

2023 VIZIENT CONNECTIONS SUMMIT

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SEPT. 18–21, 2023
WYNN, LAS VEGAS

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LOMA LINDA UNIVERSITY
MEDICAL CENTER



Streamlining First Case On-Time Starts in the Operating Room

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Panelists

Chelcee Howard, MSHSA

Director, Operational Excellence

Ihab Dorotta, MD

Chief, Quality and Clinical Operations

Kenneth Mitchell, MBA, MSEE

Director, Healthcare Operations Research

Loma Linda University Medical Center, Loma Linda, California

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**Andrew M. Harris, MD**

Assistant Professor, Department of Urology

**Julia L. Hay, PharmD, MBA**

Clinical Facilitator, Office of Performance Services

**Sindhuja Hariharan, BE**

Data Research Analyst, Office of Performance Services

**University of Kentucky HealthCare, Lexington, Kentucky**

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Andrew M. Harris, MD, a speaker for this educational activity, is a consultant for Becton Dickinson.

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All others in a position to control content for this educational activity have no relevant financial relationship(s) to disclose with ineligible companies.

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# Learning Objectives

- Describe the importance of data analytics in identifying focus areas for process improvement and garnering buy-in from stakeholders .
- Define key drivers for cultivating teamwork and communication to positively affect culture change.
- Identify root causes of late first-case starts in the operating room.

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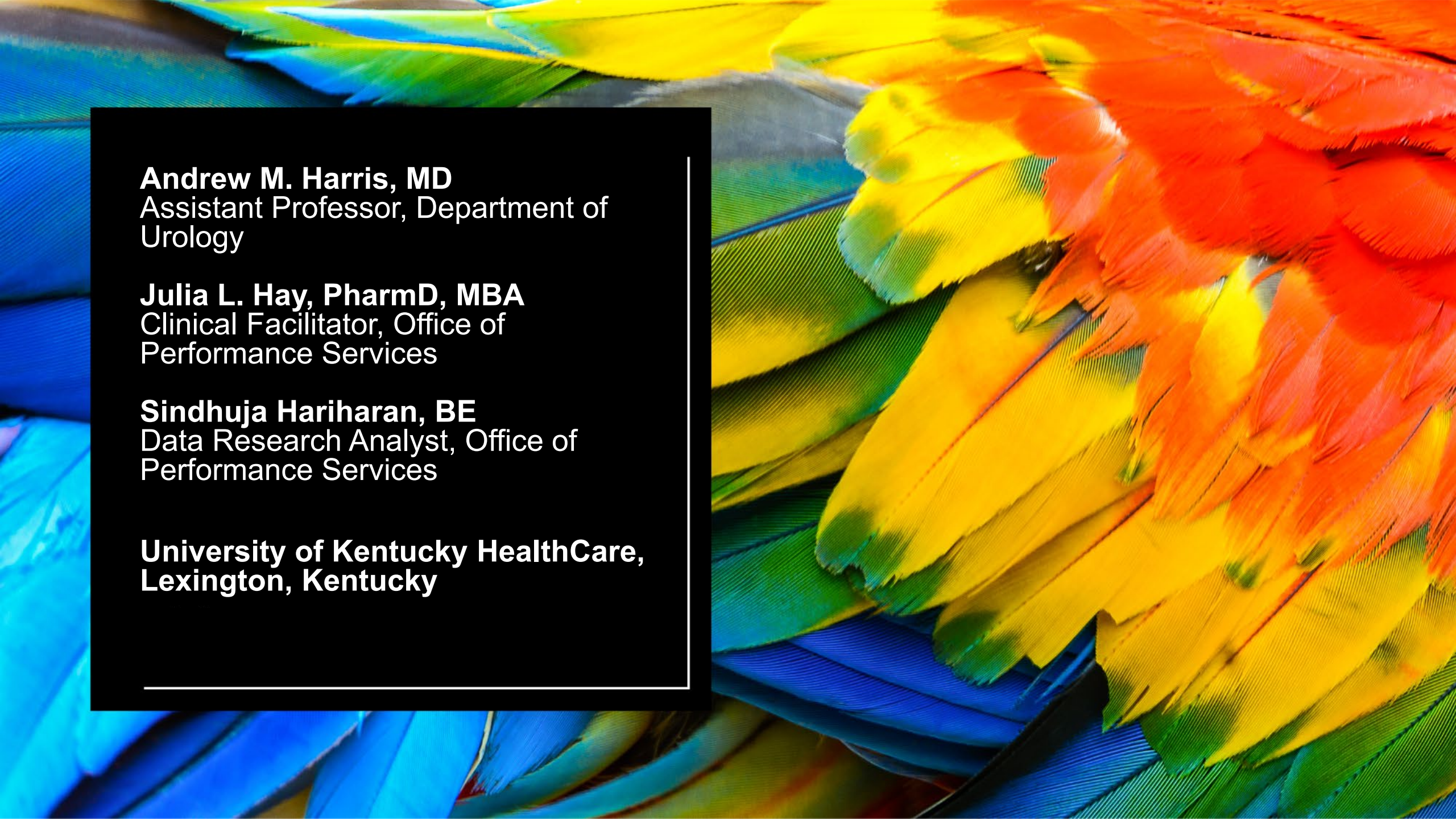
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# Streamlining First Case On-Time Starts in the Operating Room

