Institute for Healthcare Quality, Safety and Efficiency (IHQSE)

Quarterly – October 2015

Spotlight: Periop 2014

In 2014, Michelle Ballou, MSA, RN, CRM, Suzanne Bartos, RN, BSN, MA, CNOR and Dan Scott, MS, CNOR took the charge and launched the Project Certificate Training Program (CTP), sponsored by IHQSE. Their aim was to strengthen their skills in catalytic leadership for improvement and also build up a long-term quality, improvement and patient safety skill set in UCH's operating rooms. During CTP, they identified several areas for potential leverage for change, and also offered discussion with stakeholders, their CTP coach (Ethan Cumber), and the improvement project coach (Dana Rastin) at a site on day one of their project.

Specifically, they recognized that in a busy OR environment, if the first surgical cases of the day delay, the delays cascade across the day, causing bigger delays, frustration, and sometimes even cancellations. Starting with Paul Maroni, MD, an enthusiastic Urology surgeon, they set out to increase the percent of time of the first case day started on time by 15%. Using a blend of process improvement and skillful change management, the team helped Dr. Maroni increase his "on-time starts" from 58% to 83%, and then quickly spread the new approach to the entire Urology Department, moving "on-time starts" from 56% to 79%.

The team is currently working with the entire UCH operating room to spread the success to all surgical sites for fall 2015.

In looking back at CTP, they helped us to succeed in their improvement work, the Periop team says, "CTP gave us the tools we needed to not only understand the Periop skills but to implement the process and who to do if we run into a roadblock." Also the role and impact that CTP played both in their improvement work and success was facilitated by the critical role that data plays in the improvement process. For the Periop team, "leadership enhancement (or success) that was important to us at the business case. In our current healthcare environment it is all important to gather the data, understand the data, lead the data, and present the data."

As the Periop team continues to build upon their project, what surprised them most throughout this process has been the continuous support they have received from IHQSE as well as the response from their colleagues in their unit. "Many times once you have completed a project the momentum decreases and the project falls by the way side. CTP & IHQSE have a system set up where we have to check in and provide updates. The most surprising aspect in our unit is the culture shift we have experienced. The staff are excited about our project and are invested in the success." The Periop team’s momentum has certainly not diminished in any way, it has flourished and the processes they have implemented are serving as models for other units throughout the University of Colorado Hospital system.

The success that the Periop team has seen had its fair share of challenges, but their tireless dedication to continuously improving the system has helped them overcome obstacles. Specifically, they recognized that in a busy OR environment, if the first surgical cases of the day delay, the delays cascade across the day, causing bigger delays, frustration, and sometimes even cancellations.

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Project Updates

Center for Cancer & Blood Disorders Bone Marrow Transplant (2013)

Reduced LOS for pediatric BMT patients from 42 days to 35 days (17%)

Breathing Institute (2013)

Increased adherence to evidence

Digestive Health Institute (2014)

Reduced LOS for pediatric BMT patients from 42 days to 35 days (17%)

Emergency & Radiology (2014)

Reduction in ED LOS by 11 minutes for patients receiving a CT scan

Reduction in newborn readmissions from 3.7 to 2.4%

95% improvement in time to endoscopy results communicated to families; 18% improvement in time to endoscopy results communicated to families; 18% improvement in time to appointment by 2.5 days (9.1 days to 6.6 days, 27%)

Healthcare Quality Improvement Program (HQIP)

(11/2/15 – 11/30/15)

12th Annual Quality Month

Check us out!