



**SURGICAL
DIRECTIONS**

*The Elephant in the OR:
Reducing Surgical Case Time*

Issue

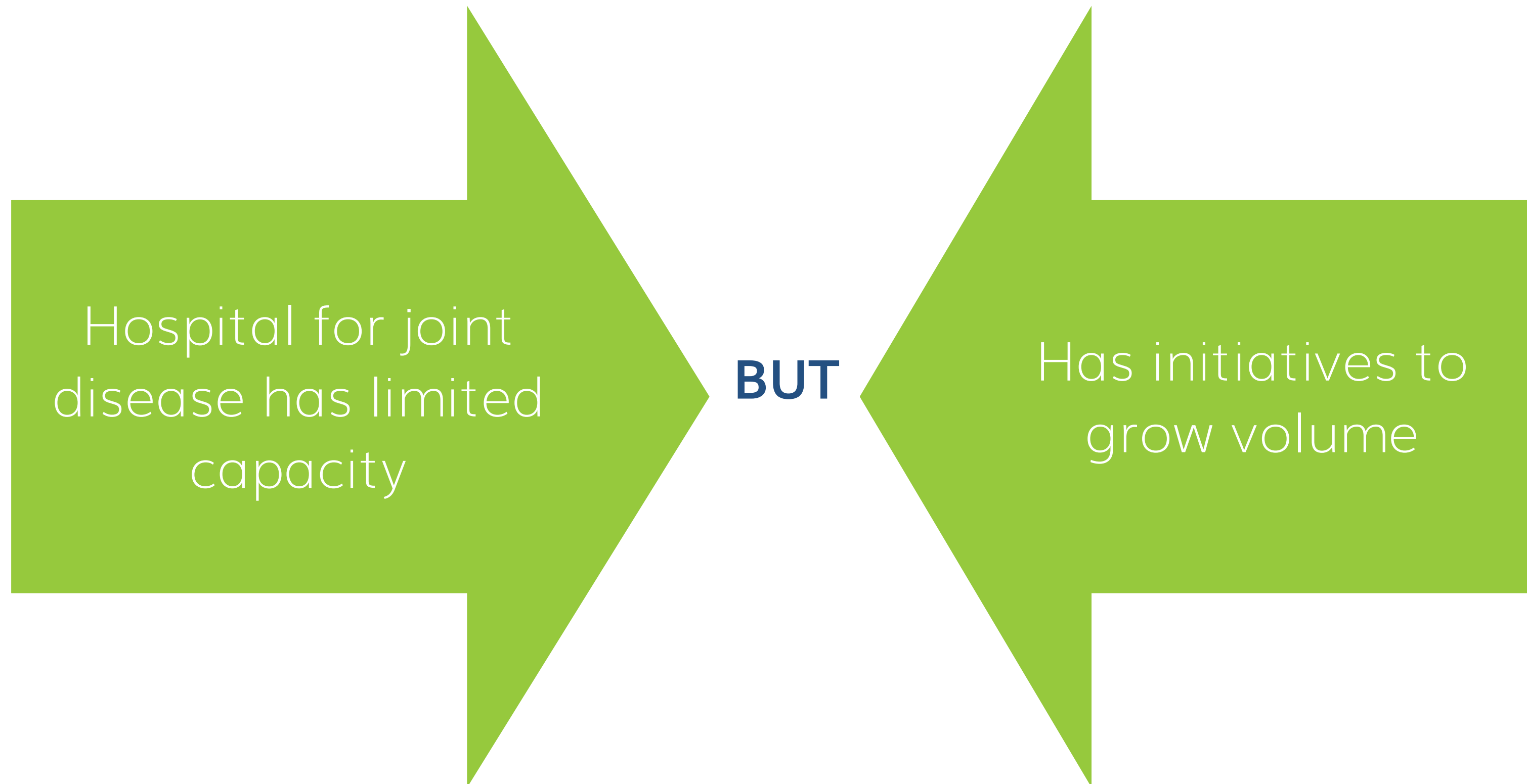
Surgeons
complain about
turn over time
and same day
cancellations

BUT

Most hospitals
are afraid to
address case time

Average Cost per minute: \$62*

Issue



Reducing case time is KEY to delivering strategic objectives

Objections

- No one should tell a surgeon how to perform a case.
- This is interfering with the practice of medicine.
- Our patients are more complex and sicker.
- This will never work.

Getting Started

- Physician Champion
- Information
- Monthly Dashboard
- Process Improvement



Leadership needs to both demonstrate change
and address outliers!