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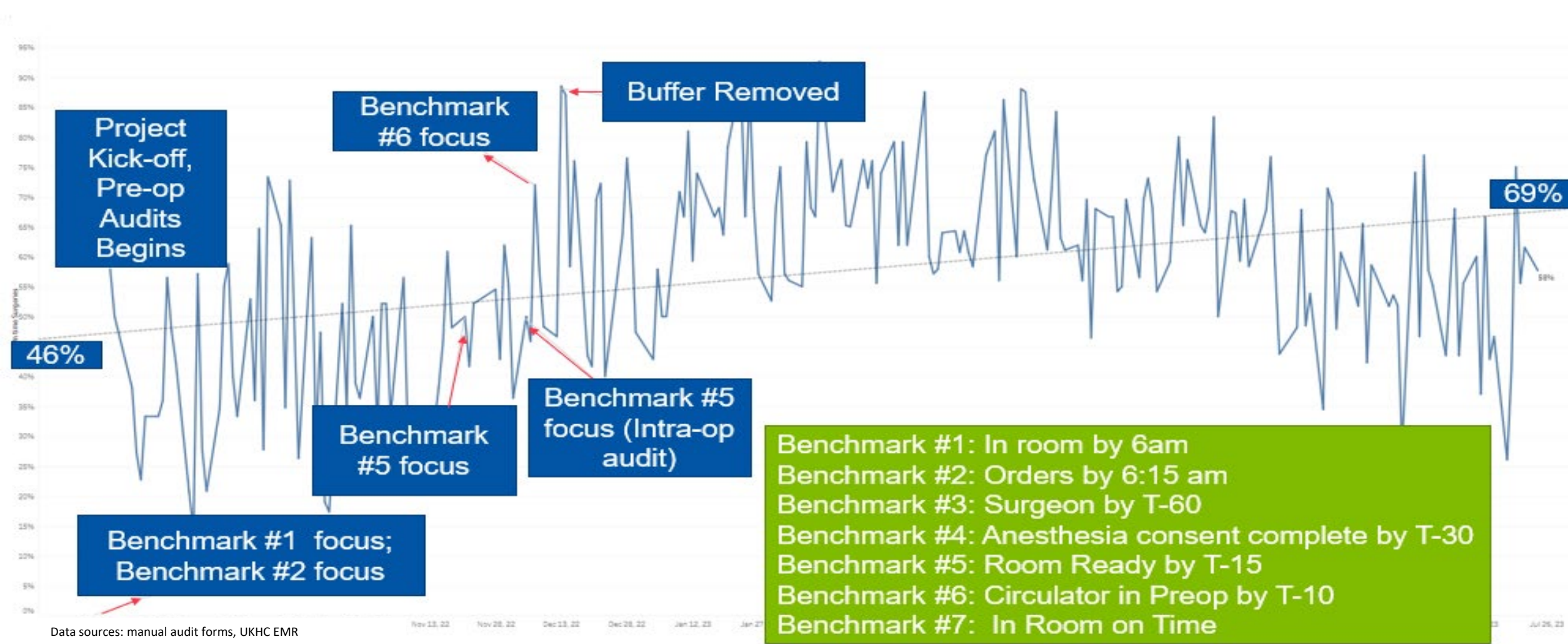
