Increasing First Case On Time Starts in an Ambulatory Surgery Center

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Recommended Citation
Fecteau, Diane; Reid, Shannan; Maine Medical Center Ambulatory Surgery; Green, Sydney; Hanselman, Ruth; Nayak, Suneela; Tyzik, Stephen; and Sparks, Amy, "Increasing First Case On Time Starts in an Ambulatory Surgery Center" (2019). Operational Excellence. 24.
https://knowledgeconnection.mainehealth.org/opex/24

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Project Title: Project: Increasing First Case On Time Starts in an Ambulatory Surgery Center

Executive Sponsor: Diane Fecteau
Facilitators: Shannan Reid, Sydney Green, Ruth Hanselman
Team Members: Scarborough Surgery Center (SSC) OR Care Team

Problem/Impact Statement:
Improving on-time first case starts within MMC SSC is important as it directly affects the patient experience as well as the respect between members of the operating room team. Patients arrive expecting to have a procedure at a reasonable time after their arrival. When delayed, this causes patient and family anxiety and it delays subsequent patient start times in a cascade of events, affecting additional patients. Through this initiative, MMC SSC will be positively impacted due to improved patient satisfaction, as well as an increase of care team well-being with improved respect, efficiency, and accountability from all team members.

Scope:
In scope: MMC SSC
Out of scope: MMC Bramhall, MaineHealth Hospitals

Goal/Objective:
Goal: 70% or more of the first cases start on time

Baseline Metrics/Current State:

Root Cause Analysis:

Countermeasures

<table>
<thead>
<tr>
<th>Action</th>
<th>Date Completed</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Case On-Time Start Workgroup Meeting</td>
<td>9/26/18</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Educating all surgeons and all team members using Scrub Sink News</td>
<td>1/21/19</td>
<td>Completed</td>
</tr>
<tr>
<td>Calling first case patients the day before surgery to remind of arrival time</td>
<td>1/21/19</td>
<td>Completed</td>
</tr>
<tr>
<td>Communication to all team members at SSC All Hands</td>
<td>1/24/19</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Posting of Late Arrivals by Physician on Opportunity Board</td>
<td>2/4/19</td>
<td>Ongoing</td>
</tr>
<tr>
<td>1:1 conversations with late surgeons</td>
<td>2/4/19</td>
<td>Completed</td>
</tr>
<tr>
<td>Adjusted patient arrival times for specific patient populations</td>
<td>2/4/19</td>
<td>Completed</td>
</tr>
<tr>
<td>Pharmacist onsite to assist with antibiotic allergies and notification</td>
<td>4/1/19</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

Outcomes

Using an interdisciplinary approach, first case on-time starts was dramatically improved from 50.2% in October of 2018 to meeting the goal of having 70% of cases starting on time. The total number of average missed on-time starts was decreased through targeted steps to mitigate reasons with the highest occurrences.

Next Steps
- Re-evaluation of staggered starts
- Address mastectomy cases with reconstruction that have yet to meet the on-time start target
- Generate plan to sustain current successes
- Continued meeting of initiative group
- Daily emails to late surgeons