Physician Champion

Physician Champion essential to reduce case time

Orthopedic	Action
Chairman of Orthopedic Surgery - 12 joints per day - National reputation	Commitment demonstrated by being in room for turn over

Cardiac	Action
Chairman of CV Surgery	Commitment demonstrated by review of case time by surgeon daily

Process Improvement Team

Members:

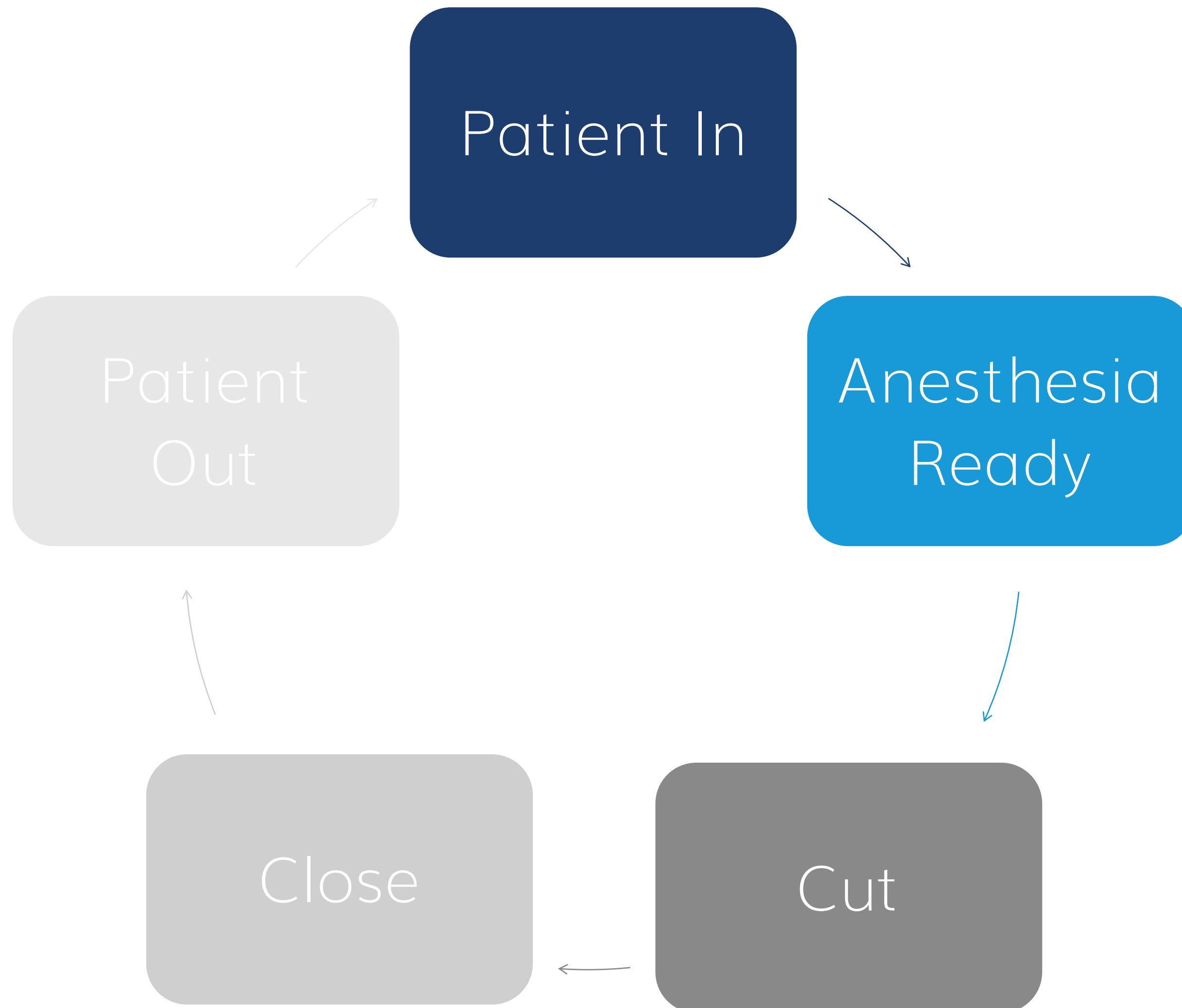
- Orthopedic Leadership
- Anesthesia Leadership
- Nursing
- Business Development / Analytics

Goal:

- Identify opportunities to reduce case time
- Provide transparent information
- Identify and remove barriers
- Monitor progress
- Celebrate successes



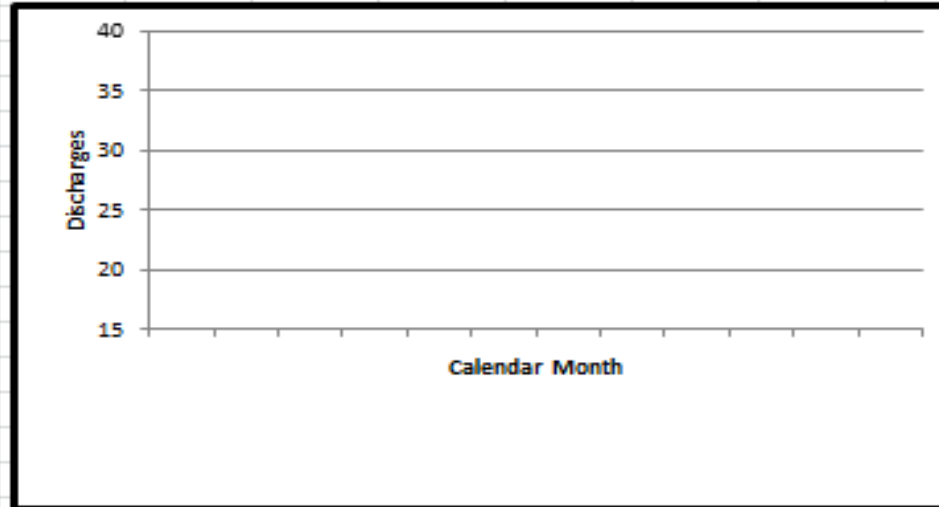
Case Time Data Driving Organizational Change



