

## Decreasing Turnover Time in the Operating Room: A Multidisciplinary Challenge

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# Decreasing Turnover Time in the Operating Room: A Multidisciplinary Challenge

## Perioperative Services

Lehigh Valley Health Network, Allentown, Pennsylvania

### Behavioral Objectives

- Identify necessary process changes vital to decreasing turn over time.
- Examine existing barriers to achieving established goals.
- Utilize a multidisciplinary approach to enhance communication and collaboratively achieve success.

### Problem Statement:

In 2011 our turnover time was 37.5 minutes. This was compared to benchmarked averages of turnover times from the Advisory Board on OR Benchmarks. Our goal of 31 minutes was identified by comparing our institution to similar institutions. Upon further investigation, we discovered many serial processes or activities, involving multiple tasks for the RN causing counter-productivity impacted turnover time. We were confident we could achieve a higher state of efficiency and not only meet but surpass industry standards.

### Barriers:

Perioperative teams worked in silos; performing tasks without achieving alignment necessary to reach the overall target.

### Methodology:

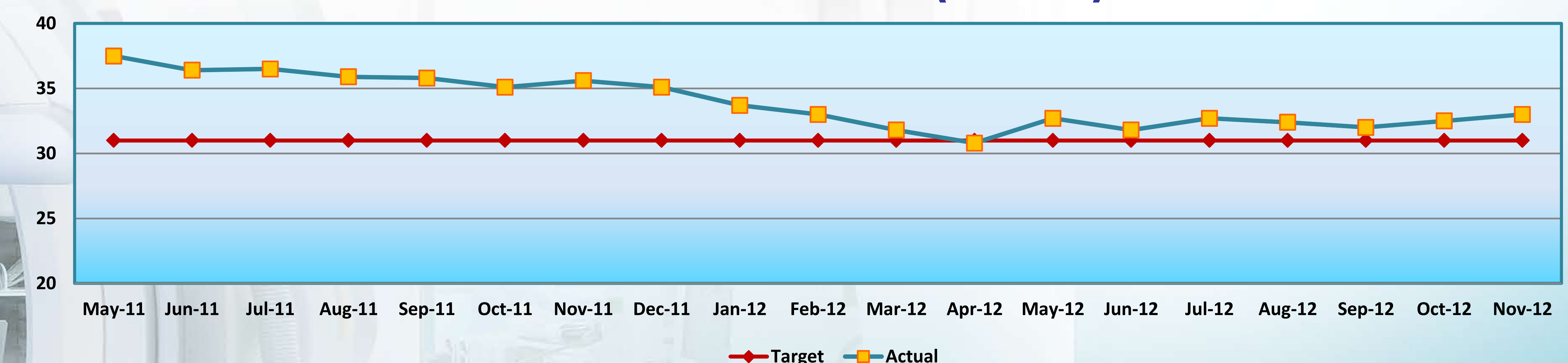
- A multidisciplinary team was formed to assess the current state of the turnover process and devise a plan to achieve our 31 minute turnover goal.
- Standard work was drafted for the various disciplines involved with the turnover process.
- Time studies were conducted utilizing a small pilot group.
- A metric board was displayed to track daily progress.
- Regular and timely problem solving was done by revising the standard work.

### Results:

- Turnover time was decreased by 20%.
- Tasks were performed in a parallel process culminating in a synchronous and efficient turnover process.
- An improved relationship among the perioperative team was evident through enhanced teamwork for a common goal.
- The goal of 31 minutes was achieved and sustained for 18 months.
- A collaborative effort from all teams has created a sense of accomplishment and pride encouraging the staff to continue this effort.
- Decreased turnover time improved patient satisfaction by reducing their wait time.
- Physician satisfaction increased due to improved OR efficiency and better OR utilization.



OR Turnover Time (minutes)



### Take Aways:

- Monitor progress to insure sustainability of established goals.
- Multidisciplinary engagement promoted camaraderie among its members.
- Celebrate success: A themed luncheon was provided for the staff.
- Continue to challenge, improve on success and raise the bar!

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