

MaineHealth

MaineHealth Knowledge Connection

Operational Excellence

7-12-2019

Increasing First Case On Time Starts in an Ambulatory Surgery Center

Diane Fecteau

Maine Medical Center

Shannan Reid

Maine Medical Center

Sydney Green

Maine Medical Center

Ruth Hanselman

Maine Medical Center

Suneela Nayak

Maine Medical Center

See next page for additional authors

Follow this and additional works at: <https://knowledgeconnection.mainehealth.org/opex>



Part of the [Interprofessional Education Commons](#), [Nursing Administration Commons](#), and the [Surgery Commons](#)

Recommended Citation

Fecteau, Diane; Reid, Shannan; 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>

This A3 is brought to you for free and open access by MaineHealth Knowledge Connection. It has been accepted for inclusion in Operational Excellence by an authorized administrator of MaineHealth Knowledge Connection.

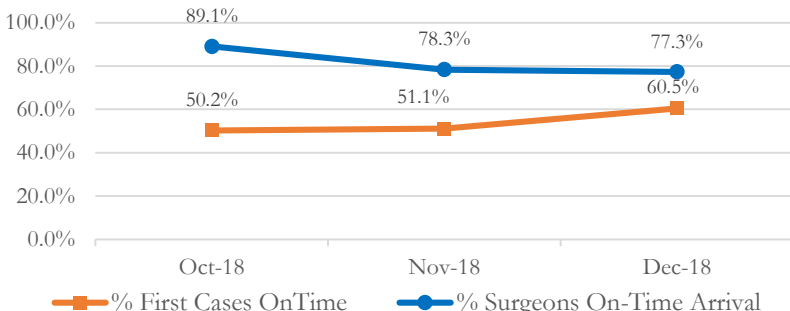
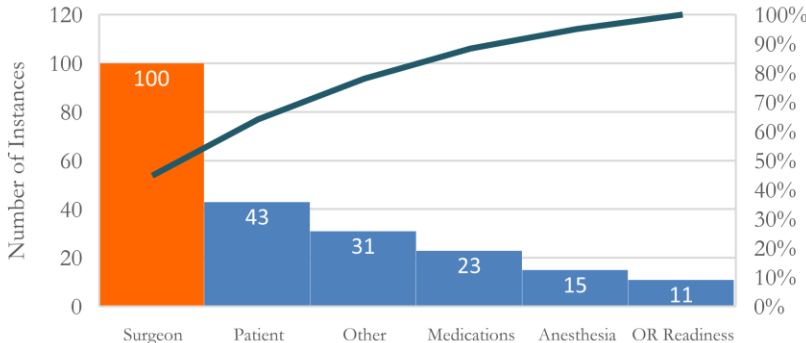
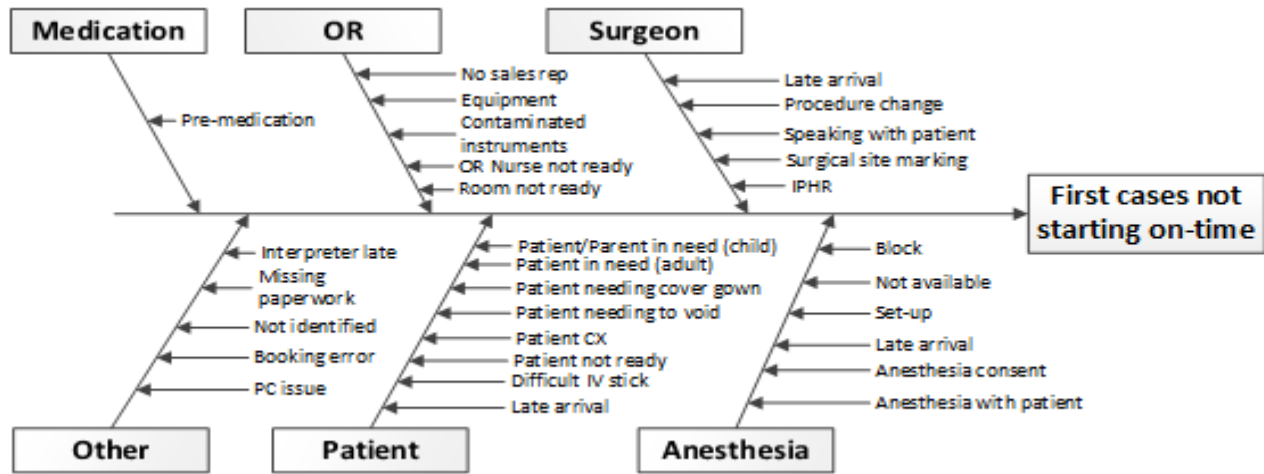
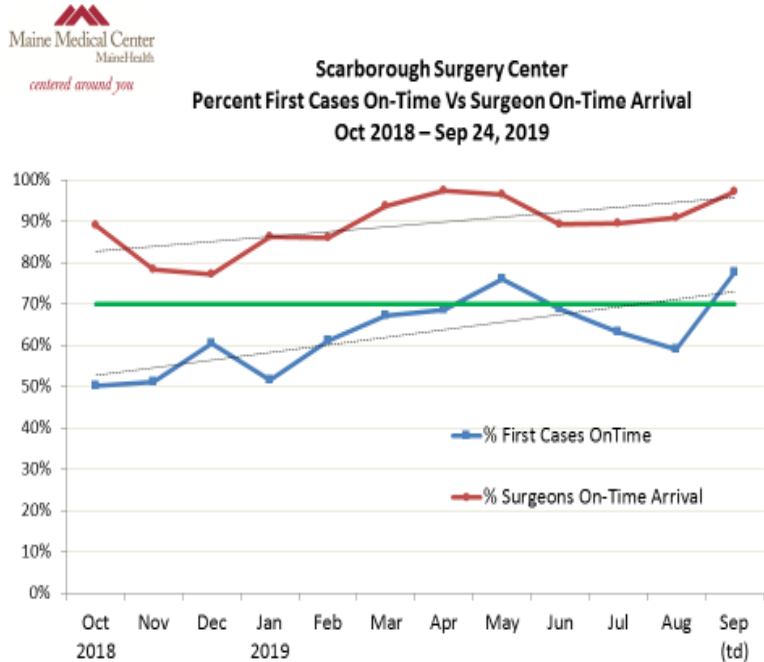
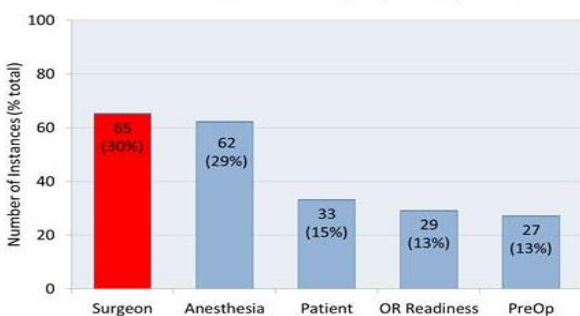
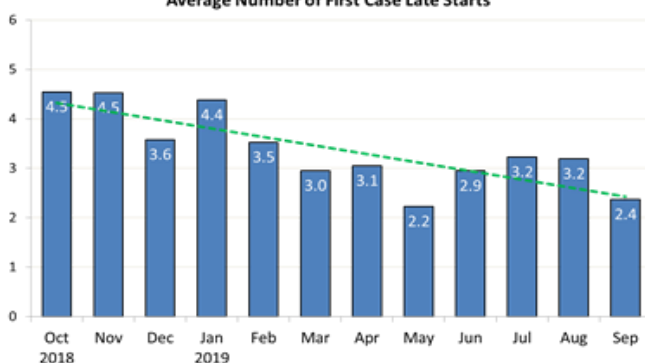
Authors

Diane Fecteau, Shannan Reid, Sydney Green, Ruth Hanselman, Suneela Nayak, Stephen Tyzik, and Amy Sparks

