



OR UTILISATION

BETTER REPORTS= BETTER PERFORMANCE!

Hospital Name: Royal Brisbane & Womens' Hospital

Presenters: Sue Cadigan, Elizabeth Strathdee

HRT 1516 Surgical Journey Improvement Group

8 - 9 October

Melbourne



Key Problem

- Lack of a shared performance data set
- Lots of excel spreadsheets filled with raw data, lots of numbers but what did they mean?
- Clinician engagement around OR utilisation was a challenge because of:
 - The complexity of interpreting raw data
 - Inconsistency of measures and data definitions
 - Clinicians largely inputting data – seen as a task, importance not clearly understood by all.

Aim of this innovation

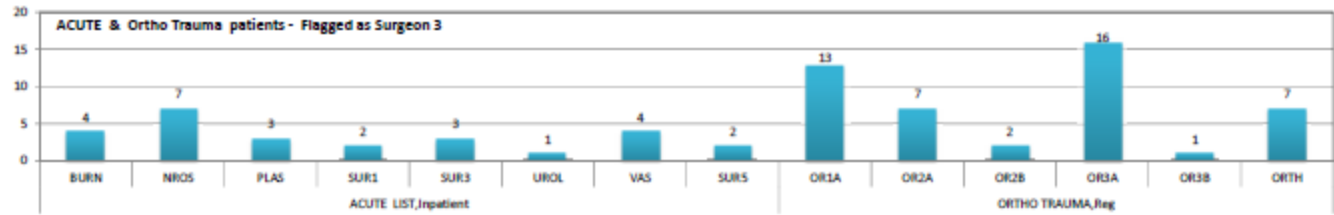
To

- Develop a performance report suite that was easily understood by all clinical teams in the Perioperative Services at the RBWH.
- Include review of reports at all relevant meetings.
- Facilitate discussion and an action focussed approach about performance improvement strategies and ongoing measurement, review etc.
- Continue to promote and imbed a culture of reviewing results and implementing appropriate clinical redesign.
- Target specific points within the patient surgical journey for focus for example: pre-operative preparation.

OR Utilisation Scorecard

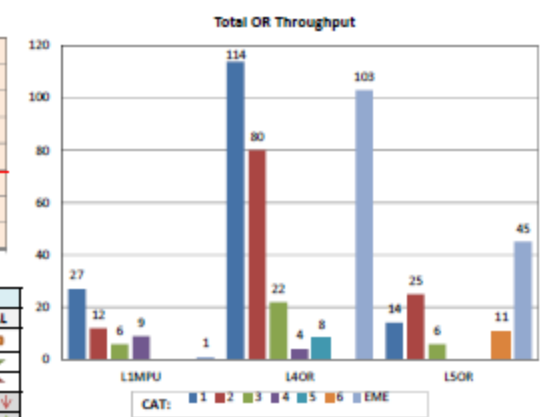
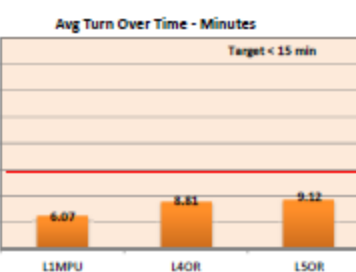
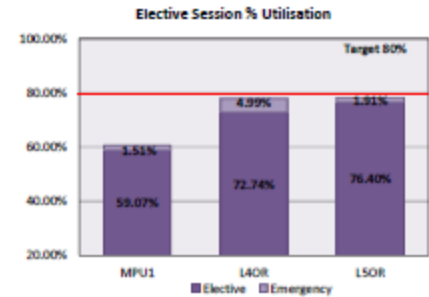
RBWH THEATRE UTILISATION SCORECARD: WEEK 3 COMMENCING 31/08/15