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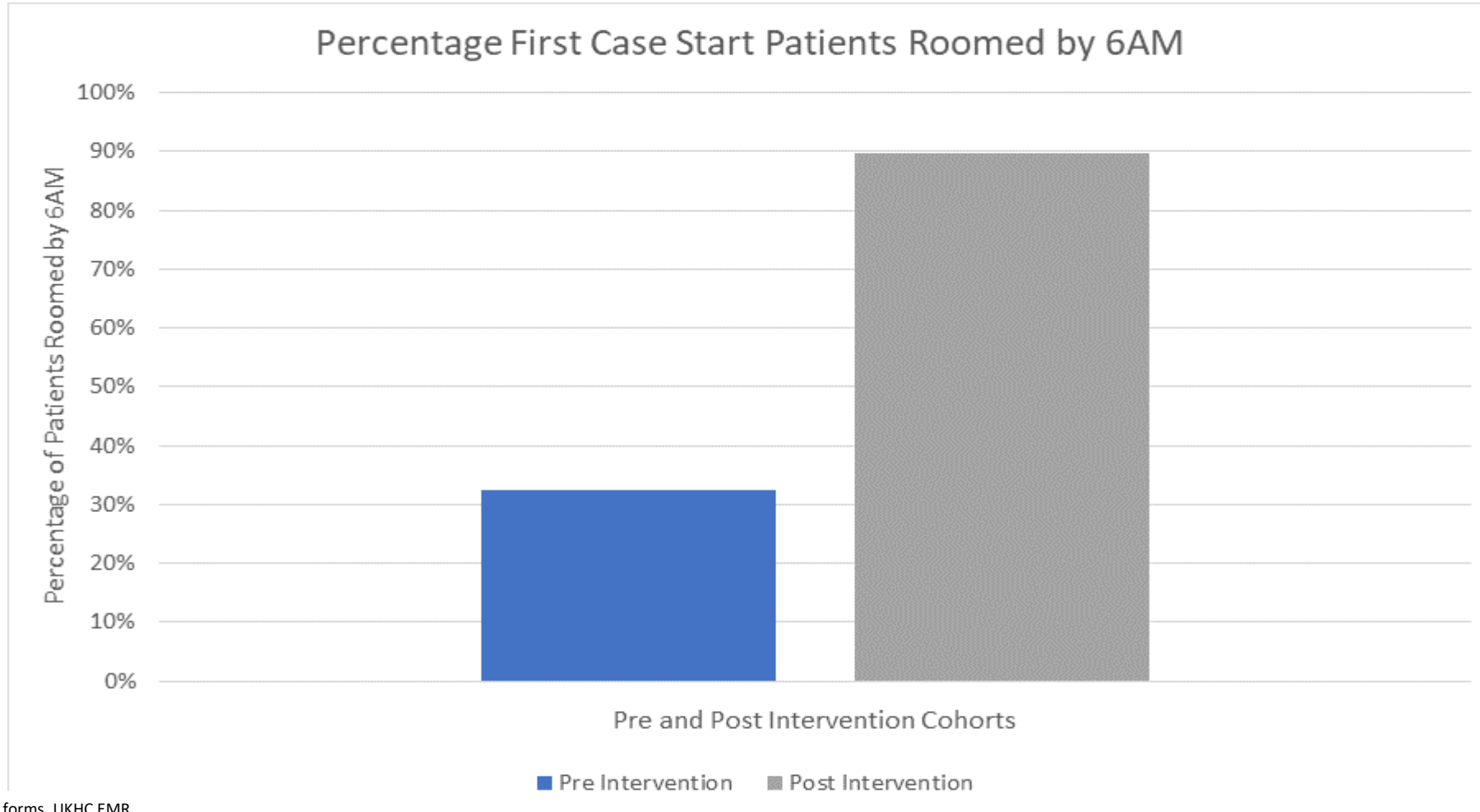
# Trending of First Case on Time Starts



