



## *Capturing Success*

**Project Title: PERIOPERATIVE ASSESSMENT AND SUPPORT**

### SUMMARY

A Southeastern hospital sought a focused review of its Perioperative Services Department and assistance in the implementing structure, cost, and throughput improvement opportunities identified.

### PROBLEM

Due to the significant staff and process issues identified its operating year, the hospital engaged assistance in assessing the current state of Perioperative Services operations. Based upon that assessment, the hospital sought recommendations for service improvements to increase physician and staff satisfaction, while maintaining efficient operations with positive financial and quality outcomes. While hospital leadership had anecdotal evidence regarding the condition of operations, Perioperative Services lacked information distilled from concrete data to quantify the magnitude of opportunities and the priorities of issues requiring resolution.

In addition, the hospital recognized that it needed ongoing support if it were to succeed in implementing the necessary changes effectively.

### SOLUTION

IMA Consulting conducted a thorough examination of Perioperative Services structure, functions, and effectiveness. In doing so, consultants analyzed case time efficiencies in the context of industry benchmarks, reviewed operational programs and processes, examined leadership structure, evaluated patient care processes, analyzed staffing and scheduling practices, and examined the support provided Information Services and Materials Management. The assessment resulted in an implementation, detailing 59 actions that Perioperative Services could take to address the issues identified. In addition, a detailed educational plan accompanied the recommendations.

### RESULTS

As a result of the project, Perioperative Services had an established set of key performance indicators with which to monitor performance on an ongoing basis. The revised organizational structure, including detailed role descriptions, provided for more effective management, improving the functional span of control from 1:94 to 1:33, well within guidelines. Operational recommendations revised staffing and scheduling practices to improve worked hours per case by 3.5%. In addition, the hospital embarked upon a redesign of its pre-admissions testing system to enhance customer satisfaction.

Perioperative Services implemented a multidisciplinary OR Governance Committee to review trended performance data, establish performance improvement initiatives, and to monitor the progress of improvement. This committee became accountable for achieving results with a primary focus on continuous operational performance review and quality improvement. The OR Governance Committee followed the initial blueprint provided in the project implementation plan.

### THE IMA APPROACH

The consultant engagement of surgeons represented the initial organizational attempt to increase surgeon understanding and acceptance of the need to monitor key performance indicators (e.g., on-time starts, physician behaviors). This understanding promoted the implementation of those performance indicators.