5 Implement A CZ Perioperative Performance Review Process

Challenge Identified

Physicians and staff have historically not had access to perioperative performance data (e.g., First Case On-Time Starts, Turnover Time, Same Day Cancellations) and are unaware of goals and benchmarks.

The Central Zone Perioperative Team was interested in sharing perioperative performance data with physicians and staff to 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.

Solution Implemented

- A Standard Operating Procedure (SOP) was implemented to ensure that on a monthly basis, OR Managers, Perioperative Managers and Surgical and Anesthesia Department/Division Heads share key performance indicators (first case on-time starts, turnover time and same day cancellations) with physicians and staff.
    - Site & Service Reporting: 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.
    - Physician Level Reporting: Surgical and Anesthesia Department/Division Heads will share a report of anonymized physician-level performance metrics with surgeons and anesthesiologists and facilitate constructive conversations with physicians where there are recognized opportunities for improvement.

Early Impact

- Site & Service reports have been shared for May-July.
- Physician reports have been shared for June-July.
- Discussions have been initiated with staff and physicians, leading to identifying and testing improvement opportunities.

Next Steps

Recommendation:

- Adopt current processes as implemented.
- Continue to monitor.
- Pilot sharing additional data measures available (e.g. advanced booking, utilization)
- Pilot accurate collection & reporting of ASM time stamps to understand turnover time components.

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