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# Benchmark 1



Data sources: manual audit forms, UKHC EMR

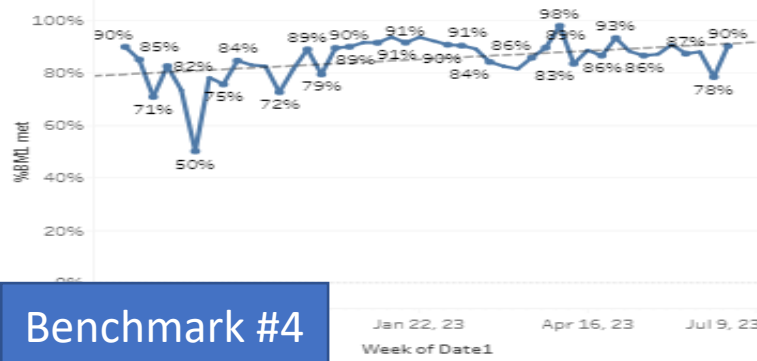
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# Trending of First Case on Time Starts by Benchmark

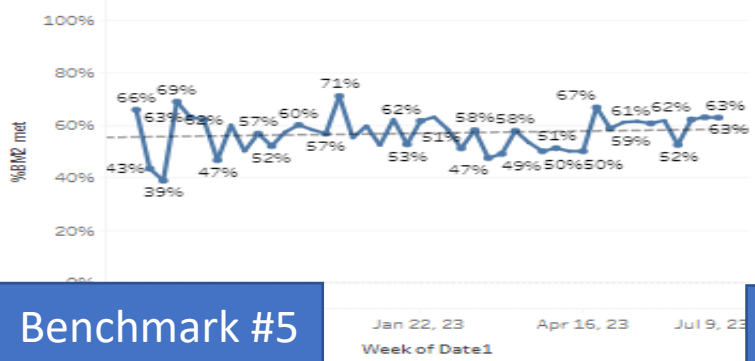
**Benchmark #1**

BM1: are you in the room at 6AM



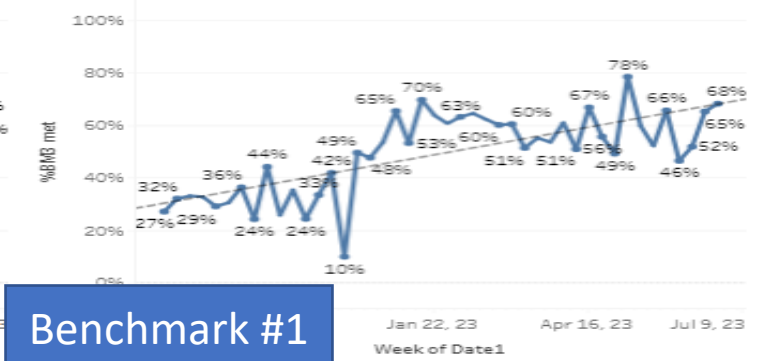
**Benchmark #2**

BM 2: are orders present by 6:15 AM



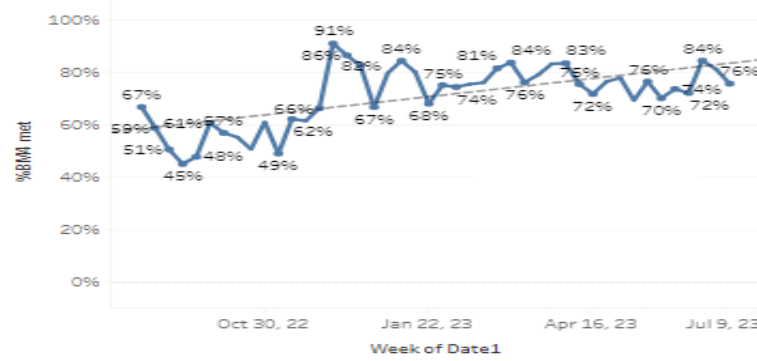
**Benchmark #3**

BM 3: Surgeon in room T-60



