

Transforming From a Freestanding ASF to a Hospital-based Unit

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Transforming From a Freestanding ASF to a Hospital-based Unit

Perioperative Services

Lehigh Valley Health Network, Allentown, Pennsylvania

PURPOSE:

25 year old Ambulatory Surgical Facility (ASF) recently acquired by Community Health Network

CHALLENGES:

- Learn new policies daily to ensure staff understanding of processes
- Maintain ASF license per PA DOH (separate from Hospital license)
- Meet TJC regulatory requirements as a hospital department
- Engage staff to learn and comply with new expectations
- Learn current hospital culture
- Orientation scheduled for one full day—ASF closed for surgeries and procedures
- Turnover occurred overnight—a full case schedule maintained the following day
- Acknowledge feelings of staff—many overwhelmed and frustrated
- Focus on work at hand while avoiding potential patient safety issues
- Management must present a calm presence while faced with stressed staff, confused physicians and their offices
- Maintain hospital procedures with current ASF staffing—different design from hospital based units



METHODOLOGY:

- Staff orientation completed in one day with senior leadership participation
- Staff seniority retained with comparable benefits
- Assistance from administrative colleagues learning hospital culture and hospital procedures
- Open communication with staff

LESSONS LEARNED:

- One day orientation for the staff and Management not sufficient
- Center needed more time to plan for the transfer—changes implemented overnight created increased stress
- Human Resources requirements ie: physicals, fingerprinting, background checks took longer than anticipated. Preparation should have occurred earlier
- Additional orientation to hospital culture prior to the transfer for an easier adaptation to new work flow and processes



SUCCESS:

- Very high retention of clinical staff - a few positions evolved into other hospital departments
- Facility continues to have excellent patient satisfaction scores in the Press Ganey surveys
- Patients did not seem to realize the tremendous changes occurring



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