The Growing Need for Anesthesia Leadership and Collaboration in the OR

August 8, 2016
Surgical Directions is a specialized healthcare consulting firm comprised of professionals with deep experience in specific areas of focus working side by side with clients to achieve the absolute greatest impact and sustainable performance possible.

- Unique peer to peer model – physician to physician, nurse to nurse and executive to executive.
- The combination of knowledge, experience and proprietary processes allows us to consistently identify and implement improvements that lead to maximizing our clients’ long-term operational, financial and quality objectives.
- Our focused expertise ensures an efficient, cost-effective engagement that produces the most impactful results possible.
- We believe in challenging the status quo. We have mastered the methodology to communicate on a peer-to-peer level to instill realistic and lasting change.
Sample Clients 500+ and Growing
Why Focus on Perioperative Services?

Perioperative Services are key to a hospital’s success

Perioperative Services drive hospitals’ performance.
- Over 68% of better performing hospitals’ revenue
- 60% of margin is derived from better performing Perioperative Services.
- Successful system under Value-Based Purchasing/ACO provides both surgeons and payors more value for surgical services.

Equation: \( \text{Outcome} / \text{Cost} \)
Successful Health Systems Turn To Anesthesiologists

Health systems are under pressure to:

• Improve Perioperative Clinical Outcomes
• Improve Financial performance
• Move to Value Based Care Delivery System

Anesthesiologists can help lead the way in transforming perioperative services

• Medical Director
• Pre-Admission Testing
• FCOTS and Turnover Time
• Board Runner
Strengthen the perioperative governing body to align incentives for all aspects of Perioperative Services.

Collaborative Governance – Eliminate the “Silos”

Surgical Leadership

OR Nursing Leadership

Anesthesia Leadership

Sr. Hospital Leadership

Surgical Services Leadership Committee (SSEC)

- Chaired by Medical Director(s) of Perioperative Services
- Administration-sponsored Surgery Board of Directors
- Controls access and operations of OR
- Sponsors and directs Perioperative team activity
Find a Gem In Your Anesthesia Providers
## Characteristics of Effective Anesthesia Leadership

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Details</th>
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<tbody>
<tr>
<td>Clinically Respected</td>
<td>➢ Good clinical outcomes</td>
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<tr>
<td></td>
<td>➢ Patient first</td>
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<tr>
<td>Collaborative</td>
<td>➢ Day to day activities</td>
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<td></td>
<td>➢ Effective Medical Director</td>
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<tr>
<td>Trusted</td>
<td>➢ By surgeons, nurses and administration</td>
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<tr>
<td>Decision Making</td>
<td>➢ Decisive managerial skills</td>
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<td>➢ Results oriented</td>
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Medical Director of the OR

- Appoint Medical Director(s) of the OR to work with OR Nursing Leadership and Hospital Administration
  - Appointed by Hospital
    - Chair of SSEC
    - Co-leads OR on daily basis with Nursing Director
  - Characteristics of a strong Medical Director
    - Strong clinical skills
    - Strong leadership skills
    - Collaborative approach to problem solving: works by gathering consensus (rather than by dictating policy)
    - Decisive
    - Maintain a clinical practice
Medical Director of the OR (cont’d)

Medical Director(s) Role and Responsibilities

- Responsible for setting SSEC agenda, determining priorities, delegating tasks, monitoring progress
- Responsible for addressing physician related issues
- Working with RN Director has daily operational authority over
  - Pre, intra, and post-op policies
  - Anesthesia deployment
  - Scheduling (daily and long-term) in conjunction with RN Director
  - OR utilization in conjunction with RN Director and “board” person
- Monitors scheduling (daily and long-term) in conjunction with Director of Surgical Services
Drive Performance in the OR
Anesthesia’s role is to DRIVE perioperative performance:

Driving Perioperative Performance

- Effective Medical Director
- Incentives aligned
- Well-positioned for the future
- Available effective regional blocks
- PAT
- On-time starts
- Participate in Daily Huddle
- Quick procedural turnover time
- Surgical Home & Bundled Payments
- Protocol driven and evidenced-based

Growth in Case Volume & Improved Bottom Line

Strong leader
- Stipend based on service standards
- Respected clinically

Expected clinically
- Well-positioned for the future
- Growth in Case Volume & Improved Bottom Line

Well-positioned for the future
How Do You Drive Perioperative Performance?