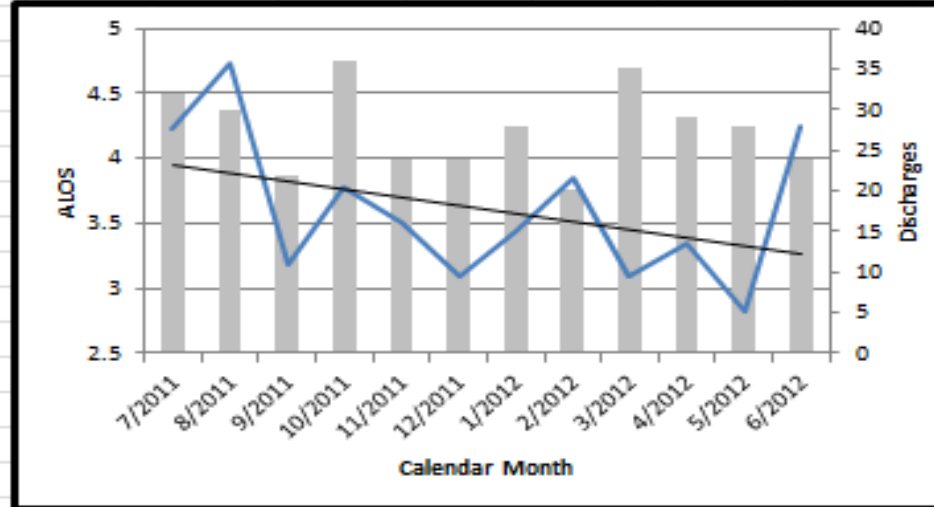
Physician Scorecard

Clinical Operations

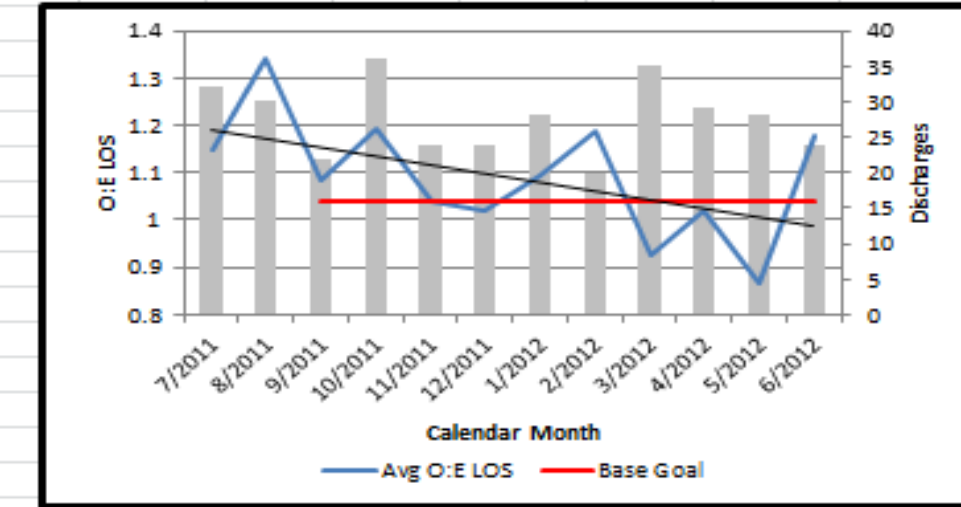
Discharges



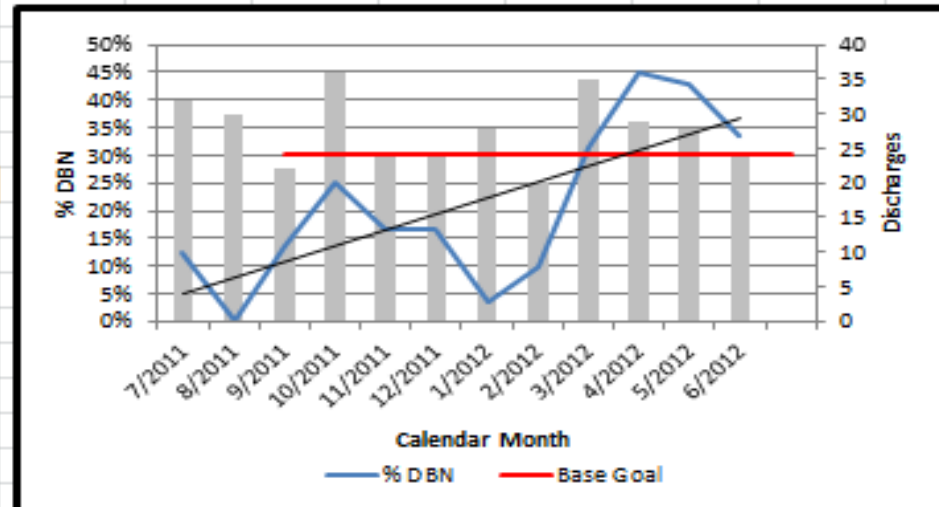
Average Length of Stay



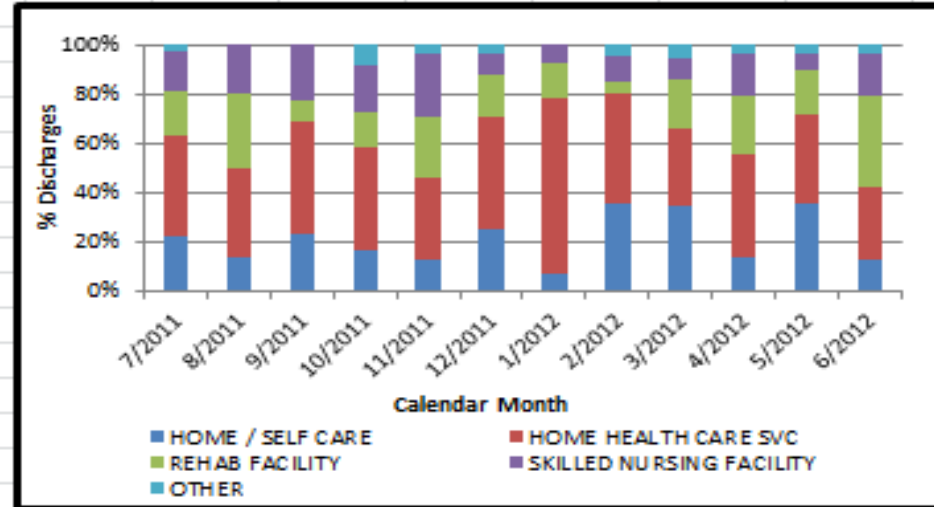
Length of Stay, Observed/Expected



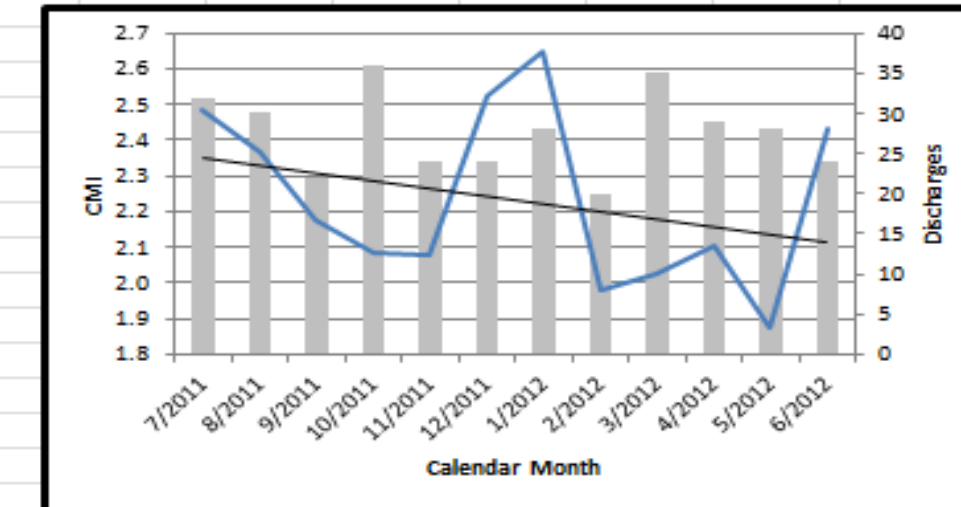
% Discharges Before Noon



Discharge Disposition



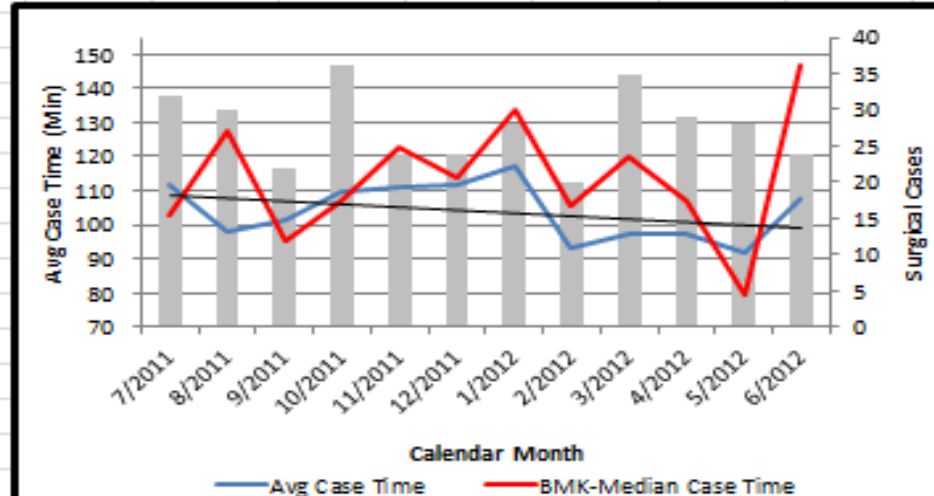
Case Mix Index



