Increased patient safety, cost savings head list of overall accomplishments

In response to an open-ended question about what they considered their greatest accomplishments of the past year, OR directors and managers cited numerous examples. Their answers have been grouped into the categories listed below, which are arranged roughly according to how often most survey respondents cited advances in these categories.

**Infection prevention**
- Improved Surgical Care Improvement Project (SCIP) data
- Lowered surgical site infection (SSI) rate through various project improvement initiatives
- Saw a decrease in immediate-use sterilization
- Achieved excellent SCIP core measures, enhanced same-site infection prevention program*
- Increased compliance with SCIP requirements
- Improved SCIP scores
- Reduced SSI rate to 0.2%
- Completed a process improvement plan that supports a 100% SCIP complexity rating

**Costs/economics**
- Saved almost $300,000 on supply costs
- Achieved $1 million in supply cost savings
- Saved $325,000 in costs for reprocessing surgical supplies
- Worked with sterile processing to create a better system to capture charges on implant sets
- Reduced inventory
- Reduced overall expenses by 5%; used no traveling nurses
- Became more conscientious about costs
- Decreased overtime
- Decreased expenses related to implants
- Consolidated services, improved efficiency, and reduced costs
- Improved efficiency
- Beat operating budget by $1.5 million by using staff flexing and watching costs
- Received recognition for the low cost of laparoscopic appendectomies and cholecystectomies
- Started orthopedic implant initiative

**Business growth: surgeons/programs**
- Added more surgeons
- Added new surgeon team
- Added new service lines
- Increased capacity and volume
- Established a preadmission testing clinic
- Recruited 2 orthopedic surgeons
• Added 15 new surgeons
• Started a robotics program
• Increased volume of cases*
• Added new procedures efficiently
• Achieved growth despite small size of hospital
• Developed orthopedic center of excellence for total joint replacements
• Implemented disease-specific care center for total joint replacements
• Added orthopedic service
• Added surgical management of atrial fibrillation: video-assisted thoracoscopic surgery (VATS) mini-Maze procedure

**Business growth: construction/renovation**
• Added hybrid ORs
• Opened new ambulatory surgery unit; working on OR renovation
• Opened new ORs
• Opened a new surgery center
• Opened hybrid OR for TAVR (transcatheter aortic valve replacement)
• Opened a hybrid room
• Replaced cystoscopy room
• Completed $65 million renovation/construction
• Built more ORs to accommodate increased number of procedures
• Opened additional OR and outpatient center
• Redesigned unit, with the addition of a larger support area
• Safely integrated 17 ORs
• Added 14 new integrated OR suites
• Built offsite ambulatory surgery center to increase OR space
• Constructed new surgical services

**Staffing**
• Became CNOR strong
• Achieved improved staff retention
• Have had no resignations and are fully staffed
• Improved teamwork*
• Increased employee engagement
• Improved employee engagement from 3.5 to 4.0
• Implemented shared governance
• Maintained adequate staffing and a call team
• Increased staff satisfaction*
• Applied Lean principles to staffing
• Achieved more positive outlook and attitude among staff
• Trained 3 RN first assistants
• Developed an assistant program, eliminating the need for contracted services
• Implemented a nurse training program
• Reorganized preop and recovery areas (combined staff and cross-trained) to create a more effective staffing pattern
• Improved team training and communication
• Implemented new call system
• Employed anesthesia group; we can now hold accountable
• Reorganized leadership roles
• Incorporated an OR scheduler
Operations: time-based
• Improved turnover time and on-time starts
• Lowered turnover time by 25%
• Reduced turnover time*
• Finally decreased turnover time significantly
• Achieved an overall on-time start of 90%
• Increased on-time 0730 starts to 90%
• Improved on-time starts
• Improved first-case starts to 80%
• Decreased turnover time from an average of 28 minutes to less than or equal to 18 minutes
• Increased on-time first-case starts
• Decreased delays of first-case starts from 35 minutes to 11 minutes
• Recognized for 82% of on-time case starts

Operations: general improvement
• Achieved 70% block utilization
• Increased block efficiency
• Improved block utilization*
• Used Lean process for sterile processing to reduce cycle time from 29 to 16 hours
• Eliminated holding area to improve the flow of patients into surgery
• Standardized total joint vendors from 8 to 3 and started a complete delivery system for pulling cases
• Revamped OR committee
• Obtained stricter control of OR schedule; the responsibility lies with nursing management and a daily assigned anesthesiologist
• Made materials management improvements
• Implemented process improvement projects, including Lean, Kanban system, and Kaizen principles

Patient safety/satisfaction
• Improved time-out compliance
• Implemented safe surgery checklist
• Implemented World Health Organization checklist/time out
• Implemented safe patient handling policy/procedure
• Increased patient satisfaction to 90th percentile
• Increased patient safety*
• Increased patient satisfaction*
• Achieved quality time-out and accurate site marking for all procedures
• Implemented 3-tiered time-out process
• Implemented Just Culture, which led to improved patient satisfaction
• Improved culture of safety
• Began working on creating a culture of excellence
• Replaced all OR mattress pads on surgical tables
• Implemented sponge accounting
• Implemented best practices to actual practice, improved safety
• Implemented SBAR (Situation, Background, Assessment, and Recommendation)
• Implemented customer service initiatives*
• Implemented preoperative protocol for patients with diabetes and a methicillin-resistant Staphylococcus aureus (MRSA/SA) diagnostic protocol
Technology: computerized documentation
• Implemented computerized charting in the OR/PACU
• Implemented electronic medical record (EMR), excluding anesthesia
• Established anesthesia EMR
• Implemented EMR*
• Implemented full EMR and scheduling system
• Installed EMR system for sterile processing
• Converted all perioperative services to EMR
• Implemented Epic software
• Changed electronic documentation system
• Implemented electronic charting

Technology: equipment
• Obtained better equipment
• Updated some equipment
• Purchased new equipment
• Implemented new endoscopic/laparoscopic platform
• Integrated videography in the OR
• Implemented new technology for anterior approach for total hip surgery

General
• Implemented weekly calls, which have greatly reduced fatigue and improved patient care
• Performed da Vinci surgery on our 500th patient in a 3-year program
• Maintained volume share in a highly competitive market (with negative economic factors affecting us)
• Increased number of infusions done on outpatient side
• Passed comprehensive CMS survey
• Passed survey by The Joint Commission ❖

* Indicates that more than one respondent cited the accomplishment.