

O.R. Turnover Efficiency Improves 46%



The O.R. staff of this 250 bed community not for profit major medical center wanted to reduce the changeover and setup between surgical cases in this eleven O.R. suite inpatient surgery department. The staff recognized that improved overall efficiency in this process would result in improved patient care, improved physician satisfaction and greater O.R. capacity without increasing staff.

LEAN HEALTHCARE Approach

Utilizing LEAN HEALTHCARE concepts, HPP and the O.R. team went about the process of creating a 'Value Stream' analysis of the O.R. suite turnover process that revealed a lack of standardization in tasks and items needed for an efficient operation. This process also highlighted areas of

MUDA—All activity that adds cost but not value, that must be relentlessly targeted for elimination!

'waste' known as "MUDA" in the workflow that impeded the hospital's ability to be responsive and flexible to patient and physician needs.

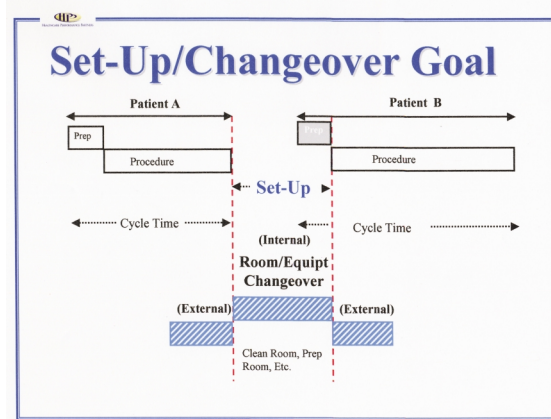
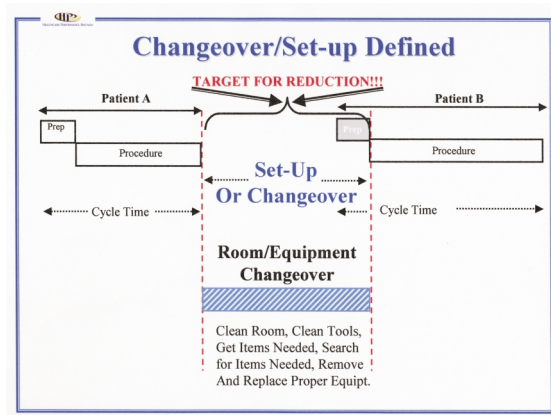
HPP lead the staff to utilize industrial concepts known as "SMED" as a method of analyzing and improving efficiency. Tools such as:

- Spaghetti diagrams
- Process maps
- Observation forms/action listings

were used to eliminate the 'waste' in the process. These tools helped decrease movement of patients and supplies that did not add value and eliminated idle time created when materials, information, people or equipment were not ready. Additionally, the process allows staff to eliminate the redundancy of supplies, materials, and instruments.

The staff streamlined the work process by identifying and moving work steps that had been internal to the O.R. changeover process and made these work steps external to the changeover. Certain operational activities were divided between multiple workers allowing Pre and Post Operative functions to be performed simultaneously. Visual indicators such as Color Coding were used where possible to clarify the process and allow for greater standardization of the O.R. changeover process. HPP lead the 'Team' and

provided the structure needed for workplace standardization training the team in LEAN HEALTHCARE principles, which included mapping the Value Stream. A four-day 'Kaizen Event' was used to perform all 'SMED' evaluations and incorporate various LEAN tools. Additionally, three days were dedicated to train and perform the "5-S" Events.



Outcomes

The O.R. staff realized an initial reduction of 46% of time dedicated to the O.R. turnover process. Since inception of LEAN HEALTHCARE, efficiency has grown to a 60% reduction of time needed in the O.R. changeover process.

To discuss LEAN HEALTHCARE or how HPP can assist you: Call 615-265-2002 or e-mail: chagood@hpp.bz www.hpp.bz