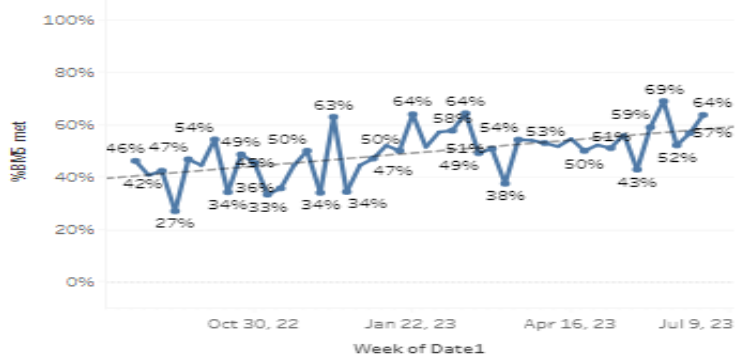
**Benchmark #4**

BM 4: Anesthesia consent complete T-30



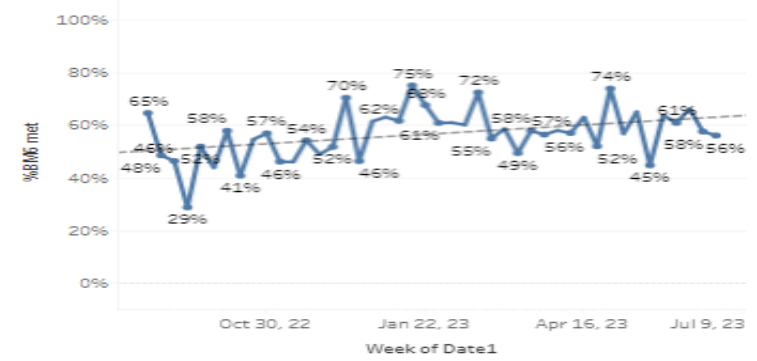
**Benchmark #5**

BM 5: Room ready T-15

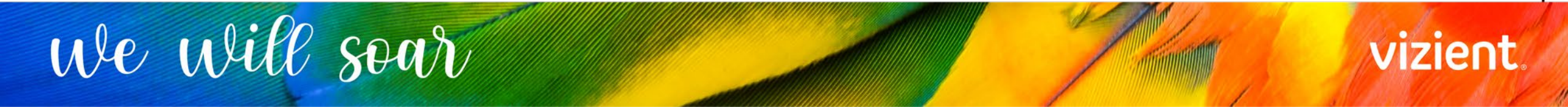


**Benchmark #1**

BM 6: Circulator in Preop T-10



Data sources: manual audit forms, UKHC EMR





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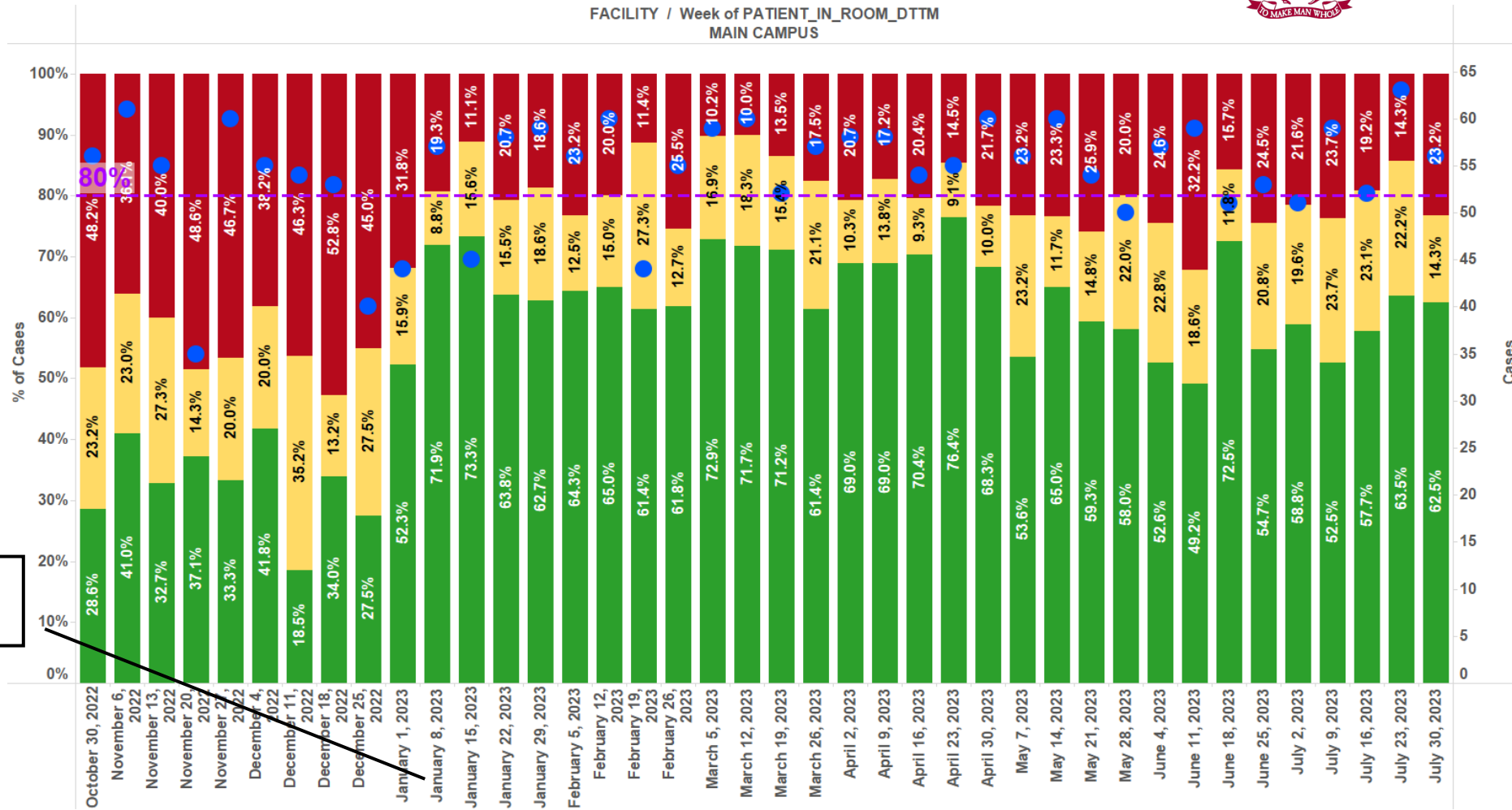
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Center, Loma Linda, California**