OR CANCELLATION - DOS & Within 24hrs	
Description	Total
LIMPU	
DOCTOR ELECTED NOT TO PERFORM CASE	1
PATIENT CANCELLED BOOKING	2
UNFIT FOR SURGERY - CONDITION	2
LIMPU Total	5
L4OR	
CONSULTANT REMOVED PATIENT	1
DOCTOR ELECTED NOT TO PERFORM CASE	4
FAILED TO ATTEND - DAY OF SURGERY	2
LIST RE-ARRANGED - PRIORITY CASE	6
NO ICU BEDS	2
NO OT TIME	4
PATIENT CANCELLED BOOKING	2
PT REQUESTED TO BE REMOVED	1
TREATED ELSEWHERE	1
UNFIT FOR SURGERY - CONDITION	5
L4OR TOTAL	28
LSOR	
LIST RE-ARRANGED - PRIORITY CASE	1
NO OT TIME	1
PATIENT CANCELLED BOOKING	1
UNFIT FOR SURGERY - CONDITION	2
LS OR TOTAL	5
Grand Total	38



ACUTE PATIENT SUMMARY	
Total Patients Treated on ACUTE list: 11	Total Captured ACUTE patients: 26

ORTHO TRAUMA PATIENT SUMMARY	
Total Patients Treated on Ortho Trauma list: 25	Total Captured Ortho Trauma patients: 46



OR UTILISATION %	
Suite	%Utilisation
MPU1	60.58
L4OR	77.73
LSOR	78.31
TARGET	80%

TOTAL OR THROUGHPUT	
TYPE	TOTAL
ELECT	338
EMERG	149
TOTAL	487

TOTAL OR SESSIONS				
Session	MPU1	L4OR	LSOR	TOTAL
Opened/Used	15	108	27	150
Outside 24hrs CXLD	3	1	1	5
Within 24hrs CXLD	1	5	0	6
Total Elective List Scheduled Operating Hrs	738.95			
Total Elective List Actual Operating Hrs	669.72			

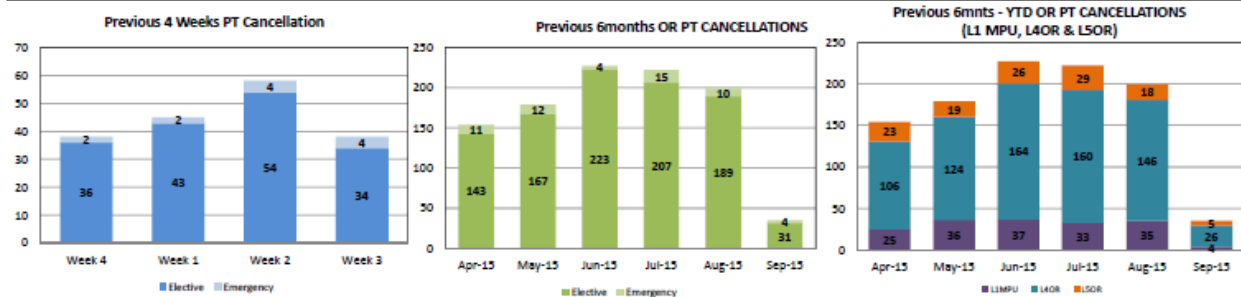
Day of Surgery Admission Rate 85%

UTILISATION BREAKDOWN				HIGHEST INSTANCE LIST REVIEW						
Session Description	Total	% Sessions	Total Hrs	Suite	OR	Day	Session	Specialty	Comments	
No. Early Anaes Start	11	4.80%	5.35	L4OR	NH11	WED	PM	MAXF	AM List Finished early 1124, PM early anaes start 1155, PM List also finished early 1439, 0 CXLD Pts	
No. Early OR Start	14	6.11%	6.45	LSOR	WH01	MON	PM	GYNAE	Early anaes start 1156, early OR start 1211 only 1 pt booked list finished early at 1615	
No. Late Anaes Start	59	25.76%	31.00	L4OR	NH03	TUE	AD	VAS	Late anaes start 0948, AD list ran over finishing at 1354, List finished at 1645 (Jenkins early 8am start and 1630 finish)	
No. Late OR Start	29	12.66%	17.03	L4OR	NH03	TUE	AD	VAS	Late anaes start 0948, AD list ran over finishing at 1354, List finished at 1645 (Jenkins early 8am start and 1630 finish)	
No. Early Finish	58	25.33%	62.81	L4OR	NH08	WED	AD	UROL	On Time Anaes start 0812, On time OR start 0832, early finish 1348 - 7 pts treated + 1 pt FTA	
No. Late finish	58	25.33%	69.50	L4OR	NH02	TUE	AD	NROS	Early anaes start 0740, List finish at 0024 the next day, 1 pt treated, 0 CXLD pts	

