Process Improvement:
ENDO Project Update

9/7/2012
Flagler’s Value Proposition

Quality

Satisfaction

Efficiency
Efficiency

- Premium on efficiency
- Leadership goals:
  - Cultural Change
  - Life Institute
- Standard Methodologies
  - Six Sigma & LEAN
- Process Improvement Initiatives
Endoscopy Process Improvement

Example of an efficiency project

Pam Barberi, Director of Surgical Services
Billy Burns, Director of Decision Support
Guiding Principals

i
Care
Empowered to make a difference

C
Compassionate

A
Always listening

R
Responsive

E
Empowered to make a difference

Define
Measure
Analyze
Improve
Control

LEAN

Quality

Efficiency

Satisfaction

CARE

Flagler Hospital St. Augustine
Problem

There is an observed trend that the outpatient ENDO service line’s volume is increasing and the increase is having an impact on the overall performance of surgical operations.

Processes for outpatient endoscopy demonstrated activities which fostered patient and physician dissatisfaction, increased costs, and operational inefficiencies.
Increasing Demand

- Aging population
- Advancing technologies
- Disease prevention
- Estimated Margins:
  - CY 2011: ~$860K
  - CY 2012: ~$1.2M

Outpatient Endoscopy Volumes Per Year

- BRONCH
- GI EGD
- OTHER

2010  2011  2012 (projected)
Charter

Scope

– Outpatient ENDO GI and Bronchoscopies

Sponsor

– Pam Barberi, Director of Surgical Services

Stakeholders

– Patients
– Physicians
– Employees
Objectives

• To increase the efficiency of outpatient endoscopic procedures

• To enhance our ability to handle the increasing volume of outpatient endoscopic procedures

• To improve patient, employee, and physician satisfaction
Timeline

Key Milestones

- Kick Off – February 2
- UNF Capstone Group – March 12 – April 27
- Pilot – April 9 – April 27
- Go-Live – April 30
Old Process

Measured process time:

- Overall: 245 (~4 hours)
- EGD GI: 240 (4 hours)
- Bronchoscopy: 334 (~5.5 hours)

Best case scenario: 210 min process time
New Process

Steps taken to LEAN the overall process:

- Pre register patients before day of procedure
- Dedicated Outpatient rooms
- Eliminate trips to holding; Anesthesia prep in OPS
- Redefined a role to coordinate activities

Best case scenario: 125 min process time
Other Enhancements to the process:

- Cross training
- Scheduling of ENDO block times
- LEAN Principles
- Physicians see patients immediately after procedure
Objectives Review

• To increase the efficiency of outpatient endoscopic procedures

• To enhance our ability to handle the increasing volume of outpatient endoscopic procedures

• To improve patient, employee, and physician satisfaction
May 2012 Results

Increase in scheduled cases
- May 2012 set a record of 155 outpatient cases!
  - Comparison: May 2011 - 106 cases, May 2010 – 75 cases

Efficiency improved by 31%
- Overall Turn around times fell from 245 minutes to 170 minutes
- Saving an average of 75 minutes per patient visit

Increase in procedure capacity by 100%
- From 16 procedures to 32 procedures a day

Physician satisfaction improvement

Project Cost: $0 in capital expenditures, 0 FTEs Added
August 2012 Results

Increase in scheduled cases
  – August 2012 set a new record of 190 outpatient cases!

Sustained improvement (28%):
  – Current TAT: 176 minutes (2 hours 56 minutes)
  – Saving an average of 69 minutes per patient visit

Procedure capacity remains at 32 procedures a day

Physician satisfaction improvement

Project Cost To Date: $0 in capital expenditures, 0 FTEs Added
Other Positive Results

Other positive results from the new processes:

• OR control desk now concentrates on the main OR
• Add-Ons are more easily accommodated – both Inpatient and Outpatient
• Accurate knowledge of availability
• Flexibility to open additional rooms
• Expansion of procedures offered (Manometry, Super D)
• Able to apply LEAN principles in all areas of Surgical Services
• Appreciation gift for patients
Monitor and Control
Next Steps

- Encourage outpatient procedures for earlier in the day
- Explore “Center for Excellence”?
- Website enhancements
- Strategies for growth – long term
Multidisciplinary Effort

- ENDO Team
- Physicians
- Housekeeping
- Outpatient Surgery
- UNF Capstone Group
- Anesthesia
- OR Staff
- PACU Team
- Registration
- Decision Support
“Better patient access in and out! Thanks for the outstanding changes!” - Dr. William Foody (Gastroenterology)

“The new Endo/Bronch/Super-D Coordinator...she is awesome in every way - efficiency, proficiency, and courteous too!” – Dr. Manoj Prakash (Pulmonology)

“Notably fewer delays and more flexibility to accommodate endoscopists. Definitely an improvement.” – Dr. John Koppman (General Surgery)

“Significant change. I can schedule patients more easily, more flexible times, and more openings. We are going on time without significant delays. Starr is doing a wonderful job. Keep it going! “ - Dr. Bashar Saikaly (Cardiology)