# First Case on Time Start by Week



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FACILITY / Week of PATIENT\_IN\_ROOM\_DTTM  
MAIN CAMPUS



January 9<sup>th</sup> –  
567 Go-live

Source: Loma Linda University  
Medical Center EMR

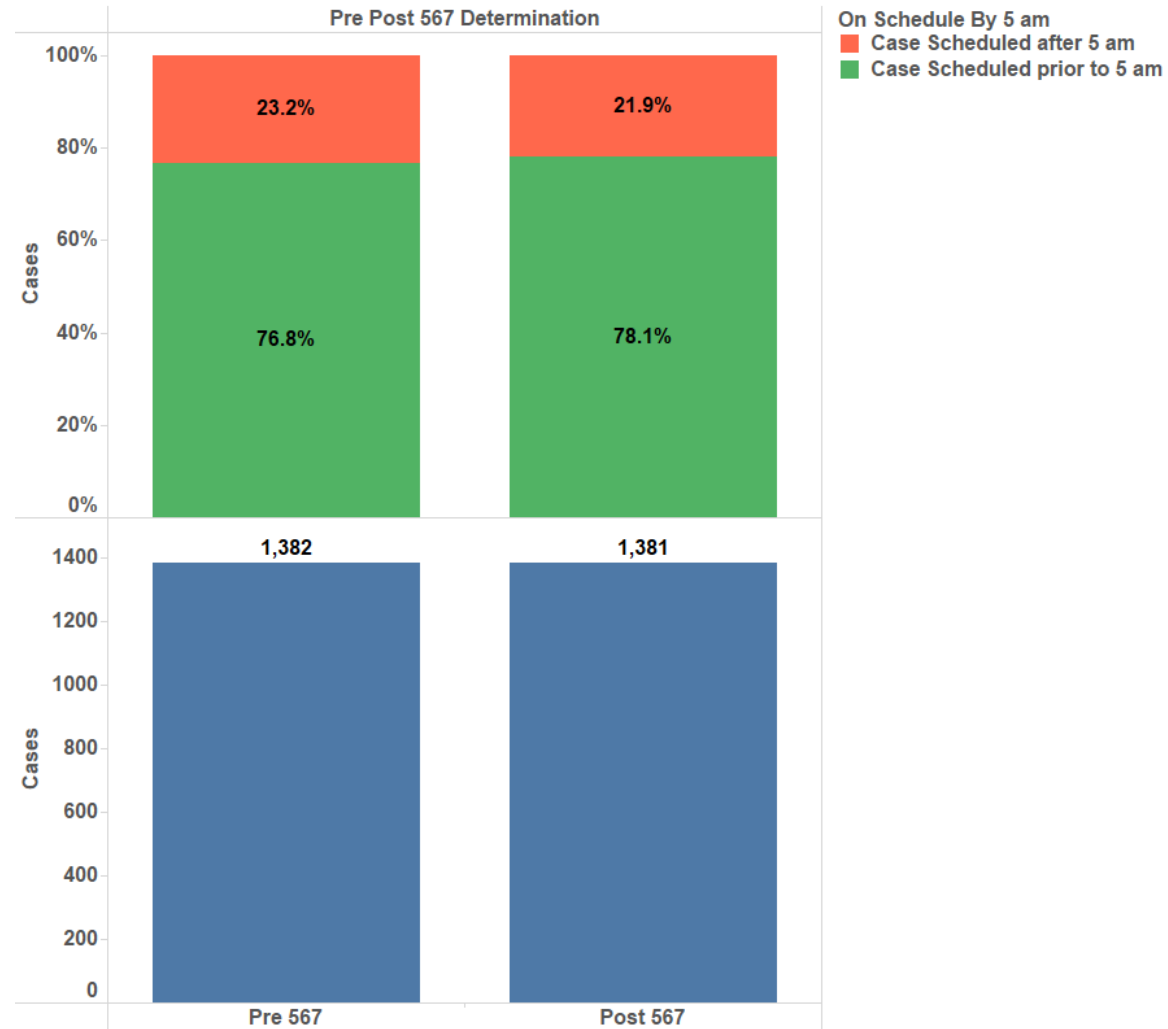
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# First Case Starts – 5AM Process



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Source: Loma Linda University  
Medical Center EMR