Data source: ORMS Reports: Cancelled for Proposed Op Date, Session Utilisation Week Days, Case by Specialty
Data Source: HIKS Throughput

OR Utilisation Scorecard

PATIENT OR CANCELLATION DOS & Within 24hrs - WEEK 3 COMMENCING 31/08/15

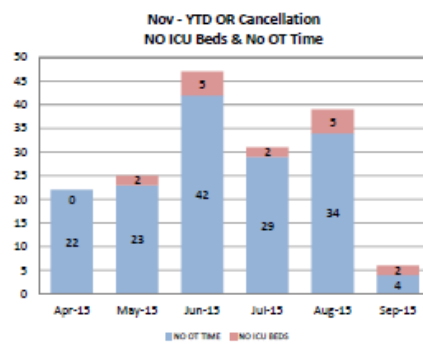


WEEK	REASON	TOTAL
Week 4 COMMENCING 10/08/15	LIST RE-ARRANGED - PRIORITY CASE	5
	NO OT TIME	6
	UNFIT FOR SURGERY - CONDITION	9
Week 4 Total		20
Week 1 COMMENCING 17/08/15	NO OT TIME	7
	LIST RE-ARRANGED - PRIORITY CASE	7
	UNFIT FOR SURGERY - CONDITION	11
Week 1 Total		25
Week 2 COMMENCING 24/08/15	PATIENT CANCELLED BOOKING	8
	NO OT TIME	8
	UNFIT FOR SURGERY - CONDITION	12
Week 2 Total		28
Week 3 COMMENCING 31/08/15	NO OT TIME	5
	DOCTOR ELECTED NOT TO PERFORM C	5
	PATIENT CANCELLED BOOKING	5
	LIST RE-ARRANGED - PRIORITY CASE	7
	UNFIT FOR SURGERY - CONDITION	9
Week 3 Total		31

* This data includes ACUTE patients, these patients are captured as Elective in ORMS

DATA SOURCE: ORMS Reports: Cancelled for Proposed Op Date

MONTH	Cancellation Desc.	TOTAL
Apr-15	NO OT TIME	14
	FAILED TO ATTEND - DAY OF SURGERY	15
	UNFIT FOR SURGERY - CONDITION	27
Apr - 15 Total		56
May-15	PATIENT CANCELLED BOOKING	17
	LIST RE-ARRANGED - PRIORITY CASE	17
	NO OT TIME	23
	UNFIT FOR SURGERY - CONDITION	41
May - 15 Total		98
Jun-15	LIST RE-ARRANGED - PRIORITY CASE	32
	NO OT TIME	42
	UNFIT FOR SURGERY - CONDITION	58
Jun - 15 Total		132
Jul-15	PATIENT CANCELLED BOOKING	26
	LIST RE-ARRANGED - PRIORITY CASE	26
	NO OT TIME	29
	UNFIT FOR SURGERY - CONDITION	52
	Jul - 15 Total	
Aug-15	LIST RE-ARRANGED - PRIORITY CASE	26
	NO OT TIME	34
	UNFIT FOR SURGERY - CONDITION	43
Aug - 15 Total		103
Sep-15	PATIENT CANCELLED BOOKING	5
	DOCTOR ELECTED NOT TO PERFORM C	5
	LIST RE-ARRANGED - PRIORITY CASE	6
	UNFIT FOR SURGERY - CONDITION	8
	Sep - 15 Total	



Period	Elective Cancellation	Elective Throughput	Percent of Cancellations
Week 3 Commencing 31/08/15	34	338	10.06% ↓
CANCELLATION TARGET 7%			

Baseline Data & Information

- Average turn around times consistently under 15 minutes, and utilisation often near 80% for the main ORs – Level 4 & 5.
- The report is dynamic insofar as it is continually adapted and reviewed.
- Cancellations of patients within 24 hours of surgery is our single most significant problem.
- This issue is embedded within our system and the incidence of patient cancellations needs to be reduced.
- Clinical redesign is ongoing.

