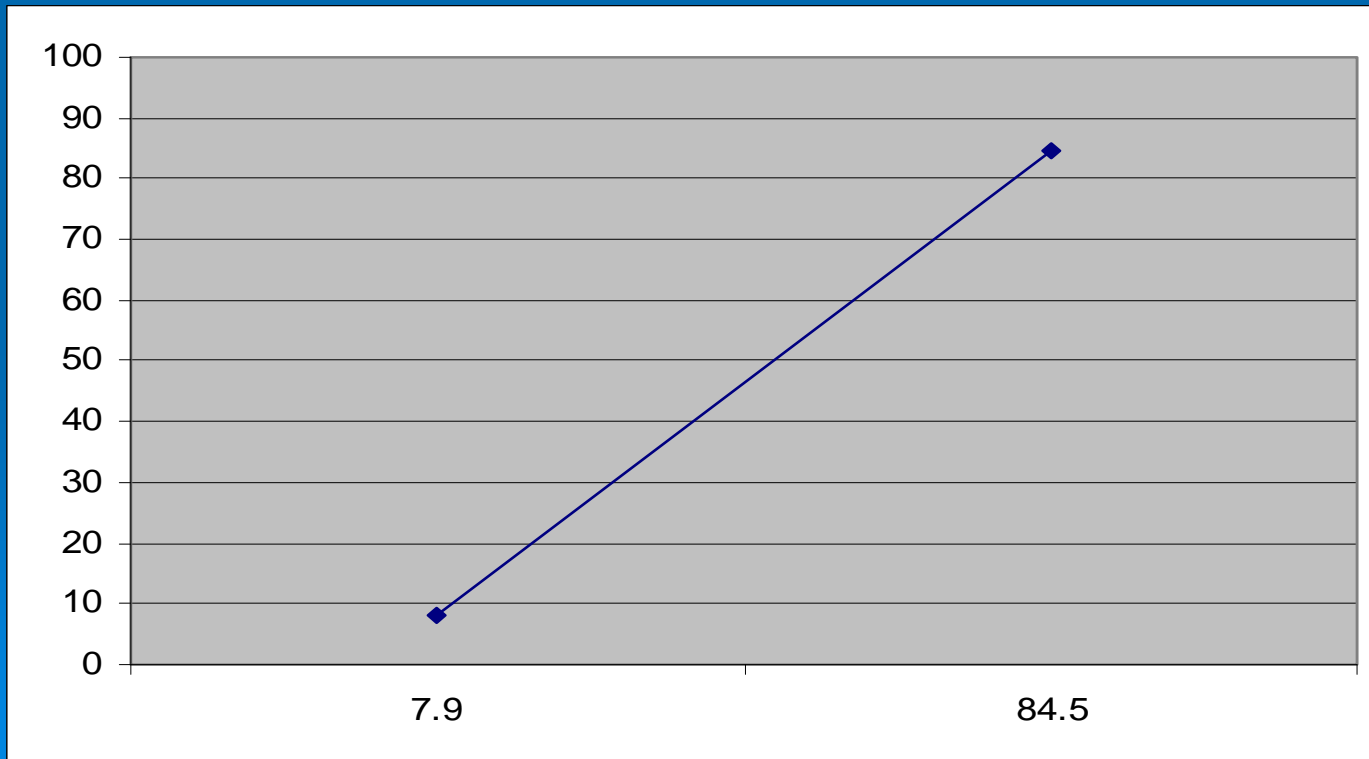
**Total FTE Transfer – 18.5**

# Medical Staff Outcomes Achieved

- **Competency of OR Nursing Staff**
- **Turnover**
- **On-time Starts**
- **Surgical Equipment**
- **Surgical Instrument**
- **Ease of Scheduling Surgery**

