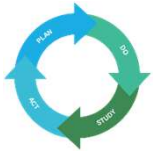
6 Reduce OR Turnover Times



Challenge Identified

OR turnover time is long and variable across specialties and sites, leading to case delays and cancellations. Notable challenges contributing to long turnover times include:

- Lack of standardized cleaning procedures and clarity of roles and responsibilities during an OR turnover, causing variability in cleaning processes and duplicated or missed work.
- Communication amongst perioperative staff is often reactive and indirect; there is undeveloped communication protocols for OR turnovers and a heavy reliance on older communications methods, leading to frustration and lack of information transfer (e.g., finding a housekeeper in the hall to notify them that an OR turnover is needed).
- Nurses and Patient Attendants spend considerable time searching for materials and equipment during case set-up.
- There is a lack of protocol to determine what assignment each OR nurse will take, assignment rotation and break times.

The Central Zone Perioperative Team was interested in implementing a consistent, reproducible OR turnover process to reduce turnover times and process variability.

Early Impact

- Turnover time has decreased slightly across all sites.

Solutions Implemented

1. **Implement a Standard Operating Procedure for Cleaning the OR**: Implemented an SOP that outlines a set of instructions for cleaning the OR during a turnover and standardized the roles and responsibilities for each team member involved in OR turnover, with visual reminders.
2. **Implement PA Pods at the VG**: The PA Pods began as a QI initiative at the HI, which has been expanded to the VG. The PA Pods are a system in which the OR nurse calls a PA Dispatcher who organizes the PAs, and sends them to turnover the ORs, amongst other tasks, based on staff available and priority of need.
3. **Implement Equipment Communication Boards at the VG, HI & DGH**: Implemented a communications board to inform perioperative staff what equipment is currently in use, where it is located and if it is out for repair.
4. **Implement OR Communication Protocols and Devices at DGH**: Set up cell phones and implemented a protocol for OR nurses to contact housekeeping and anesthesia technicians for turnovers.
5. **Conduct 5S of Equipment and Supply Storage Areas**: Conducted 5S workshops at DGH and the VG; a LEAN Six Sigma methodology that creates a more organized and productive workspace.
6. **Establish OR Nurse Assignment/Guidelines**: Empowered clinical leads to establish OR Nurse Assignments and Break Guidelines.

Next Steps

Recommendation:

- Adopt current processes as implemented.
- Continue to monitor.

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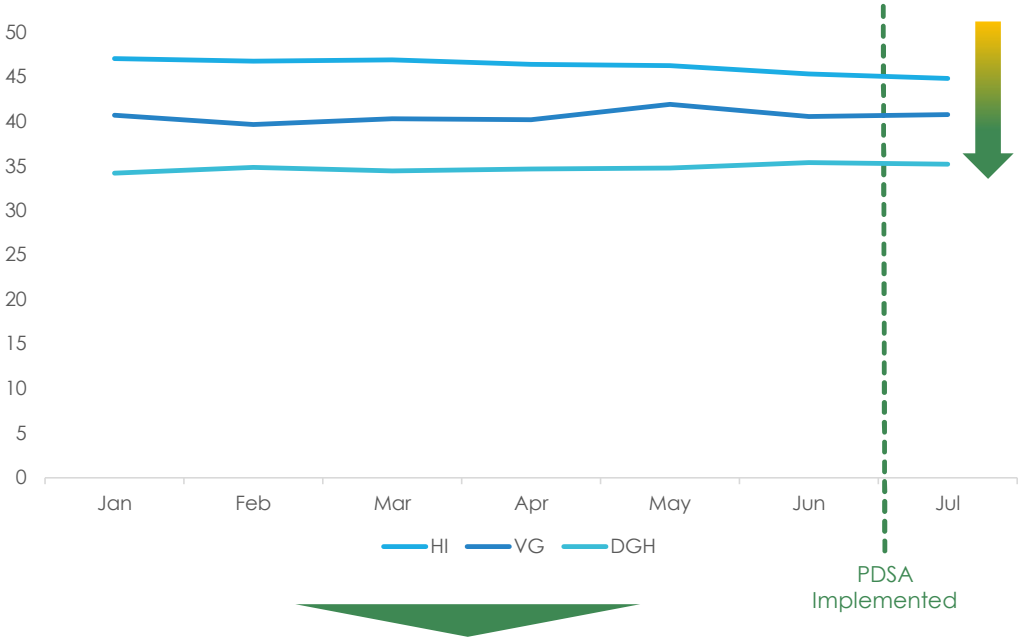
6 **Results & Impact**: Reduce OR Turnover Times

Turnover Time by Site and Service (VG, HI, DGH)



- There has been little change to the turnover time at the three acute surgical sites since implementation of the first PDSAs addressing turnover time.

Time PA Pod Called to Cleaning Completed

Site	May 21 -31	June	July 2-15	Jul 22-26
HI	18mins	17mins	15mins	16mins
VG	-	-		

Percent of Time Anesthesia Tech is Called for Room Turnover

Site	May 28-31	June 3-7	June 10-14	June 17-21	June 23-28	July 2-5
HI	100%	81%	95%	100%	81%	100%
VG						
DG						

Time AT Called to Cleaning Complete

Site	May 28-31	June 3-7	June 10-14	June 17-21	June 23-28	July 2-5
HI	11:49mins	14:43mins	11:29mins	14:17mins	9:25mins	13mins

- HI has experienced **a 3 mins decrease in the time** a PA pod is called to complete cleaning and over 2 mins decrease in time AT called to complete cleaning from May to June.

Sources: Turnover Times Tableau. PA Pod and AT Data manually collected.