Executive Sponsor: Diane Fecteau

Facilitators: Shannan Reid, Sydney Green, Ruth Hanselman

Team Members: Scarborough Surgery Center (SSC) OR Care Team

Plan	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: <div><div>Scarborough Surgery Center Percent First Cases On-Time Vs Surgeon On-Time Arrival Baseline</div><table><caption>Baseline Metrics Data</caption><tr><th>Month</th><th>% First Cases OnTime</th><th>% Surgeons On-Time Arrival</th></tr><tr><td>Oct-18</td><td>50.2%</td><td>89.1%</td></tr><tr><td>Nov-18</td><td>51.1%</td><td>78.3%</td></tr><tr><td>Dec-18</td><td>60.5%</td><td>77.3%</td></tr></table><div>Reasons for Delay: October 2018 - January 2019</div><table><caption>Reasons for Delay Data</caption><tr><th>Category</th><th>Number of Instances</th></tr><tr><td>Surgeon</td><td>100</td></tr><tr><td>Patient</td><td>43</td></tr><tr><td>Other</td><td>31</td></tr><tr><td>Medications</td><td>23</td></tr><tr><td>Anesthesia</td><td>15</td></tr><tr><td>OR Readiness</td><td>11</td></tr></table></div>	Month	% First Cases OnTime	% Surgeons On-Time Arrival	Oct-18	50.2%	89.1%	Nov-18	51.1%	78.3%	Dec-18	60.5%	77.3%	Category	Number of Instances	Surgeon	100	Patient	43	Other	31	Medications	23	Anesthesia	15	OR Readiness	11																																																									
	Month	% First Cases OnTime	% Surgeons On-Time Arrival																																																																																	
Oct-18	50.2%	89.1%																																																																																		
Nov-18	51.1%	78.3%																																																																																		
Dec-18	60.5%	77.3%																																																																																		
Category	Number of Instances																																																																																			
Surgeon	100																																																																																			
Patient	43																																																																																			
Other	31																																																																																			
Medications	23																																																																																			
Anesthesia	15																																																																																			
OR Readiness	11																																																																																			
Root Cause Analysis: <div></div>																																																																																				
Do	Countermeasures																																																																																			
	<table><tr><th>Action</th><th>Date Completed</th><th>Status</th></tr><tr><td>First Case On Time Starts 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>Ongoing</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 verification</td><td>4/1/19</td><td>Ongoing</td></tr></table>	Action	Date Completed	Status	First Case On Time Starts Workgroup Meeting	9/26/18	Ongoing	Educating all surgeons and all team members using Scrub Sink News	1/21/19	Completed	Calling first case patients the day before surgery to remind of arrival time	1/21/19	Ongoing	Communication to all team members at SSC All Hands	1/24/19	Ongoing	Posting of Late Arrivals by Physician on Opportunity Board	2/4/19	Ongoing	1:1 conversations with late surgeons	2/4/19	Completed	Adjusted patient arrival times for specific patient populations	2/4/19	Completed	Pharmacist onsite to assist with antibiotic allergies and verification	4/1/19	Ongoing																																																								
	Action	Date Completed	Status																																																																																	
	First Case On Time Starts Workgroup Meeting	9/26/18	Ongoing																																																																																	
	Educating all surgeons and all team members using Scrub Sink News	1/21/19	Completed																																																																																	
	Calling first case patients the day before surgery to remind of arrival time	1/21/19	Ongoing																																																																																	
	Communication to all team members at SSC All Hands	1/24/19	Ongoing																																																																																	
	Posting of Late Arrivals by Physician on Opportunity Board	2/4/19	Ongoing																																																																																	
	1:1 conversations with late surgeons	2/4/19	Completed																																																																																	
Adjusted patient arrival times for specific patient populations	2/4/19	Completed																																																																																		
Pharmacist onsite to assist with antibiotic allergies and verification	4/1/19	Ongoing																																																																																		