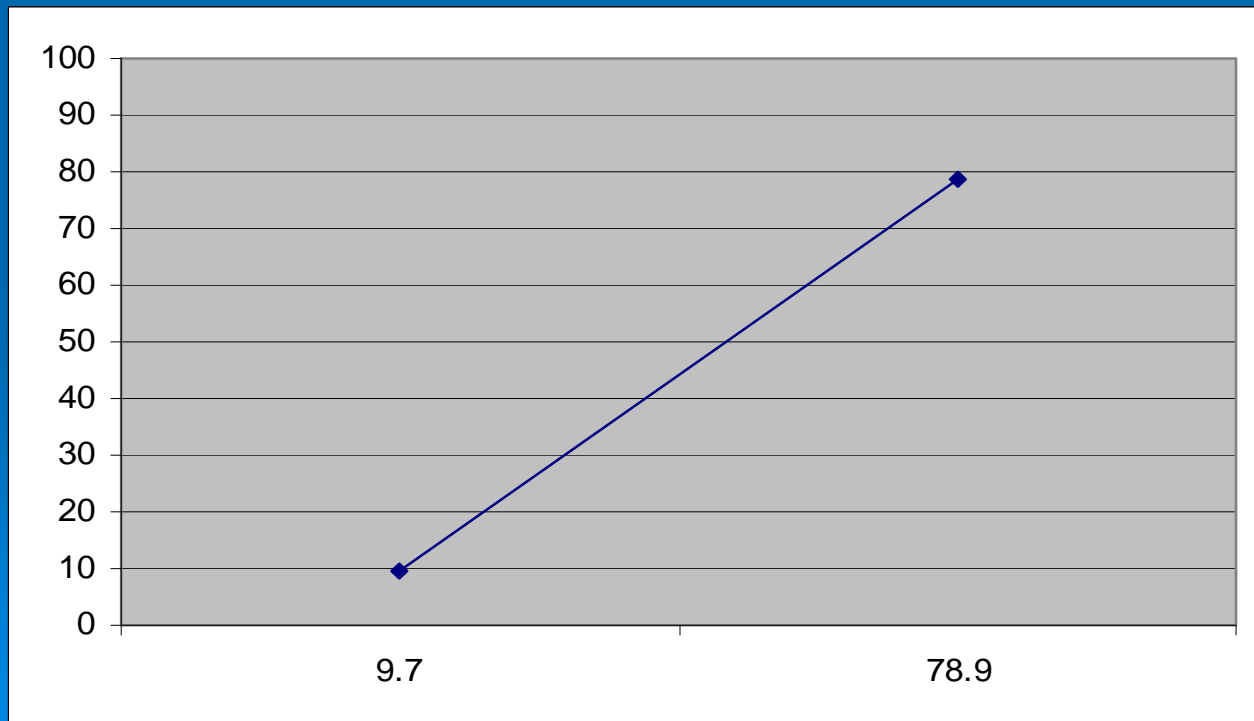
# Competency of OR Nursing Staff

- Overall Medical Staff satisfaction increased from 7.9% to 84.5%



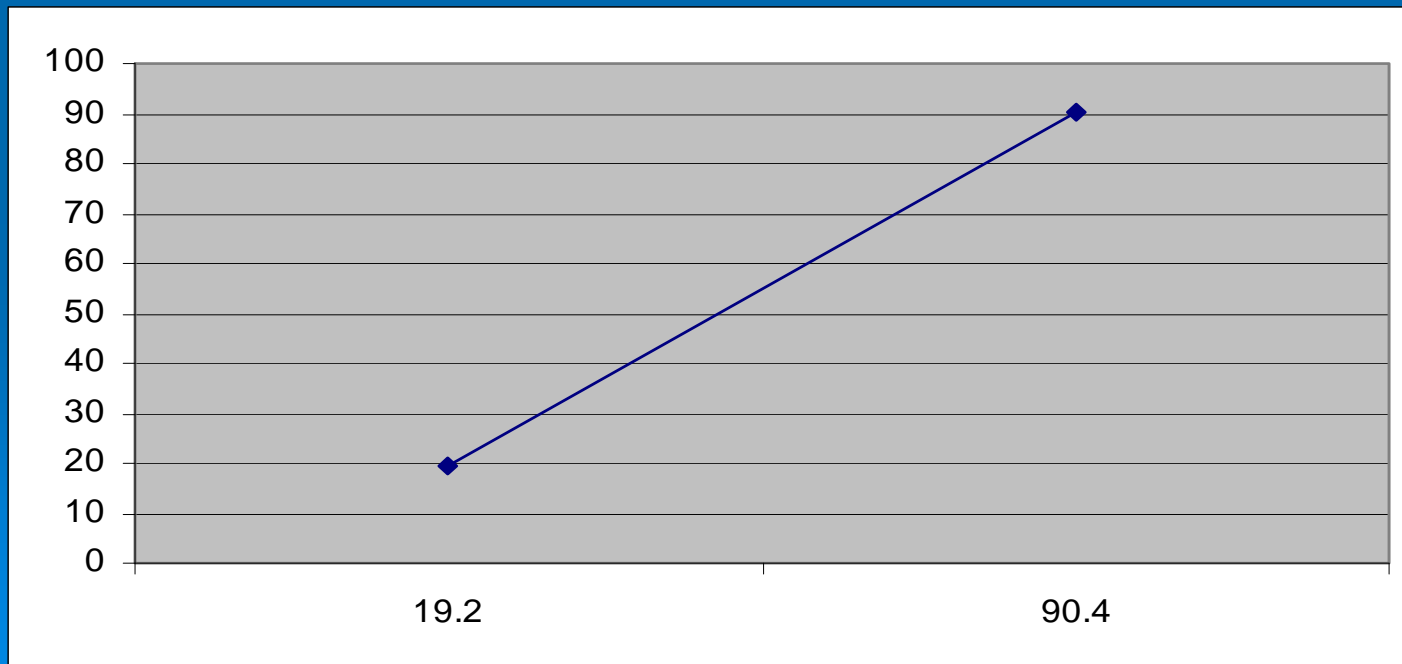
# Turnover Time Between Cases

- Overall Medical Staff satisfaction increased from 9.7% to 78.9%
