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SEPT. 30 - OCT. 2, 2020



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Operational Management

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Objectives

- Discuss operational efficiencies in perioperative setting
- Describe the Surgical Services Leader's Responsibilities Toward Meeting the operational goals
- Identify waste in the perioperative department
- Review operational tools to identify opportunity



Operational Management

A management plan to monitor and manage all processes within the periOperative Department





Areas of Responsibility



Supply and Demand

- Staffing
- Schedule Duration Accuracy
- Cancellations





What Is Efficiency?





Waste in the OR

Inventory

Waiting

Transportation

Staff
Movement

Defects

Overproduction

Over processing



Inventory

- Supply Chain
 - Poor layout
 - Excessive inventory
 - Ordering process

Inventory



Waiting

- Scheduling Accuracy
 - Turnaround Times
 - On Time Starts
- Holds
- Bottlenecks

Waiting



Transportation

- Flow to supporting locations
- Prioritization of need

Transportation



Staff Movement

- Operational Flow
- Use of Technology

Staff
Movement



Defects

- Patient Readiness
- Equipment Failure

Defects



Overproduction

- Arrival Times
- Walk In Appointments

Overproduction



Over processing

- Unnecessary Testing
- Duplicated efforts

Over processing



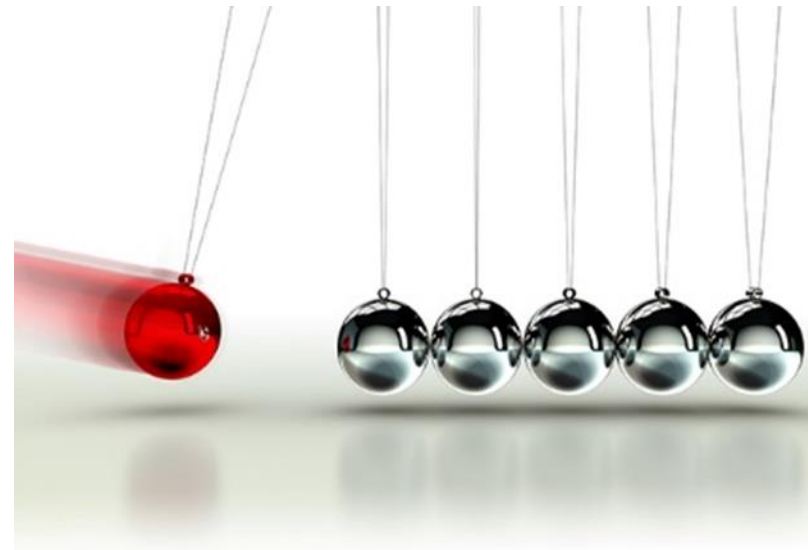
Process Management





Scheduling Impacts

- Key Performance Indicators
- Experience
 - Patient
 - Surgeon
 - Staff





Surgical Schedule

- Accurate Procedure
- Block Scheduling
- Resources
- Conflicts
- Vendors





PreAdmission Testing

- Scheduling
- Correct Orders
- Appropriate Time(s)