Outcomes so far

TOTALS	MPU	L4OR	L5OR
Sessions Opened (Total OR Sessions Used)	19	107	26
Throughput (Total OR Throughput)	65	295	82
Cancellations (DOS & Within 24hrs)	6	36	5
Utilisation (Inc. Emergent on Elective Lists)	65.09 %	70.44 %	77.63 %
Avg Turn Over Time (in Minutes – Target <15min)	5.73	11.01	12.93
ASU Acute Capture (Flagged as Surgeon 3)	0	2	0
Acute Capture (Flagged as Surgeon 3)	0	12	0
Ortho Trauma Capture (Flagged as Surgeon 3)	0	40	0

UTILISATION BREAKDOWN											
IN ANAES				IN OR				OUT OR			
Session Description	Total	% Sessions	Total Hrs	Session Description	Total	% Sessions	Total Hrs	Session Description	Total	% Sessions	Total Hrs
Early Start	20	14.18%	22.86	Early Start	19	13.48%	22.65	Early Finish	70	49.65%	101.20
Late Start	53	37.59%	26.05	Late Start	35	24.82%	20.78	Late Finish	42	29.79%	57.58
On Time	68	48.23%	0.00	On Time	87	61.70%	0.00	On Time	29	20.57%	0.00
Total Patients	141	100.00%	48.91	Total Patients	141	100.00%	43.43	Total Patients	141	100.00%	158.78

<p>■ Early Start ■ Late Start ■ On Time</p>	<p>■ Early Start ■ Late Start ■ On Time</p>	<p>■ Early Finish ■ Late Finish ■ On Time</p>
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Lessons Learnt

What are our next steps?

- Patient magnet rollout
- “Putting the Patients first – Getting the Surgical Journey started!”
 - Pharmacist
 - Tele health
 - Internet resources including DVD of patient journey pre and post op.
 - Clinical redesign with appropriate consumer engagement
 - Focus on Minor Procedure Unit (MPU)
- Improve OR list construction and planning
- For more information, contact Sue Cadigan or Elizabeth Strathee on (07) 3646 3098.

Patient Magnet

Aim: to improve patient self management pre – op & reduce cancellations within 24 HRS

ADMISSION CHECKLIST

Metro North Hospital and Health Service
Royal Brisbane & Women's Hospital

YOUR SURGERY MAY BE CANCELLED IF INSTRUCTIONS ARE NOT FOLLOWED



TODAY

- Cease smoking now

ONE – TWO WEEKS BEFORE SURGERY:

- Medication - follow the instructions on the **YELLOW** form
- Inform your Case Manager of any changes to your medication regime
- Urine test (if required) must be completed 2 weeks prior to your surgery date
- Bloods (if required) as per instructions given to you at Preadmission Clinic

48 HOURS BEFORE SURGERY:

If you have any of the following:



- Temperature/Fever
- Sore Throat
- Rash or swelling
- Any concerns relating to your surgery
- Feel unwell
- Skin – cut, break or tear

Advise your **Case Manager** during business hours.

After hours 3646 5977 (please note this phone is not in operation during business hours).

DAY BEFORE SURGERY:

- Fast as per instruction sheet.
- Medication - follow the instructions on the **YELLOW** form and pack in **GREEN** bag.
- Confirm that your transport home has been arranged

DAY OF SURGERY

- Please shower and wear clean clothes
- Bring your medication in **GREEN** bag
- Bring any relevant x-rays/scans

PLEASE ADVISE IF YOUR DETAILS HAVE CHANGED

AFFIX PATIENT LABEL
HERE