- Actual Turnover time decreased from 32 to 27 minutes



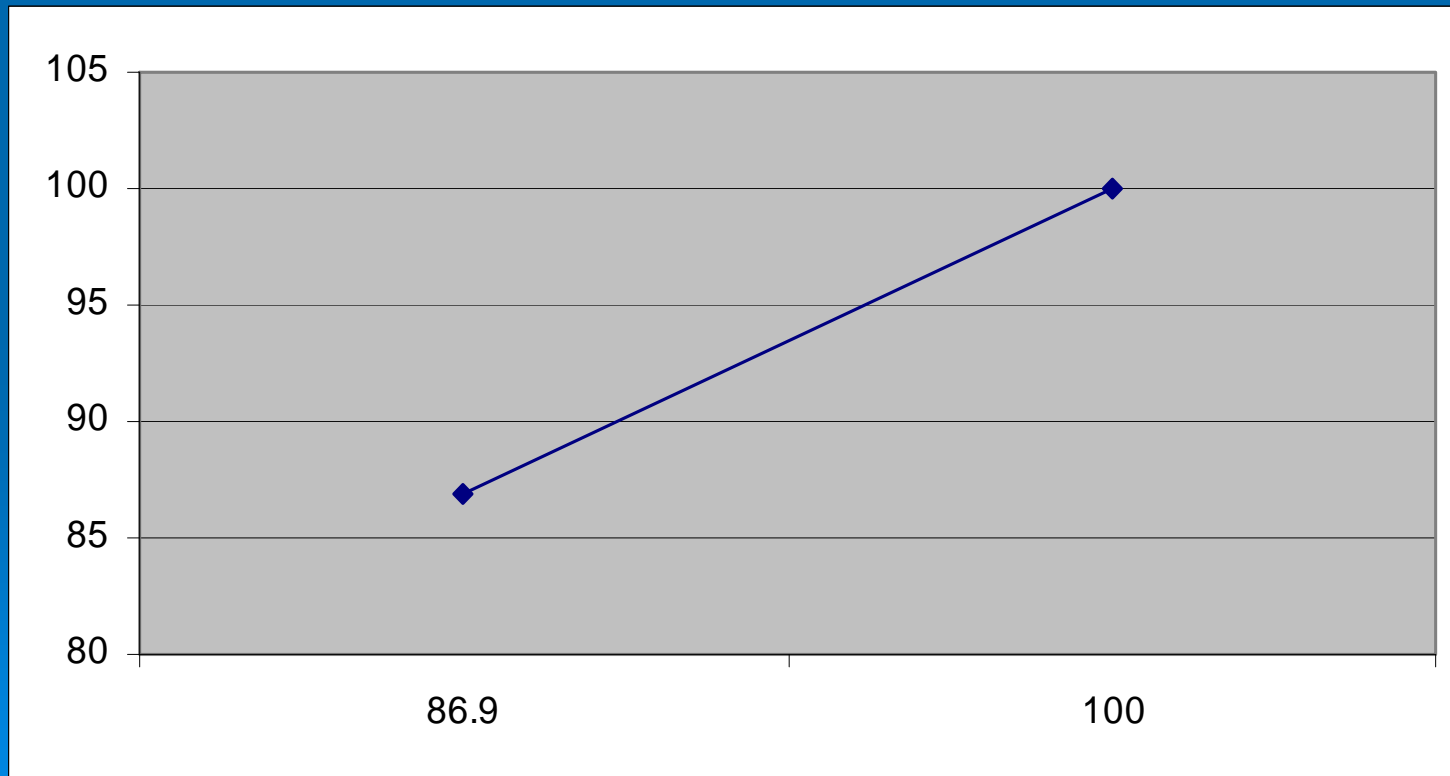
# On-Time Starting of Surgical Cases

- Overall Medical Staff satisfaction increased from 19.2% to 90.4%
- All delays caused by Physician/Anesthesia



