Perioperative Solutions:
Improving Room Turnover

A community hospital located in the northeast United States was building new operating rooms as part of large facility upgrade. Prior to opening the new operating rooms, the hospital engaged Accelero's Perioperative Solutions team to create a high performance perioperative culture that would carry over to the new facility. In addition, the hospital was seeking to create a perioperative environment that was productive and profitable for surgeons to perform cases. Upon conducting the initial interviews, onsite observations, and data findings, the Perioperative Solutions team quickly determined that improving room turnover time was essential in achieving the hospital's goals.

LEVERAGING DATA AND OBSERVATIONS TO DRIVE SOLUTIONS

Leveraging Accelero's proprietary business intelligence tool designed to collect data and identify performance variances, a perioperative team comprised of surgeons, anesthesia, perioperative leadership and operating room staff met to review data findings and define opportunities for improving room turnover time. Upon reaching consensus, the team assigned roles and responsibilities for conducting follow-up observations to validate root causes.

During the observations, the Accelero Perioperative Solutions team facilitated a Kaizan event to identify and eliminate waste in the room turnover process. Based on the event findings, the following lists some of the solutions that were implemented to reduce turnover time:

- The surgical staff was not incentivized to be more efficient since it would lead to more cases being added on the schedule. An incentive program was created to address this.
- Lack of defined process for completing tasks in the turnover. The Kaizen team created the comprehensive list of tasks with timing. This standard of work was used to train all staff, as well as monitor ongoing turnovers.
- Perioperative team members were not calling the surgeon for the next case. An alert system was devised to alert surgeons when the room would be ready.
- Visual management board was created to document turnover time performance in real-time.

ACHIEVING RESULTS

In just four months, the Perioperative Solutions engagement produced meaningful results in reducing turnover time. In fact, the hospital's room turnover time performance was performing at industry recognized benchmarks. These improvements allowed the hospital to increase capacity, enhance revenue and improve surgeon and staff satisfaction.