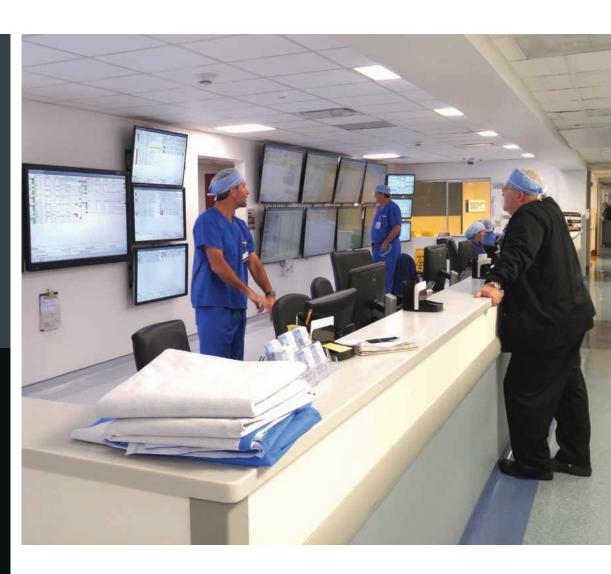⊕ **CHALLENGE**
▶ **ACTION**
◎ **RESULT**

*SETTING THE
BAR FOR
SUCCESS
IN ACTION*

SARASOTA MEMORIAL HEALTH CARE SYSTEM

One of the largest public health systems in Florida, Sarasota Memorial Health Care System is a Level II Trauma Center with 829 beds and 900 physicians; more than 24,300 surgeries are performed each year by the 430 surgical staff members.

CHALLENGE

Perioperative, diagnostic and outpatient clinic services are the economic engine of a hospital. However, the costs of running operating rooms and procedural care areas is also very high. Given the impact that these departments can have on profitability, it is vitally important to optimize their efficiency.

This fact was no different for SMH when they were faced with the decision to invest in a capital initiative to build more OR suites, or find a way to improve the efficiency of the existing 34 suites. It was determined that while delays were common, operating room utilization was 48% (benchmark 90%) with an average turnover time of 33 minutes (benchmark 23 minutes).

TO IMPROVE, THE FOLLOWING NEEDED TO BE ADDRESSED:
• Redesign of OR processes

• Availability of equipment and instrumentation for surgeons to start on time
• Improved communication between pre-op and OR suites to know the real-time status of patients
• Optimized use of patient transporters
• Elimination of manual processes and staff education of new, automated processes

ACTION

In 2016, SMH implemented TeleTracking's Clinical Workflow™ Suite to provide visibility and real-time information on the status of patients, staff and procedures. The technology implementation was also supported with operational, process and staffing changes.

USING LEAN TECHNIQUES, THE FOLLOWING OR PROCESSES WERE REDESIGNED:
• Factoring in the time necessary for sterile processing
• Working closely with the Transport Manager to determine the cause for delays, removing them, and getting patients to the pre-op area in a timely manner

• Creating a surgery pre-check process to avoid unexpected delays—including having a liaison from the OR go through the checklist with the unit nurse the day before to find out what may still need to be done for the patient before surgery
• Educating surgeons on the updated pre-op to wheels in process—a way to help ensure that all staff members are in the OR at the designated time
• Eliminating manual processes that lead to delays and making Clinical Workflow Suite the source for real-time comprehensive flow information.
• Using the data generated by the system to further refine under-performing processes

STAFFING CHANGES, ALONG WITH ADDITIONAL TRAINING INVOLVED:
• Putting a team of OR educators in place who played a critical role in creating high-performing OR teams
• Developing specialty teams that have the confidence and trust of the surgeons
• Developing a surgical technician internship program so that new employees are fully immersed in the correct processes
• Enhancing the leadership team by giving them the skills to get the highest levels of performance from their employees

RESULT

The integrated approach of people, process and technology gave surgical staff access to real time patient information, transparency across the surgical continuum—and consequently more engaged and informed staff and surgeons. Communication improved with staff alerts for issues that need immediate action and resulted in a lower number of phone calls. Robust reporting capabilities now make it possible to track daily, weekly and monthly performance metrics, along with the ability to track staff compliance with the streamlined processes and a surgical scorecard.

From an outpatient perspective, surgical staff now have visibility in the pre-op area to see every patient who is either in registration, or the surgery check-in area. This lets them know who's coming to the pre-op area so that a nurse is assigned. And, once in the OR, a dashboard lets them know if the anesthesiologist and surgeon have been to pre-op, if all other pre-op tasks have been completed and if the patient is ready. True transparency is the result.

THE ASSOCIATED METRICS INCLUDE:
• An increase of first case on-time surgery starts from 39% to 61%

• A decrease in turnover time from 33 minutes to 29 minutes
• An increase in utilization from 48% to 71%

With increased visibility and enhanced communication, SMH improved OR utilization along with staff and surgeon satisfaction. And with the extensive data and reporting available with the application, they to continue to make improvements. In fact, in 2018, the team is taking what they've learned in the OR and expanding it to other areas of the hospital, including the cath lab and endoscopy. However, at the center of it all is the patient and making sure they receive engaged, compassionate care.