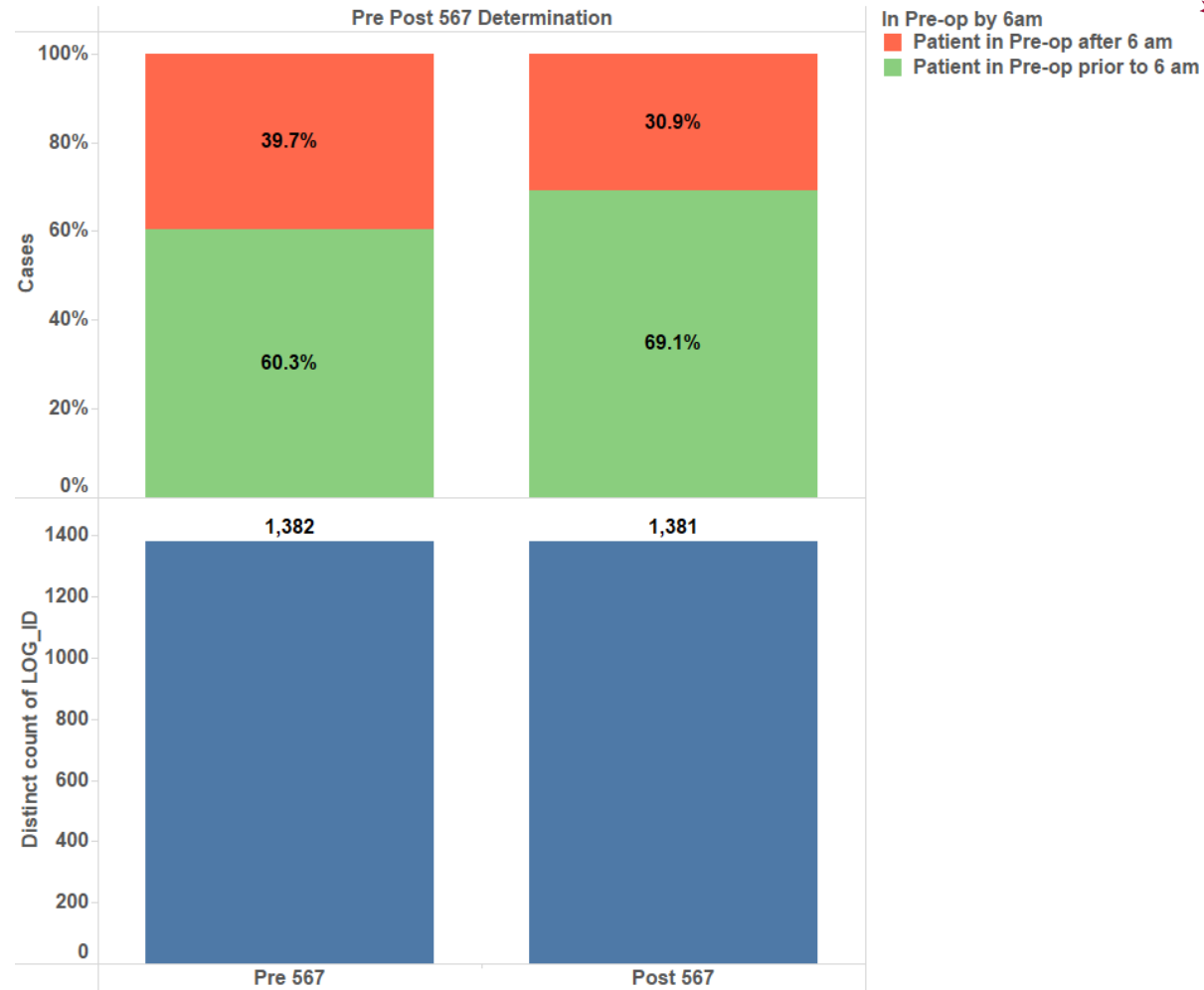
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# First Case Starts – 6AM Process



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Source: Loma Linda University  
Medical Center EMR

