Overview

By establishing clear goals and definitions for perioperative metrics and increasing data visibility, Baptist Memorial Health Care decreased their overtime hours related to delays and turnover time, saving them approximately $166,450 (YTD).

Before they standardized metrics, Baptist Memorial struggled with a wide variety of reports that utilized different metric definitions and caused confusion about the correct definition and the correct reports to use. By standardizing metric definitions and creating enterprise-wide reports, they now keep providers updated and informed on their performance relative to the established goals, and actively push the entire organization to pursue set benchmarks.

Setup Instructions

Define Standard Metrics
Baptist Memorial’s Senior Leadership met to identify key performance indicators, such as on time starts and turnover time, and to develop standardized metric definitions for core reports. Examples include:

- First Case On Time Starts:
  o First cases occur between 6:30-9:00 AM (Monday-Friday).
  o A case is flagged as late in the report only if the patient is not marked In Room for more than 5 minutes past the scheduled In Room time.

- Turnover Time: The period of time after a patient exits the OR and before the next patient enters the same OR for a sequentially scheduled case. Sequential cases are scheduled within one hour of each other on the same day with the same physician.

Set “Right Time” Goals
Baptist Memorial identified performance gaps and areas of improvement, such as having 47% of cases with on time starts and having an average turnover of 31 minutes. They then set the following goals for core KPIs:

- Increase the number of cases with on time starts to 75%.
- Reduce the average turnover time to under 22 minutes.

Create Reports to Support Goals
The Operations team reviewed their use of Epic reporting tools, such as core metric definitions and how they related to add-on, holiday, and weekend cases policies. They determined what information to include and not include in operational report results.
The OpTime and Reporting teams configured Crystal and Reporting Workbench reports to fit relevant operational metric definitions, holding weekly meeting to provide interested parties with updates. The following subjects were considered:

- **Areas covered by core reports**
  - What areas should core reports for perioperative areas include by default?
  - Example: Should reports include PACU virtual rooms, GI, Cysto, and L&D rooms?

- **Data integrity**
  - Define a process to validate and verify the accuracy of reports

- **Standardizing clinical documentation**
  - Standardize delay reasons by identifying acceptable causes for delays
  - Standardize board runner changes
    - Example: Updating Snapboards to show relevant reports.

- **Physician/Employee engagement**
  - Discuss how users will consume the reports, and if they should to post report results in public areas to foster healthy competition

- **“What If” statement (What are the gains?)**
  - Prioritize metrics based on potential gains
  - Example: How many operation hours would they gain if they reduced the turnover time to 22 minutes?

**Take Actions to Improve**
Baptist Memorial held weekly meetings with surgery stakeholders, the Reporting team, and the OpTime team to:

- Review concerns related to data integrity.

- Configure dashboards for enterprise and each individual entity:

- Standardize communication on a daily and monthly basis in each OR.
  - Example: Posting first case and turnover information daily in each OR.
• Improve data visibility by posting common problem areas for each core metric.
  o Example: Posting the reasons for delays in public areas with high staff visibility.
• Post more complex and detailed information by Service Line.
• Create a culture of competition by posting core metric data for each provider.
  o Example: Posting each surgeon’s First Case On Time Starts percentages.
• Celebrate successes and reward the physicians who improve their metrics.
After setting a record Turnover Time, the team poses for a celebratory photo.

**Lessons Learned**

Standardizing key metrics, setting challenging and realistic goals, clearly communicating goals, and improving data visibility led to significant improvements for core perioperative metrics. Achieving these goals can lead to potential efficiency gains of hundreds of OR hours each month. Over the span of 10 months, Baptist Memorial experienced continual improvement in first case on time starts, turnover minutes, overtime hours, and increases in cost savings – having saved approximately $166,450 (YTD) – since implementation in October.
Improved Perioperative Efficiencies with Standard Metrics

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