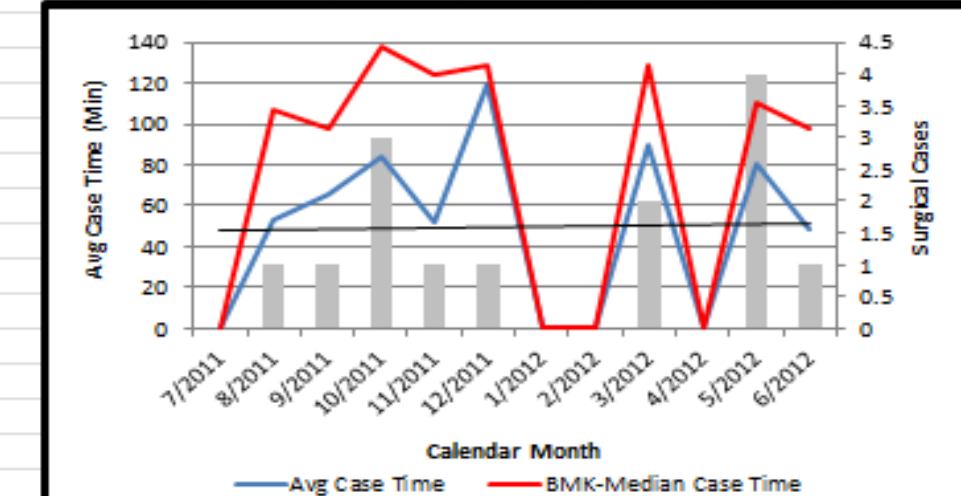
Perioperative Performance

Metric	2012CYTD	2011 CYTD	Variance
Surgical Case Volume (IP)			
Surgical Case Volume (OP)			
Average Case Time (IP)			
Average Case Time (OP)			
Block Time Utilization			
First Case On-Time Start %			
Average Turnover Time			

Inpatient Surgical Case Time



Outpatient Surgical Case Time



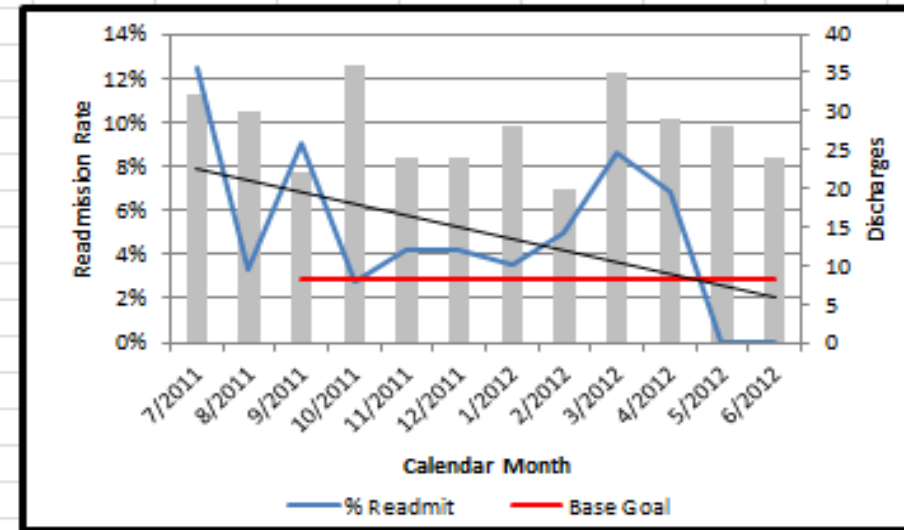
Physician Scorecard (cont'd)