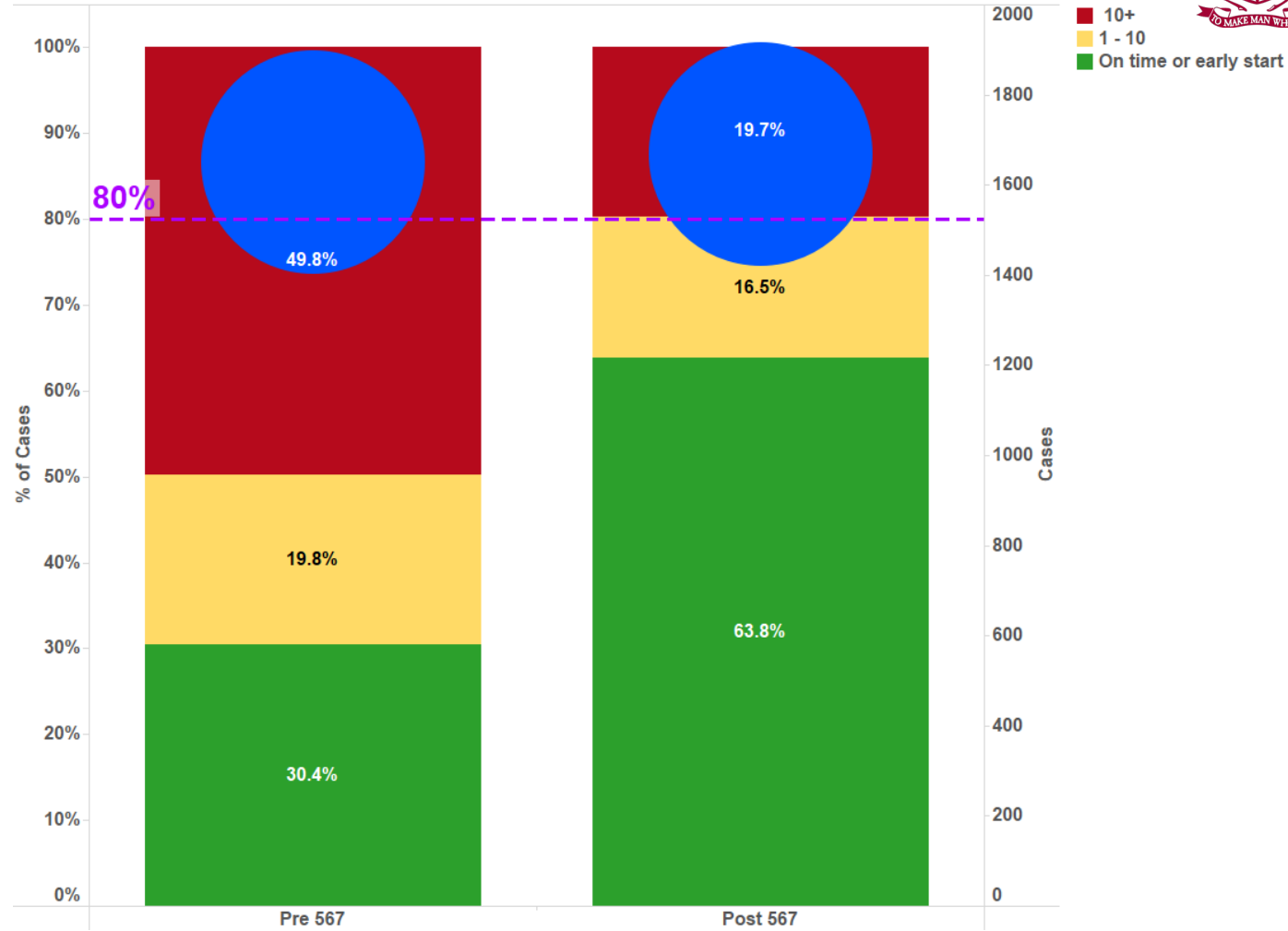
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# First Case Starts – 7AM Process



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Source: Loma Linda University  
Medical Center EMR

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# Lesson Learned

## LLUMC

- Executive Leadership support
- Multidisciplinary Coordination
  - Surgical team, inpatient nursing, Pre-Op, patient transport
- Aligned incentives
  - 5AM: Trust and communication
  - 6AM: Working in parallel versus in series with inpatient teams
  - 7AM: Accountability amongst multiple teams

## UK HealthCare

- C suite and Perioperative Management Team support
  - Leadership in front of front-line staff
  - Team buy-in
    - Empowering and appreciating the team
    - Progress reports
    - Champions needed
- Complicated process
  - Process mapping / observations
  - Interviews / conversations
    - Recognition of perceptions and opinions
- Set up for failure

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# Key Takeaways

## LLUMC

- Continuous monitoring and data sharing is necessary for continued focus and actions
- Communication is key
  - Hear out the participants
  - Recurring meetings with all stakeholders
  - Willingness to adapt to new variables
    - High flow, bi-pap, multiple drips
- Not all process elements are necessary to make overall improvement
- Establishment of a “brand” strengthens communication and alignment

## UK HealthCare

- Data is critical
  - Decision-making
  - Acceptance
  - Visualization
- Communicate
  - Weekly meeting cadence
- Break it down
- Valuing the team

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# Questions?



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## Contact:

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Loma Linda University Medical Center: Chelcee Howard ([cbhoward@llu.edu](mailto:cbhoward@llu.edu)), Ken Mitchell ([kemitchell@llu.edu](mailto:kemitchell@llu.edu)), or Dr. Ihab Dorotta ([idorotta@llu.edu](mailto:idorotta@llu.edu))

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