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| **Procedure Title:** | Central Zone Perioperative Services – Site & Specialty Perioperative Performance Review |
| **Applied To:** | Department of Surgery, Department of Anesthesia, Department of Perioperative Services |
| **Location Applicability:** | Central Zone |
| **Governing Policy:** | n/a |

| **Approved:** | **Effective:** | **Next Review:** |
|---|---|---|
| June 24, 2024 | June 25, 2024 | August 31, 2024 |

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| **Sponsor:** | Director, Perioperative Services Network |
| **Approval Authority:** | Director, Perioperative Services Network |

**Number:** n/a **Manual:** Perioperative Services

## EXECUTIVE SUMMARY

This Standard Operating Procedure (SOP) outlines that on a monthly basis, OR Managers, Perioperative Managers and Surgical and Anesthesia Department/Division Heads will share existing performance data at the site and specialty level with physicians and staff and discuss opportunities for improvement in a transparent and collaborative problem-solving environment. The OR Efficiency Project Manager will use this feedback to support the perioperative teams and physicians to draft and test pilots through PDSA cycles to support continuous improvement.

## PURPOSE

Sharing perioperative performance data with physicians and staff can foster a culture of transparency, promote accountability and compliance, and facilitate continuous improvement that will improve OR efficiency, help to maximize OR utilization, and enhance overall patient care.

1. **Foster Transparency**: By sharing performance metrics, physicians and staff can understand how well the operating room is functioning. This can help identify areas of inefficiency that need to be addressed, leading to improved overall performance.
2. **Promote Accountability**: When performance metrics are shared openly, it promotes a sense of accountability among physicians and staff. Everyone can see how their actions and performance contribute to the overall efficiency of the operating room and ensure that they are compliant with perioperative policies (e.g., on time arrival to ensure readiness for case-start).

3. **Facilitate Continuous Improvement**: Transparency in communication fosters a collaborative environment and allows for continuous improvement. By regularly reviewing and discussing these metrics, physicians and staff can work together to track progress, identify trends, address issues, and implement changes to improve efficiency.

# PREREQUISITES

**Key Performance Indicators**

A set of suggested OR efficiency metrics have been identified as key performance indicators (KPIs) to evaluate the efficiency of the OR programs in Central Zone. Additional measures may be added in the future when available.

| Indicators | Definition | Report Source |
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| **First Case On-Time Start** | % of first cases with a *Patient In Room Time* that is either early or no more than 5 minutes after the scheduled start time over all first cases. | Tableau – First Case On-Time Starts |
| **Turnover Time** | Time elapsed (in minutes) between the prior patient exiting the OR to when the next patient enters the same OR (wheels out, to wheels in). | Tableau – Periop Operations Monitoring – Case Durations Tab |
| **Same Day Cancellations** | Number and percent of OR same day cancellations by patient related and resource related reasons. | Monthly Same Day Cancellation Report by Site (from Kathy Benson) |

# PROCEDURE

This procedure ensures that performance data is communicated transparently to physicians and staff and opportunities for improvement are discussed in a collaborative solution-oriented environment.

| Seq. No. | Task Description | Role |
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| 1. | On the third Monday of every month the OR Efficiency Project Manager will generate a site and service level perioperative performance report.<br><br>This report will provide the following KPIs by site and service:<br>- First Case On Time Starts<br>- Turnover Times<br>- Same Day Cancellations | OR Efficiency Project Manager |
| 1.A. | The OR Efficiency Project Manager will email the monthly perioperative performance report to the perioperative managers and Surgical and Anesthesia Department/Division Heads. | OR Efficiency Project Manager |
| 1.B. | The OR Efficiency Project Manager will post the perioperative | OR Efficiency Project |

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| | performance report on the quality communications boards at each site. | Manager |
| 2. | The OR Managers and Perioperative Managers will email the report to all OR and perioperative staff. | OR Managers, Perioperative Managers (Pre-Op, PACU, Post-Op) |
| 2.A. | At the next staff meeting, the OR Managers and Perioperative Managers will facilitate a short discussion (i.e., 10 minutes) on the perioperative performance review report.<br><br>The OR Managers and Perioperative Managers will share monthly progress with their teams, highlight milestones achieved, and ask team members to identify any areas for improvement. | OR Managers, Perioperative Managers (Pre-Op, PACU, Post-Op) |
| 3. | The Surgical and Anesthesia Department/Division Heads will email the monthly perioperative performance report to the Surgeons and Anesthesiologists within their departments/divisions. | Surgical and Anesthesia Department/Division Heads |
| 3.A. | At the next department/division meeting, the Surgical and Anesthesia Department/Division Heads will facilitate a short discussion (i.e., 10 minutes) on the perioperative performance review report.<br><br>The Surgical and Anesthesia Department/Division Heads will share monthly progress with their teams, highlight milestones achieved, and ask team members to identify any areas for improvement. | Surgical and Anesthesia Department/Division Heads |

## VERSION HISTORY

| **Version:** | **Effective:** | **Approved by:** | **What's Changed:** |
|---|---|---|---|
| Original | June 25, 2024 | Director, Perioperative Services Network | N/A |
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