- Chart Management



Get Ready Unit

- Patient Orders
- Registration Office
- Staffing
- Invasive Procedures

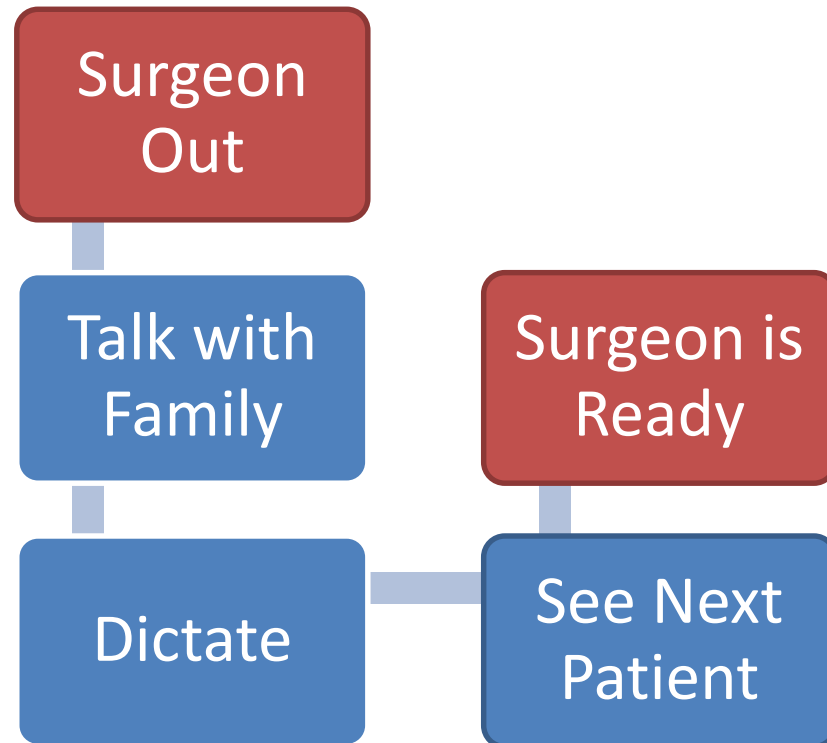


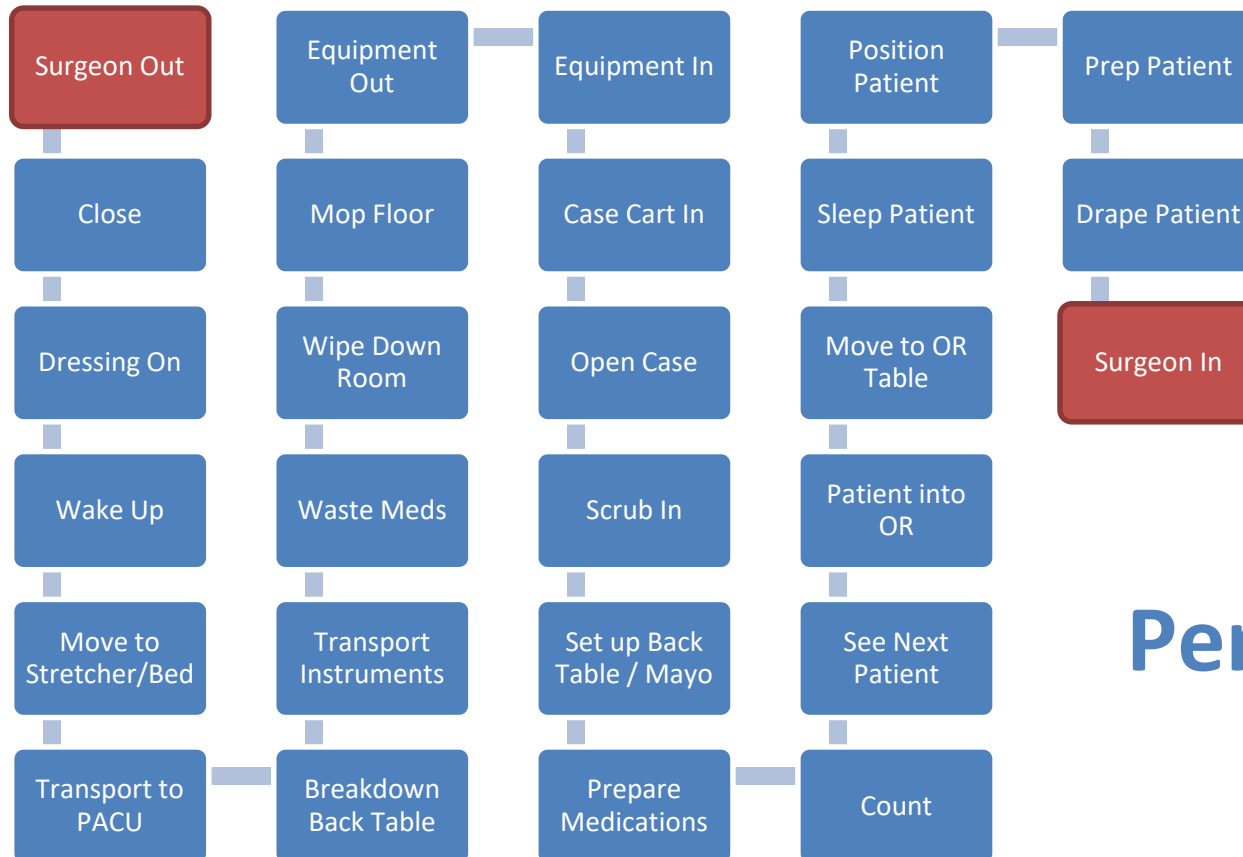
IntraOp

- Room Ready
- Resources
- Staffing
- Skill Mix
- Turn Over Time



Surgeon Process





PeriOperative Process



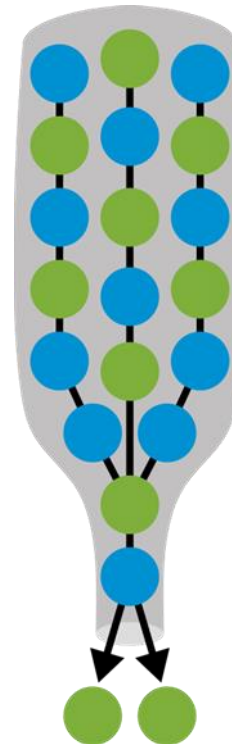
PACU

- Report
- Transport
- ICU
- PACU Holds



Operational Tools

- Five Why
- Fishbone
- Spaghetti Diagram





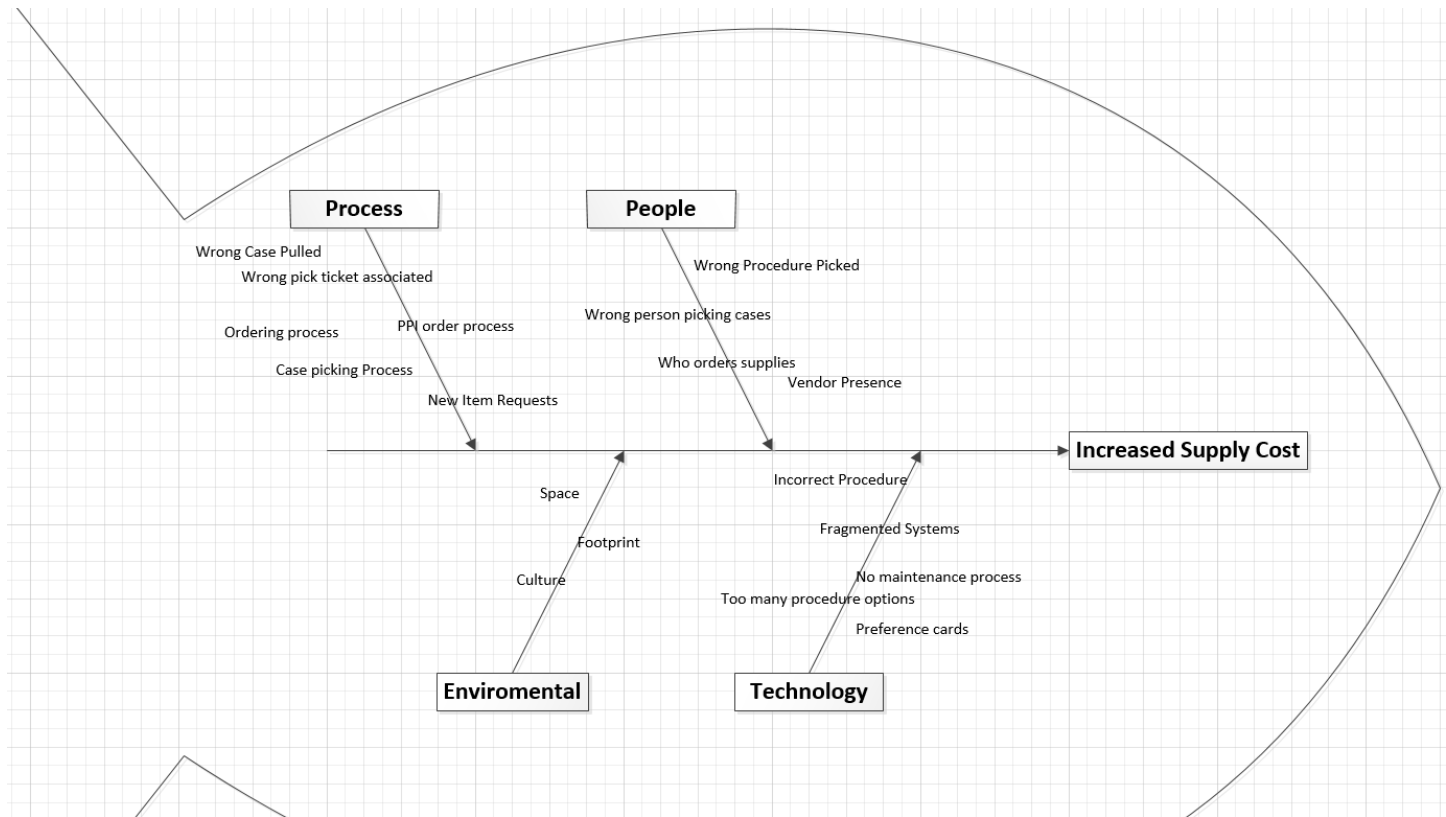
5 Whys

	Why	Reason
1	Why is my tire flat?	There is a nail in my tire
2	Why is there a nail in my tire?	Box of nails spilled over in garage
3	Why did box of nails spill over in garage?	Box of nails hanging over edge of shelf
4	Why was box of nails hanging over shelf?	Unable to push box of nails against wall
5	Why am I unable to push box against wall?	Unable to reach top shelf