Study	Outcomes <div><div><table><caption>Outcomes Data (Oct 2018 - Sep 2019)</caption><tr><th>Month</th><th>% First Cases OnTime</th><th>% Surgeons On-Time Arrival</th></tr><tr><td>Oct 2018</td><td>50.2%</td><td>89.1%</td></tr><tr><td>Nov</td><td>51.1%</td><td>78.3%</td></tr><tr><td>Dec</td><td>60.5%</td><td>77.3%</td></tr><tr><td>Jan</td><td></td><td></td></tr><tr><td>Feb</td><td></td><td></td></tr><tr><td>Mar</td><td></td><td></td></tr><tr><td>Apr</td><td></td><td></td></tr><tr><td>May</td><td></td><td></td></tr><tr><td>Jun</td><td></td><td></td></tr><tr><td>Jul</td><td></td><td></td></tr><tr><td>Aug</td><td></td><td></td></tr><tr><td>Sep</td><td></td><td></td></tr></table></div><div><div>Reasons for Delay: April – Sept 2019</div><table><caption>Reasons for Delay Data (Apr - Sep 2019)</caption><tr><th>Category</th><th>Number of Instances</th><th>Percentage</th></tr><tr><td>Surgeon</td><td>85</td><td>30%</td></tr><tr><td>Anesthesia</td><td>62</td><td>29%</td></tr><tr><td>Patient</td><td>33</td><td>15%</td></tr><tr><td>OR Readiness</td><td>29</td><td>13%</td></tr><tr><td>PreOp</td><td>27</td><td>13%</td></tr></table><div>Average Number of First Case Late Starts</div><table><caption>Average Number of First Case Late Starts</caption><tr><th>Month</th><th>Average Number</th></tr><tr><td>Oct 2018</td><td>4.5</td></tr><tr><td>Nov</td><td>4.4</td></tr><tr><td>Dec</td><td>3.6</td></tr><tr><td>Jan</td><td>4.4</td></tr><tr><td>Feb</td><td>3.5</td></tr><tr><td>Mar</td><td>3.0</td></tr><tr><td>Apr</td><td>3.1</td></tr><tr><td>May</td><td>2.2</td></tr><tr><td>Jun</td><td>2.9</td></tr><tr><td>Jul</td><td>3.2</td></tr><tr><td>Aug</td><td>3.2</td></tr><tr><td>Sep</td><td>2.4</td></tr></table></div></div> <div>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.</div>	Month	% First Cases OnTime	% Surgeons On-Time Arrival	Oct 2018	50.2%	89.1%	Nov	51.1%	78.3%	Dec	60.5%	77.3%	Jan			Feb			Mar			Apr			May			Jun			Jul			Aug			Sep			Category	Number of Instances	Percentage	Surgeon	85	30%	Anesthesia	62	29%	Patient	33	15%	OR Readiness	29	13%	PreOp	27	13%	Month	Average Number	Oct 2018	4.5	Nov	4.4	Dec	3.6	Jan	4.4	Feb	3.5	Mar	3.0	Apr	3.1	May	2.2	Jun	2.9	Jul	3.2	Aug	3.2	Sep	2.4
	Month	% First Cases OnTime	% Surgeons On-Time Arrival																																																																																	
Oct 2018	50.2%	89.1%																																																																																		
Nov	51.1%	78.3%																																																																																		
Dec	60.5%	77.3%																																																																																		
Jan																																																																																				
Feb																																																																																				
Mar																																																																																				
Apr																																																																																				
May																																																																																				
Jun																																																																																				
Jul																																																																																				
Aug																																																																																				
Sep																																																																																				
Category	Number of Instances	Percentage																																																																																		
Surgeon	85	30%																																																																																		
Anesthesia	62	29%																																																																																		
Patient	33	15%																																																																																		
OR Readiness	29	13%																																																																																		
PreOp	27	13%																																																																																		
Month	Average Number																																																																																			
Oct 2018	4.5																																																																																			
Nov	4.4																																																																																			
Dec	3.6																																																																																			
Jan	4.4																																																																																			
Feb	3.5																																																																																			
Mar	3.0																																																																																			
Apr	3.1																																																																																			
May	2.2																																																																																			
Jun	2.9																																																																																			
Jul	3.2																																																																																			
Aug	3.2																																																																																			
Sep	2.4																																																																																			
Act	Next Steps																																																																																			
	<ul style="list-style-type: none">Re-evaluation of staggered startsAddress mastectomy cases with reconstruction that have yet to meet the on-time start targetGenerate plan to sustain current successesContinued meeting of initiative groupDaily emails to late surgeons																																																																																			