Clinical Quality

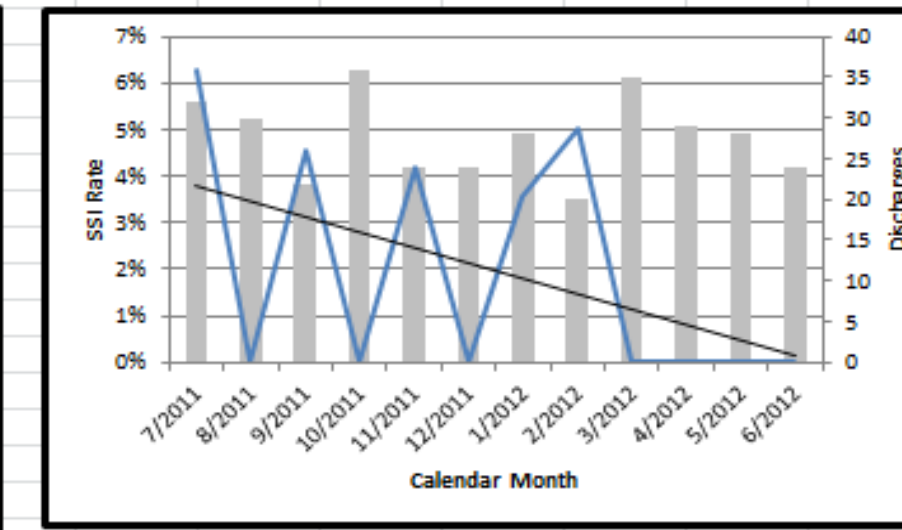
Data Summary

Metric	2012CYTD	2011 CYTD	Variance
30 Day Readmissions			
Surgical Site Infections			
Mortalities			
Postoperative PE or DVT			
Central Line Associated Bloodstream Infections			