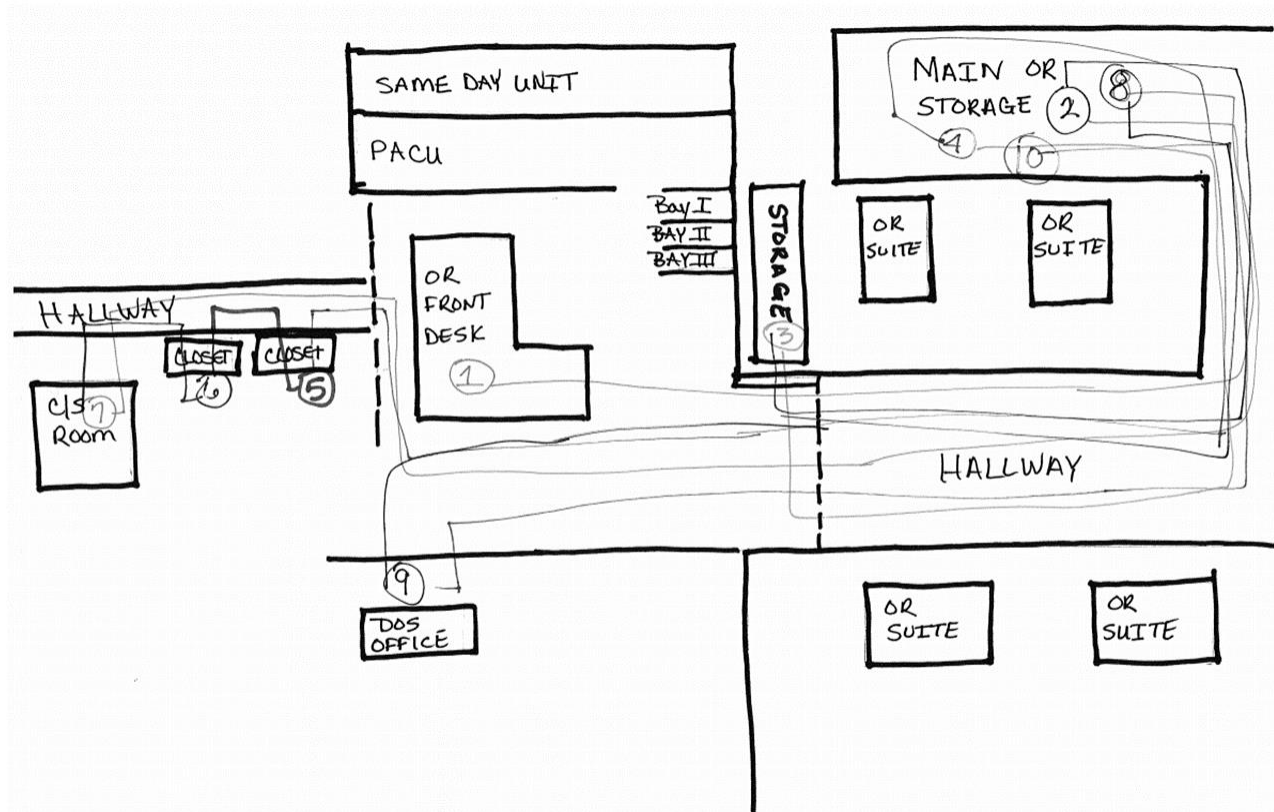


Fishbone



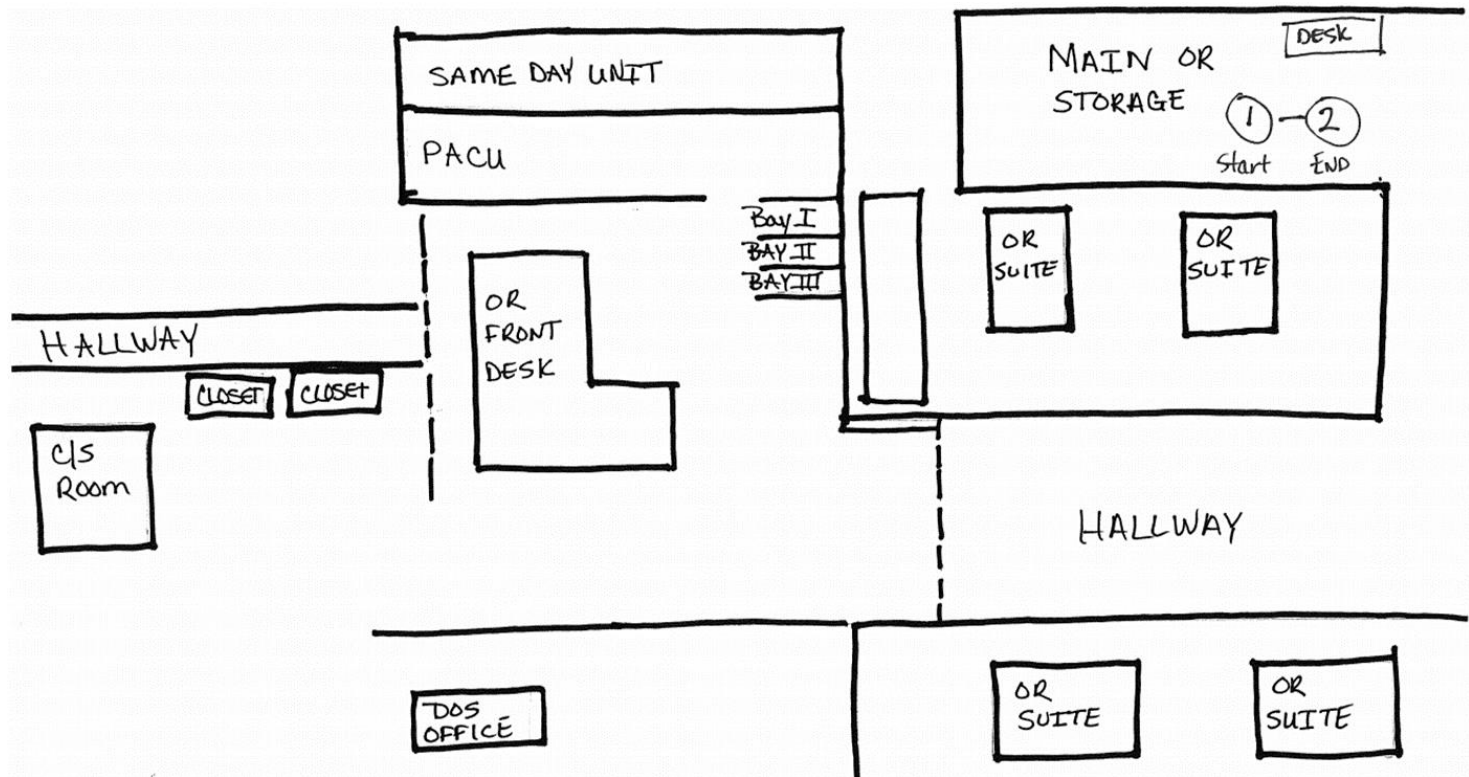


Spaghetti Diagram... Before





Spaghetti Diagram... After





Consider

- Physical Layout
- Ancillary Departments
- Communication / Technology
- Changes in Rules / Regs
- Strategy



Where Are Your Opportunities

- Voice Of The Customer
- Follow The Process
- Map It Out
- Outside Eyes





Estimated Inventory Value \$ Selected M&M Color

Initial Inventory Observation

Color	Quantity	Unit Cost	Inventory Cost
Blue		\$ 5	
Green		\$ 10	
Yellow		\$ 20	
Orange		\$ 25	
Brown		\$ 50	
Red		\$ 100	