- Effective Medical Director
- Incentives aligned
- Available effective Regional Blocks
- PAT
  - Protocol driven
- Ability to accommodate add-ons
How Do You Drive Perioperative Performance?

- Participate in Daily Huddle
- On-time starts
- Quick procedural turnover time
- Just Culture
- Adopt 10 points of Safer Surgery
Collaboration is Key to Culture Change
Collaboration/Teamwork/Partnership/ Group Effort
Design Performance Improvement Teams (PITs)

- Example:
  - Process Optimization (FCOTS, Turnover Time)
  - Scheduling/Pre-Admission Testing

Establish measurable goals: (SMART)

- Specific
- Measurable
- Attainable
- Relevant
- Timely
Collaboration Through Teamwork

Tuckman’s Stages of Team Building

• Forming
  • Team members
• Storming
  • Assign responsibilities
• Norming
  • Define operational processes
• Performing
  • Negotiate and agree
  • Become champions of process
Daily Huddle – A Group Effort

- Reduces inefficiencies of real time decision making
- Brings multiple departments together to work as a team
- Coordinates resources
- Makes for a more predictable day-for adequate staff for both nursing and anesthesia
- Reduces hand offs
Who Should Attend?

- Medical Director
- Anesthesiology
- Scheduling Coordinator
- Service Line Coordinators
- Posting Office

- Preoperative Planning
- AM Admission
- Central Supply
- Perioperative Nurse Director and Manager
Pre-Anesthesia Testing

- Single Pathway Scheduling
- Risk Management Strategies
- Telephone Questionnaire
- Testing Protocols
- Medical Director
- Systems to treat patients with co-morbid conditions

Effective PAT
Pre-Anesthesia Testing

Pre-Surgical Patient Optimization

- Improves Clinical Outcomes
  - Manage patient’s co-morbidities proactively
  - Decrease in Re-Admission Rates and Post-Surgical Complications

- Improves OR Efficiency
  - Improve first case on time starts
  - Decrease case delays and cancelations
  - Improves surgeon, staff, anesthesia and patient satisfaction

- Improves the Financial Performance of the Hospital
  - Decrease in LOS
  - Decrease in Re-Admission Rates
  - Decrease in SSI and Post-Surgical Complications
PAT Requires Support From…

- Administration
- Anesthesiologists
- Primary Care MDs & Hospitalists
- Surgeons (some)
- Staff

Goal is Standardization
Tips For A Timely Daily Schedule
Timeliness

- Daily Huddle
- Case Time
- Pre-admission Clearance
- Block Utilization
- FCOTS
- Turn Over Time
- Staffing
- Equipment and Supplies
Make a Positive Impact

- **Patient Satisfaction**
  - Medically optimize the patient for surgery
  - Include education regarding procedure
  - Start case on time
  - Communicate with the family

- **Surgeon Satisfaction**
  - Be prepared for start time
  - Communicate with the surgeon
  - Have preference cards up to date – supplies and instruments for case
  - Adhere to the Time Out process
  - Believe in a Just Culture

- **Quality Outcomes**
  - Make sure patient has successfully been optimized for the procedure (PAT)
  - Conduct a Time Out prior to procedure
  - Adhere to a Just Culture
Anesthesia is Key to Success of the OR

- Develop a Code of Conduct for your department
  - Treat every co-worker with respect
  - Be on-time in the morning
  - Spend time with the patient before surgery
  - Collaborate with nurses, surgeons and techs

- Agree on anesthesia protocols for pre-admission testing
  - Get agreement within the surgical community
  - Monitor clinical outcomes

- Assist co-workers with FCOTS and Turn Over Time
  - Improved satisfaction for all
  - Life-Work balance for all
  - Be service oriented at all times
How Do You Achieve Work-Life Balance?

Help to orchestrate FCOTS

Work with Surgeons to fully utilize their block time

Assist with turnover time

Review the schedule 3-5 days out

Agree on a Just Culture
For questions or comments, please contact:

Surgical Directions
541 N. Fairbanks Court
Suite 2740
Chicago, IL 60611
T 312.870.5600  F 312.870.5601

www.SurgicalDirections.com