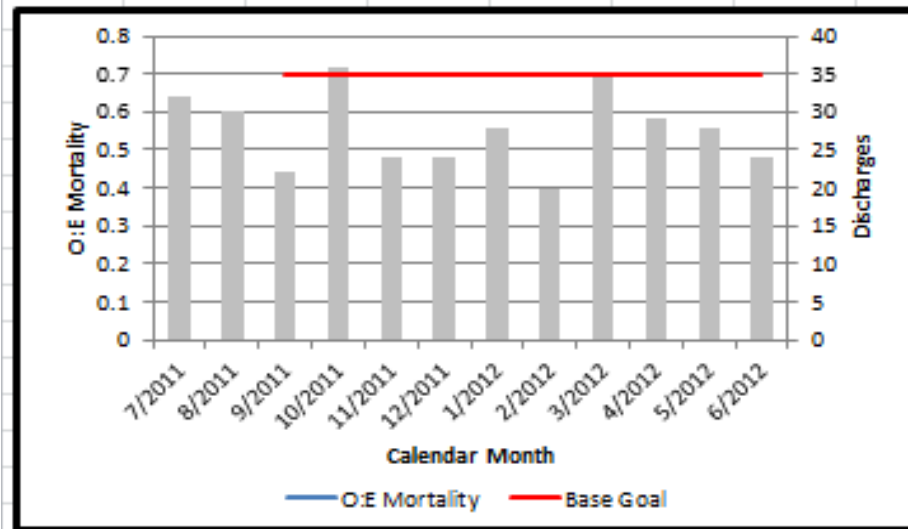
30 Day Readmission Rate



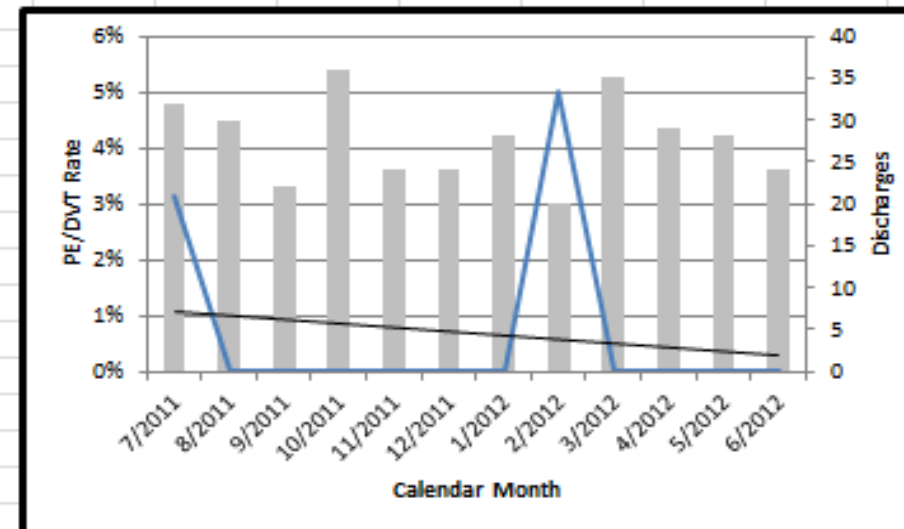
Surgical Site Infection Rate



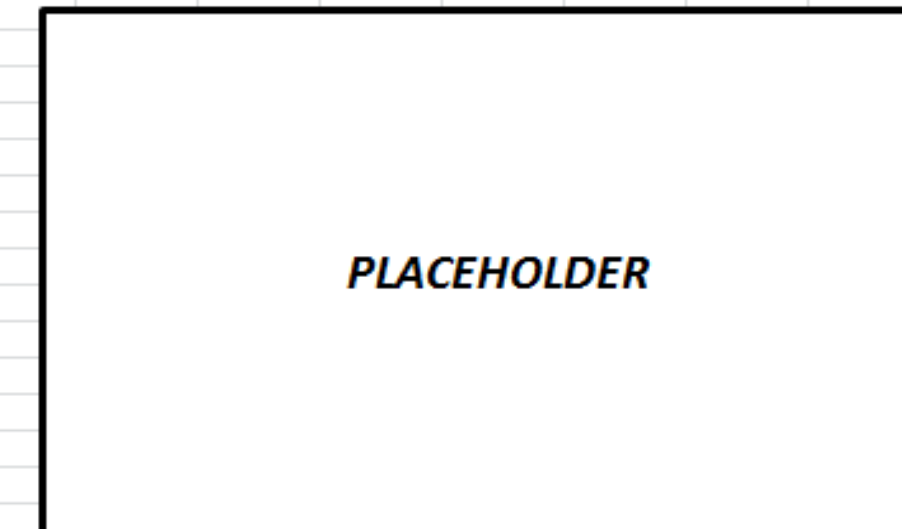
Mortality, Observed/Expected



Postoperative PE or DVT

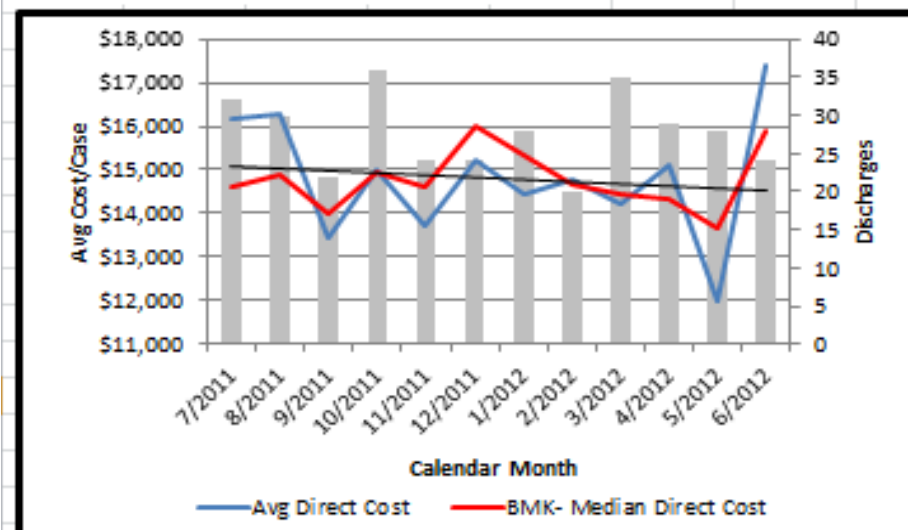


Central Line Associated Bloodstream Infections

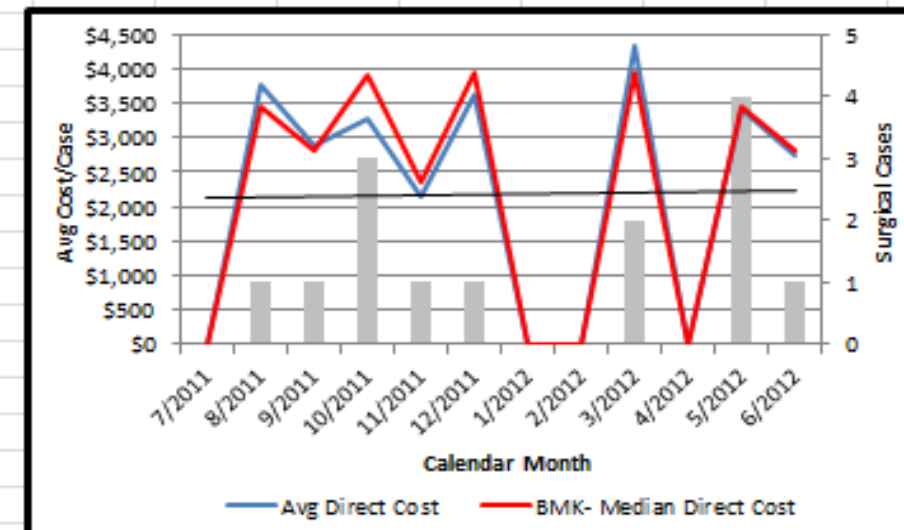


Financial Performance

Inpatient Direct Cost Per Case



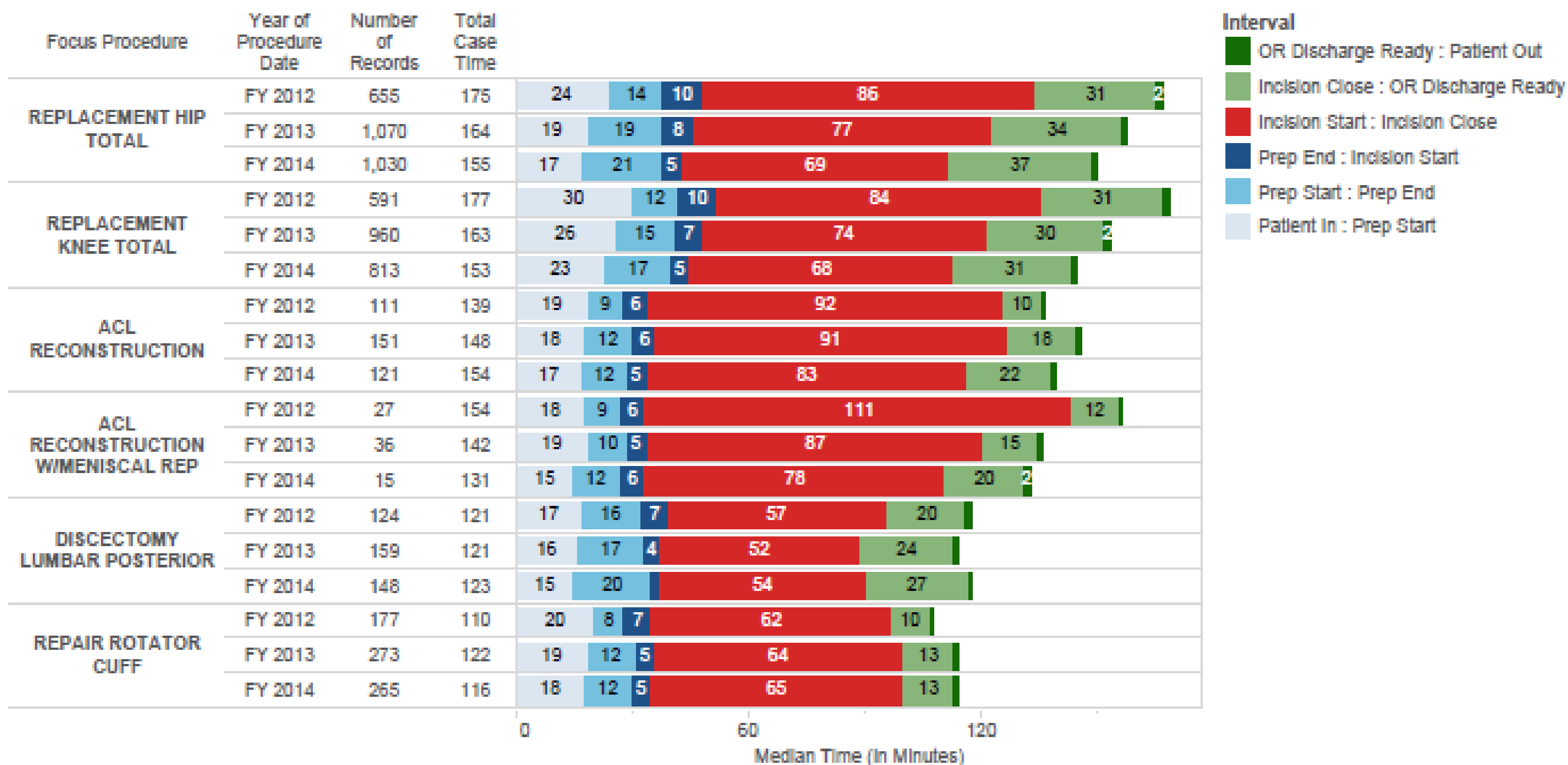
Ambulatory Surgery Direct Cost Per Case



OR Case Time Variance by Procedure

OR Case Time Variance by Procedure
 Orthopaedic Surgery Department
 HJD Cases
 Fiscal Year Period Comparison

MEDIAN CASE TIME BY PROCEDURE



Successful Techniques to Reduce Case Time

- Turnover teams
- Anesthesia Preference cards
- Reduction of items on Preference cards/Standardization
- Flip room based on case volume and case time
- PA for complex procedures with technology
- PAT Protocols
- Daily Huddle
- Anesthesia rounds on inpatients the night prior to surgery
- Anesthesia agreeing on metrics
- Leadership addressing outliers

Outcome

Impact:

- Reduction in case time
- 9% increase in case volume over prior year in HJD

National recognition:

- Increase in **US News and World Report** ranking for HJD of 4 from 8 in two years

Surgical Directions Information

For questions or comments, please contact:

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Appendix: Notes for Slide 12

NOTES:

Cases include procedures performed during comparison periods.

FOCUS PROCEDURE sorted in descending order by MEDIAN TOTAL CASE TIME.

Color shows details about INTERVAL and labeled by median MINUTES.

Median MINUTES for each FOCUS PROCEDURE broken down by PERIOD.

Count of Cases disaggregated by FOCUS PROCEDURE and excludes cases that were cancelled, terminated, multi-panel, or have timestamp errors (please see attached).

The data are filtered on Department and Facility.

"Department" filter includes Orthopaedic Surgery.
"Facility" filter includes HJD.

Report Details:

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