Actual Initial Inventory Value \$

Post Inventory Observation

Updated Inventory Value

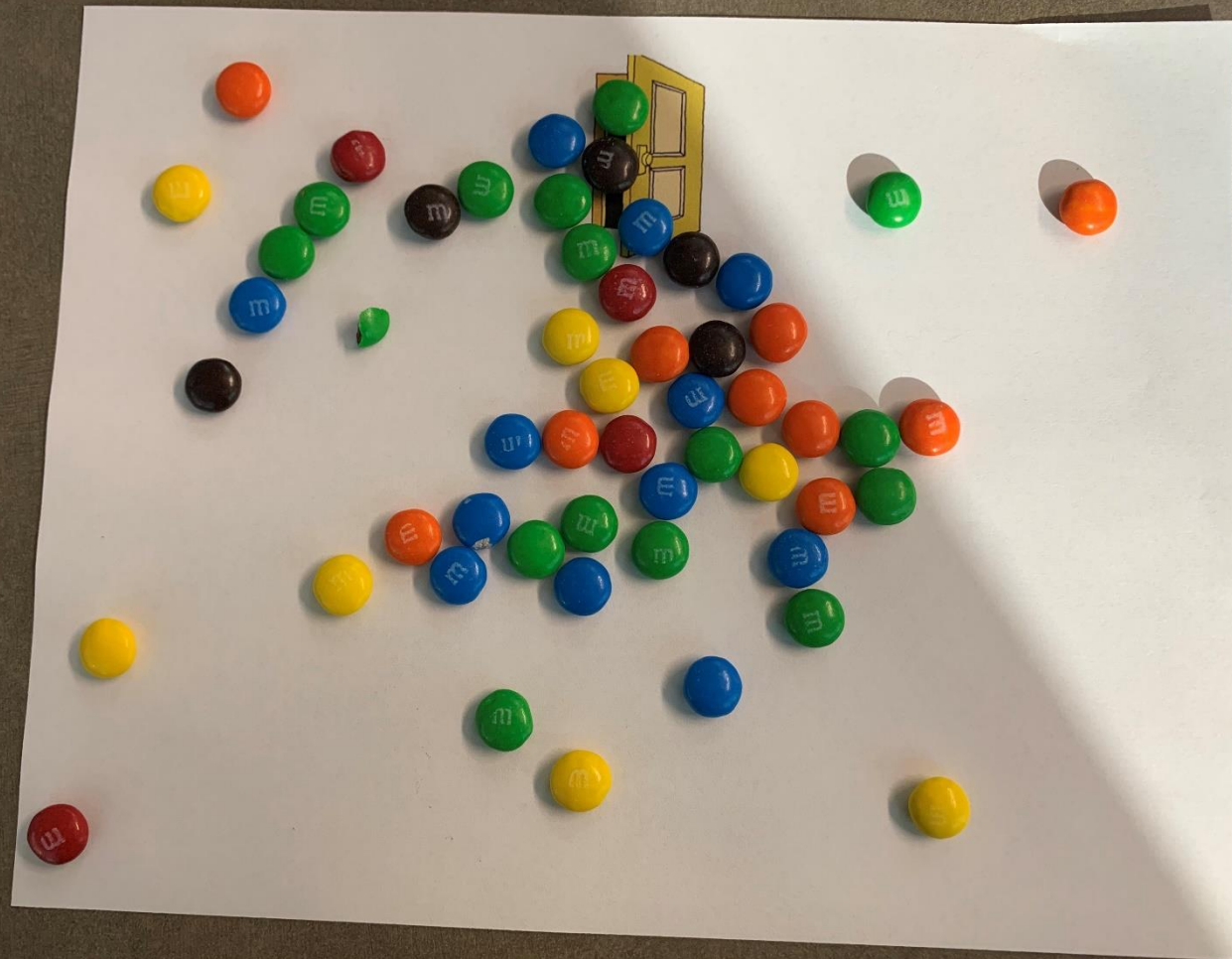
Savings % (Initial – updated)/Initial*100

Inventory Location Worksheet





What do you see?



- Blue = \$5.00
- Green = \$10.00
- Yellow = \$20.00
- Orange = \$25.00
- Brown = \$50.00
- Red = \$100.00



Estimated Inventory Value \$ 960 Selected M&M Color ORANGE
 Initial Inventory Observation scattered, broken, more of one color, disorganized

Color	Quantity	Unit Cost	Inventory Cost
Blue		\$ 5	
Green		\$ 10	
Yellow		\$ 20	
Orange		\$ 25	
Brown		\$ 50	
Red		\$ 100	

Actual Initial Inventory Value \$

Post Inventory Observation

Updated Inventory Value

Savings % (Initial - updated)/Initial*100

Inventory Location Worksheet





Estimated Inventory Value \$ 960 Selected M&M Color Orange

Initial Inventory Observation scattered, broken, more than one of certain colors



Color	Quantity	Unit Cost	Inventory Cost
Blue		\$ 5	\$60
Green		\$ 10	\$150
Yellow		\$ 20	\$160
Orange		\$ 25	\$250
Brown		\$ 50	\$250
Red		\$ 100	\$400