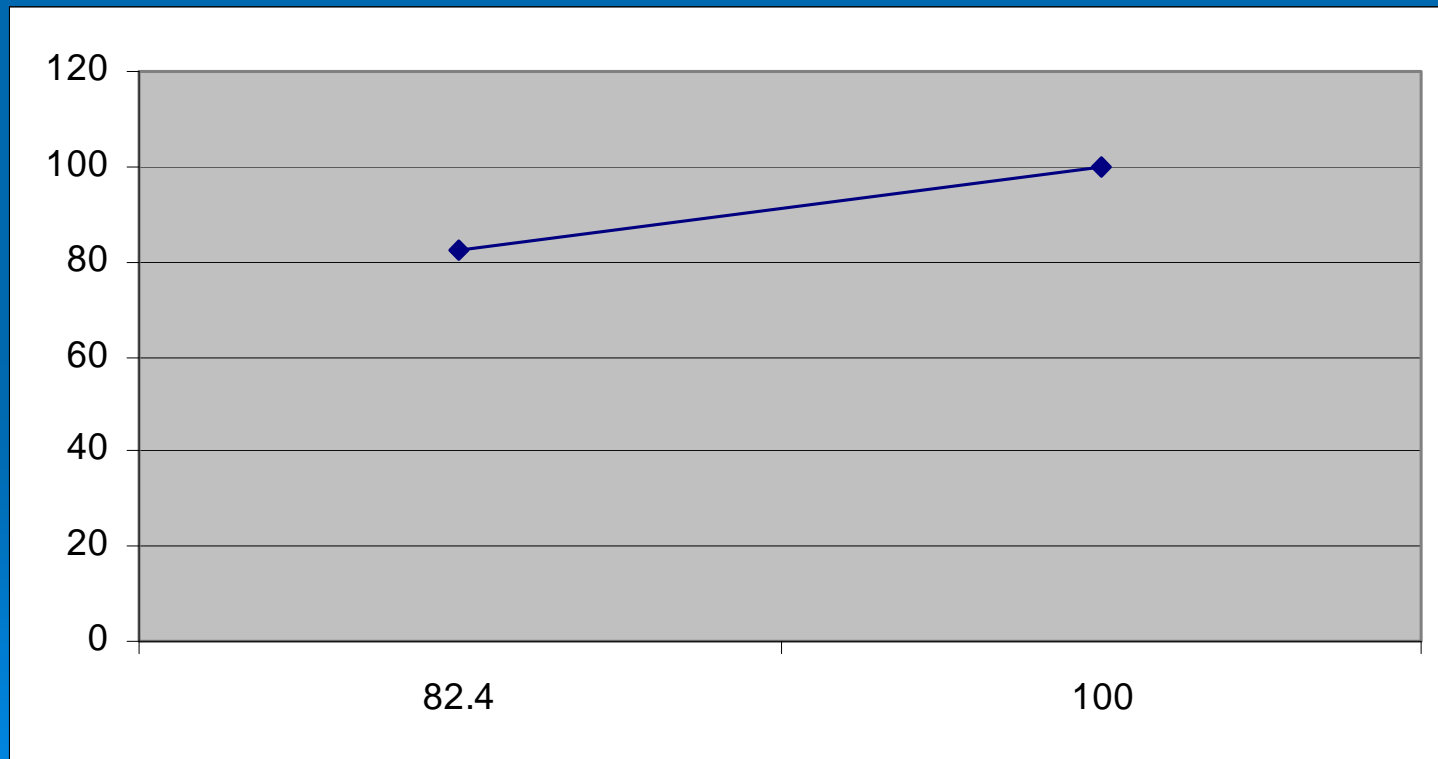
# Surgical Equipment

- Overall Medical Staff satisfaction increased from 86.9% to 100.0%



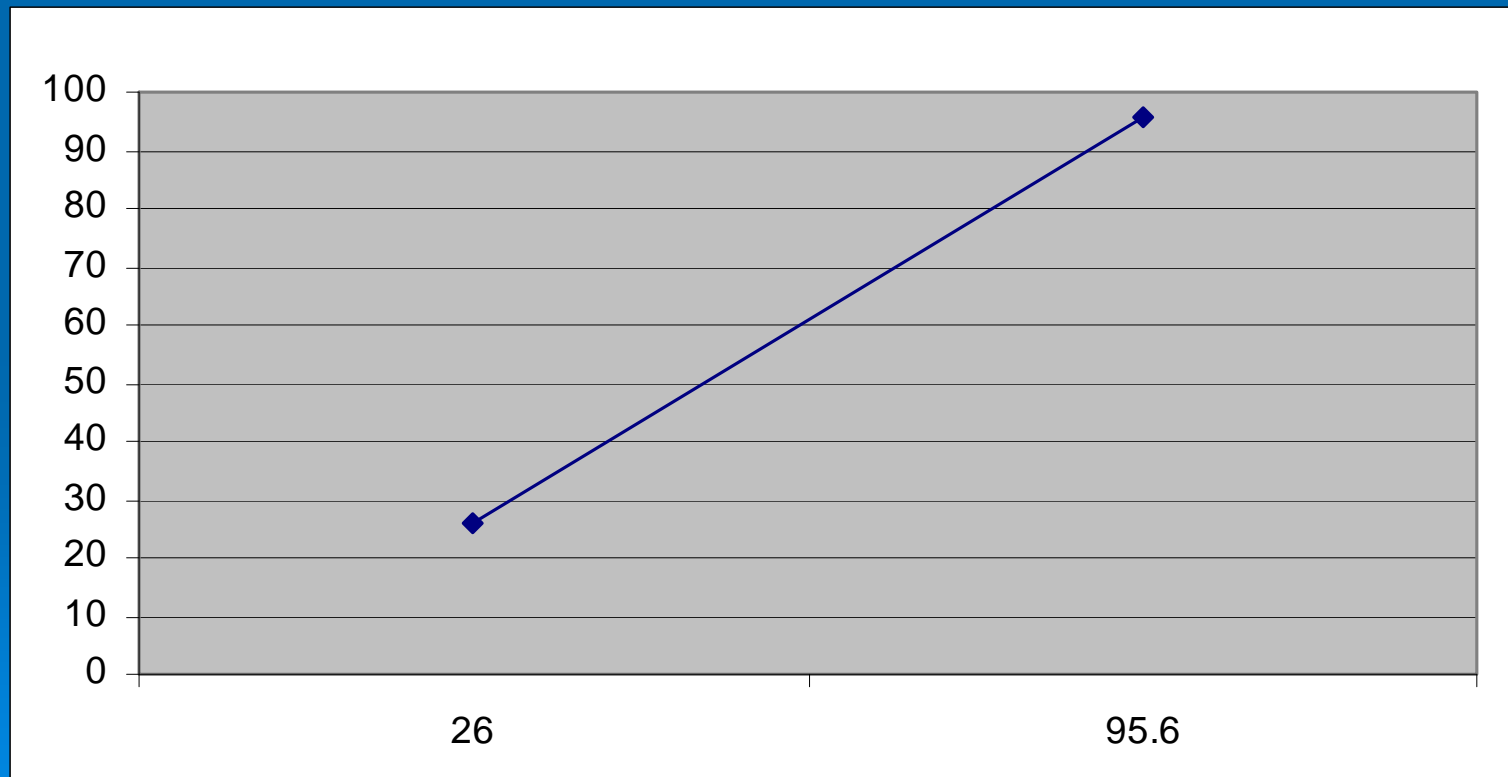
# Surgical Instrumentation

- Overall Medical Staff satisfaction increased from 82.4% to 100%



# Ease of Scheduling Surgery

- Overall Medical Staff satisfaction increased from 26% to 95.8%



# Director of Surgery Up-Coming Challenges

- **Maintaining surgeon and staff satisfaction**
- **No open block**
- **New OR design**
- **Delay tracking**
- **Establish Add-On Room**
- **OR Expansion**
  - **OR integration**
  - **Staffing**

# **Director of Surgical Services**

## **MM/CSSPD**

### **Up-Coming Challenges**

- **Instrument Tray Tracking**
- **Equipment Tracking**
- **CS Certification**
- **FDA requirements for consignment instrument processing**
- **Decontamination role in reducing hospital acquired infections to support new CMS reimbursement requirements**

# CS Challenges Nationwide

- **Square footage requirements**
- **Lighting and ergonomic designs**
- **Lack of consistent sterilization and decontamination process from state-to-state**
- **Extended Sterilization Cycle Testing**
- **Bringing the National CS organizations together with National OR organizations**

# New Design Concept

- **4 new OR suites**
- **No sub-sterile rooms**
  - Increased storage space
  - OR decontamination
    - Support camera and scope turnover
- **Same room orientation with nursing in mind**
  - Ergonomic designated nurses station
  - Pass-through warming cabinet
  - Minimizing cross contamination



# New Technology Challenges

- OR Suite advance room sterilization
- Implementing LED OR lighting
- Computerized in room charting
- Open Infrastructure OR Integration

# Questions



# Speaker Contact Information

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