To: All Central Zone Physicians and Staff

From: Dr Gail Darling, Dr Greg Bailly, Dr Stephanie Scott, Dr Chad Robertson, Dr Janice Chisholm Deb Garnier

Date: June 25,2024

Subject: Important: Perioperative Performance

Dear Physicians and Staff,

We are writing to inform you of new practices that we are implementing regarding perioperative performance. Effective June 25, 2024, we will be implementing a formalized process to share perioperative performance data with physicians and staff, in order to foster a culture of transparency, continuous learning, and collaborative problem-solving.

The OR is an unpredictable place, where many factors cannot be controlled. To improve OR efficiency and utilization, we must focus on the variables *within* our control. Nobody understands the perioperative system better than the physicians and staff who work within it – which is why we will be sharing performance data, in the form of key performance indicators (KPIs) back to the team, such that all team members can begin to identify areas for improvement and take ownership of solutions.

We want to highlight that the OR Efficiency KPIs reflect the entire perioperative system, with no single physician or staff member having complete control over the results. Each individual contributes to overall perioperative performance. KPI reporting at the site, service and individual member level aims to foster transparency and continuous improvement, **not to assign blame or suggest direct control over results**.

Performance data reporting will be divided into three processes:

- **OR Time Tracking:** On a daily basis, we will visually track key timestamps for each OR (e.g., patient in room time), to foster open conversations, promote transparency, and facilitate continuous improvement in operational efficiency and patient care.
- **Site & Specialty Performance Review**: On a monthly basis, perioperative managers will share existing performance data at the site and specialty level with staff and physicians and discuss opportunities for improvement in a transparent and collaborative solution-oriented environment.
- **Physician Level Performance Reporting**: On a monthly basis, Department/Division Heads will share a report of anonymized physician performance metrics and facilitate constructive conversations with physicians where there are recognized opportunities for improvement.

Please ensure that you:

- Carefully review the attached SOPs for detailed information.
- Regularly check your NSHealth email accounts.

Why Are We Formalizing These Procedures?

Without access to performance data, perioperative physicians and staff have limited visibility into key metrics such as case durations, turnover times, and resource utilization, to understand how their actions impact overall operational performance. Sharing perioperative efficiency data with physicians and staff will help to foster a culture of transparency and accountability, and promote compliance with policies (e.g., on time arrival to ensure readiness for case-start) that will improve OR efficiency, help to maximize OR utilization and enhance overall patient care.

Your cooperation in implementing these changes is greatly appreciated. Should you have any questions or require further clarification regarding the new procedures, please do not hesitate to contact your manager, Department/Division Head or Megan Arsenault (OR Efficiency Project Manager, Megan.Arsenault@nshealth.ca). Thank you for your attention to this matter and dedication to improving patient care in Nova Scotia.