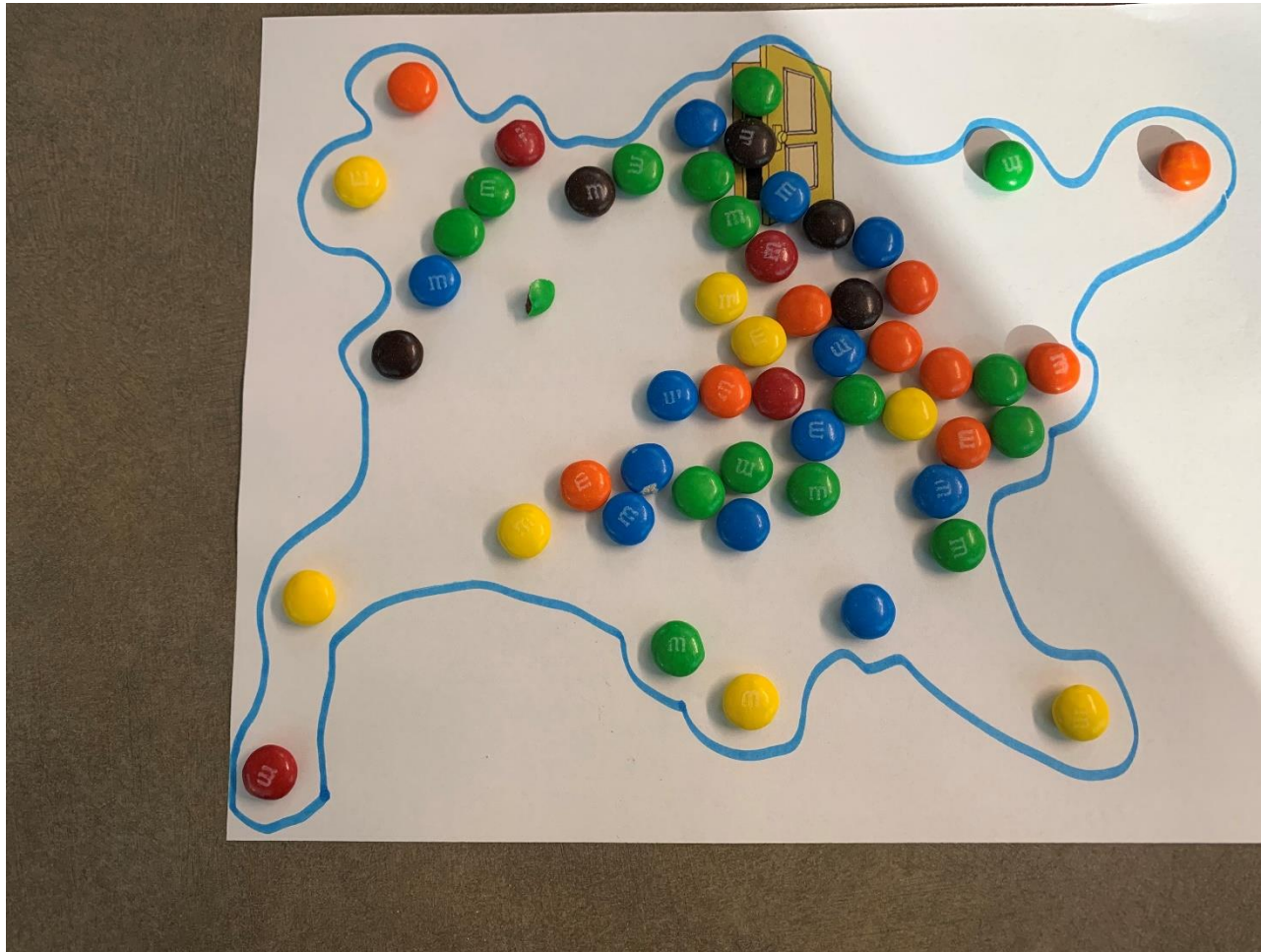


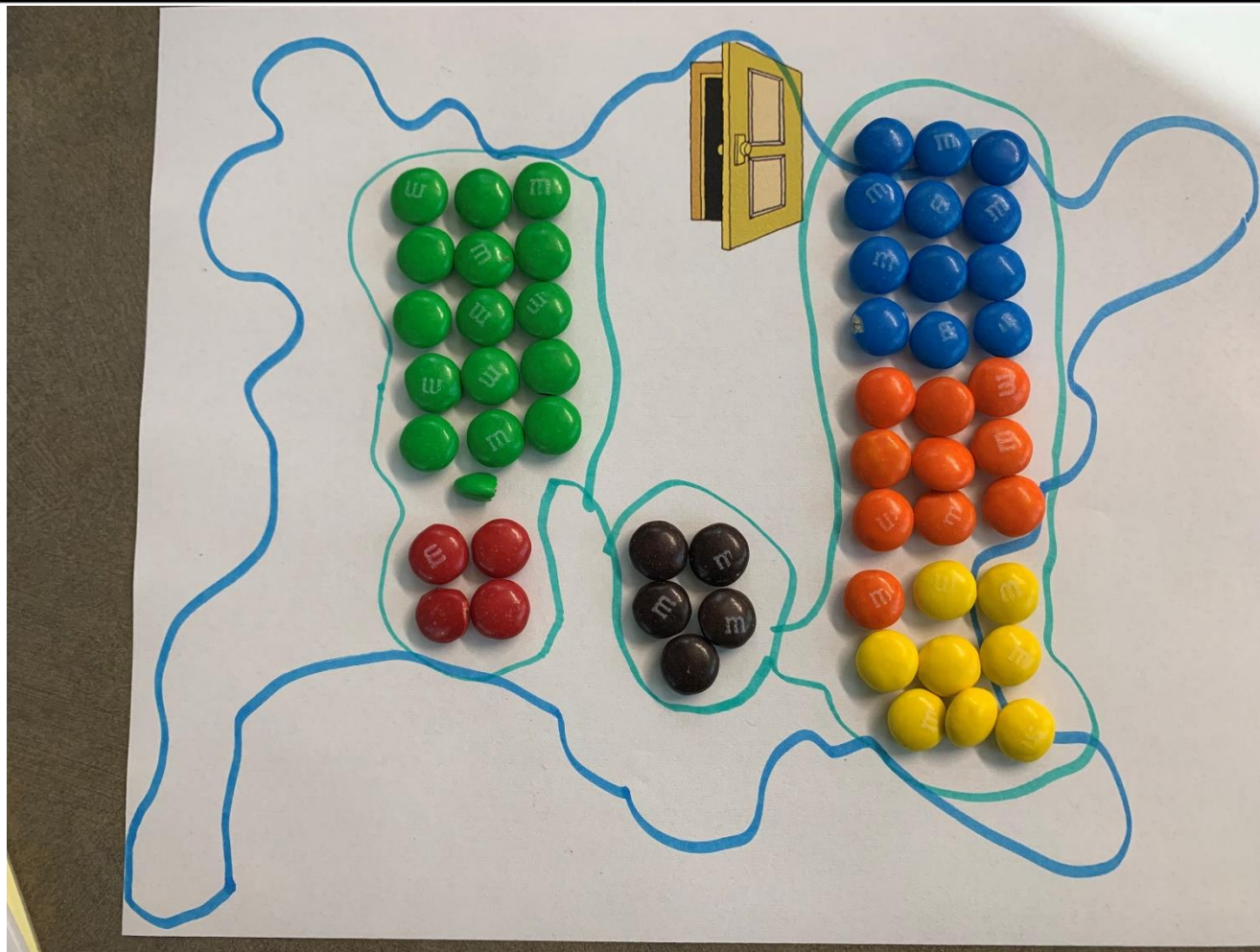
Actual Initial Inventory Value **\$1270.00**

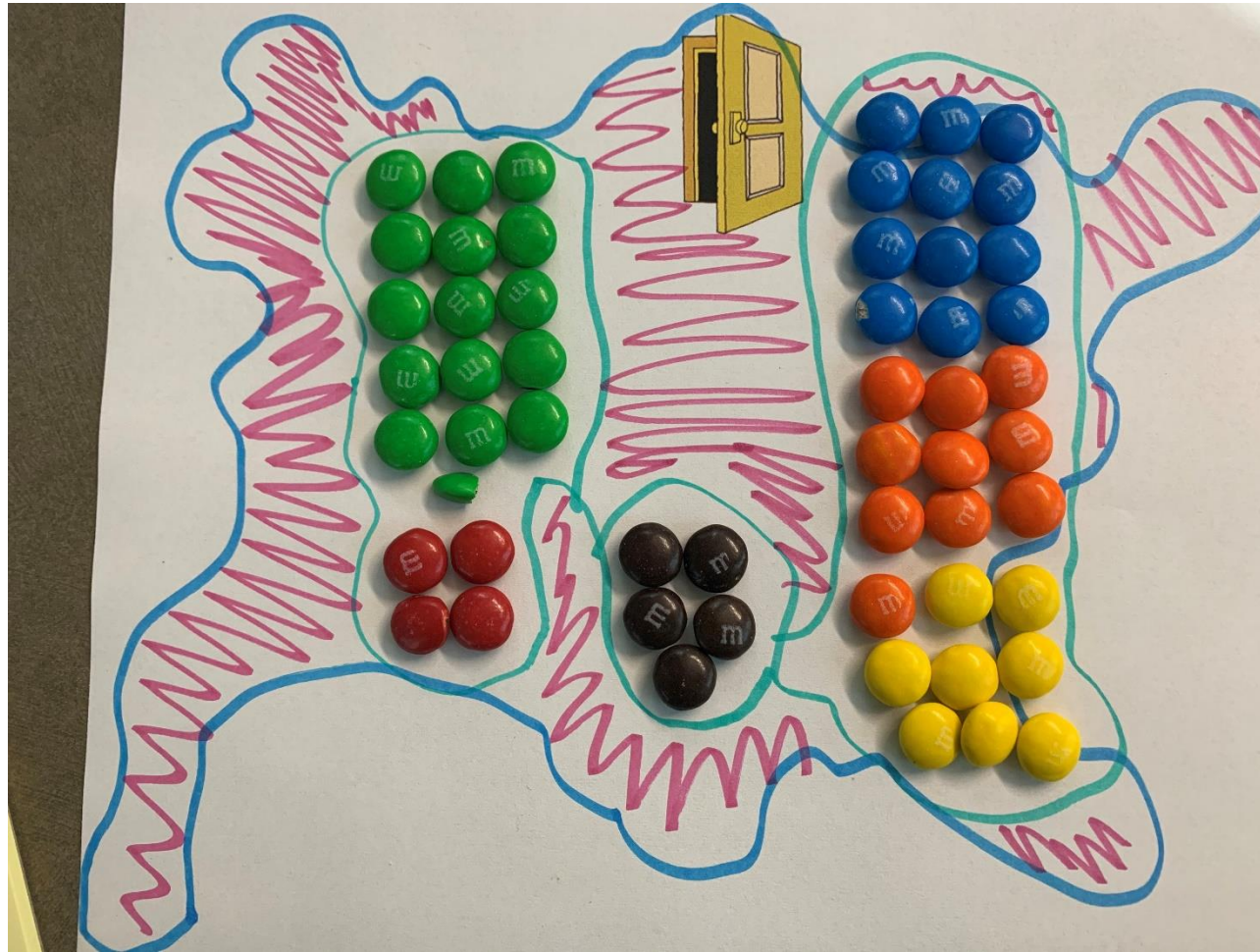
Post Inventory Observation _____

Updated Inventory Value _____

Savings % (Initial – updated)/Initial*100









Estimated Inventory Value \$ 960 Selected M&M Color ORANGE

Initial Inventory Observation scattered, broken, more of one color, disorganized

Color	Quantity	Unit Cost	Inventory Cost
Blue	12	\$ 5	60
Green	15	\$ 10	150
Yellow	8	\$ 20	160
Orange	10	\$ 25	250
Brown	5	\$ 50	250
Red	4	\$ 100	400

Actual Initial Inventory Value \$ 1270

Post Inventory Observation organized, together (like items)

Updated Inventory Value 1020

Savings 19.69 % (Initial - updated)/Initial*100

Inventory Location Worksheet



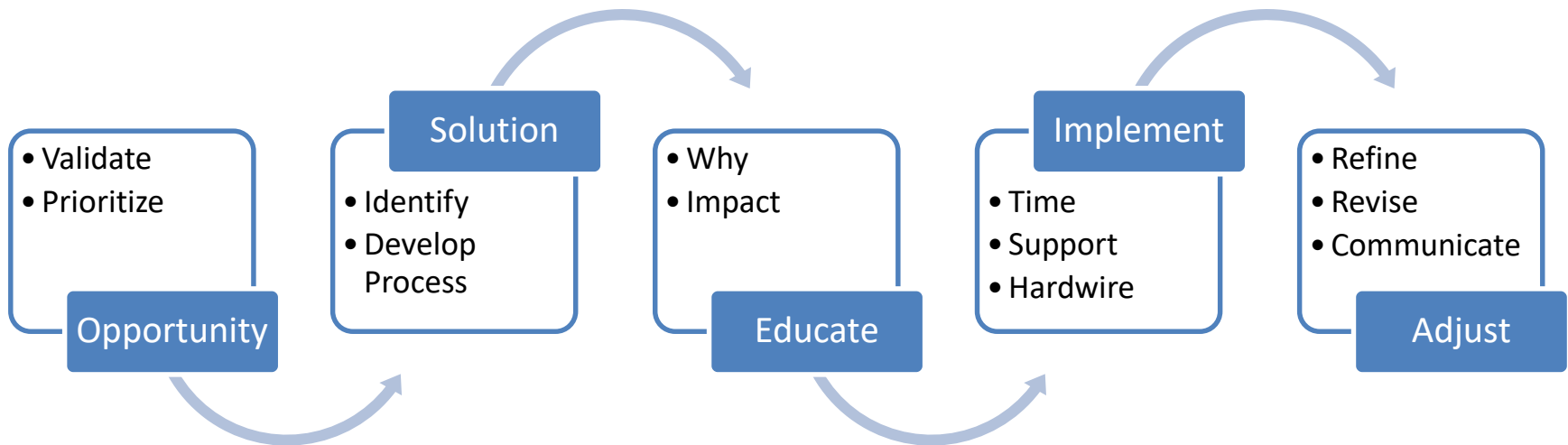


Supply Management

- Inventory Levels
- Group Purchasing Organization (GPO)
- Supply Chain Practices
- Collaboration

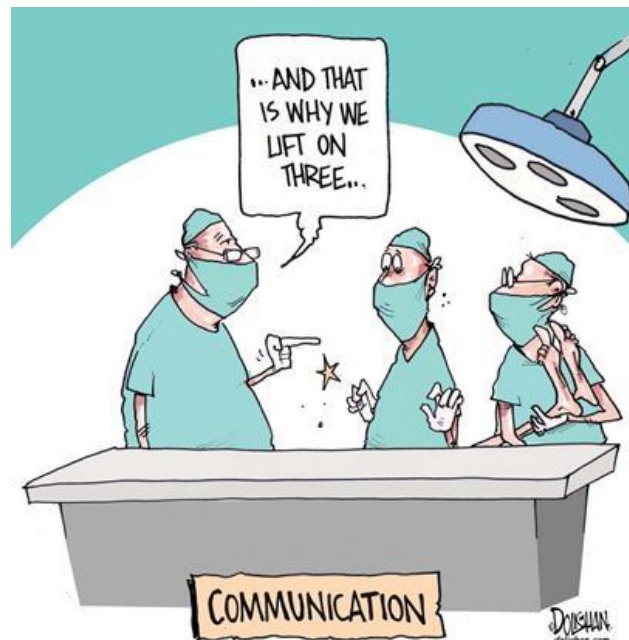


Take Away





Communication Clip





References

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