Dedicated Teams for Ortho Joints

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ABSTRACT

The implementation of dedicated teams [defined as consisting of same surgeon, scrub tech, nurses, small group of BIDMC anesthesiologists and same attendants when possible] reduces turnover time and will impact volume in a positive way. A team approach improves overall communication and establishes a sense of ownership and confidence among the attendant staff. It’s challenging to staff OR’s on East because of the physical separation of Feldberg and Shapiro. This team developed dedicated teams for orthopaedic joint surgery on the East campus with clear roles and responsibilities and, by doing so, reduced average turnover time for joints to about 39 minutes.

GOALS

1. Develop inpatient dedicated teams for orthopaedic joint surgery to promote teamwork, communication, efficiency and patient safety with the additional resources put through for the Joint Venture. Document roles and responsibilities of team members
2. Reduce average turnover time from the existing 51 minutes to 39 minutes for joints

STRATEGY

1. Perform a site visit to New England Baptist Hospital to observe process and learn structure of teams.
2. Review data from previous turnover projects from West and East.
3. Validate the current joint surgery team members.
4. Monitor start times.
5. Review Loaner Policy.
6. Define the roles and responsibilities for each member of the team.
7. Consider opportunities for improvement during the intraoperative period and implement changes to reduce turnover time.
8. Evaluate movement of patient from the OR to PACU and streamline this process.
9. Develop/deliver attendant orientation and competency leveling.
10. Consider/establish additional Surgical Technologist roles and responsibilities.
11. Review OR schedules to determine staffing.
12. Establish how dedicated teams will continuously improve after this implementation team closes.
13. Evaluate the efficacy of the implemented teams (i.e. increased surgeon and employee satisfaction) in reducing turnover time and increased volume by use of satisfaction surveys and data analysis before vs after work performed by this team.

RESULTS

Surgeon A Turnover (min.)

Surgeon B Turnover (min.)

Surgeon C Turnover (min.)

Project Duration: May – Sept 2015
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**ANALYSIS**

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<th>Identified Barriers to Meeting Goals</th>
<th>Audited Performance to New Process</th>
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**ACCOMPLISHMENTS**

- Reduced elapsed turnaround time to at or near the 30-minute goal
- Performed site visit to NEBH to observe process and learn structure of teams
- Benchmarked best practices for dedicated teams at University of Connecticut Health Center
- Prepared script for Circulating Nurse in Holding Area
- Documented roles and responsibilities of team members
- Provided comprehensive training to attendants expanding their roles and responsibilities
- Implemented process for receiving high risk patients from the OR
- Audited for presence of history and physical and consents before day of surgery
- Prepared swim lane process flow diagram to identify changes needed in our process

- Augmented room set-up documents to include knee and hip positioning devices for FD rooms 9, 10 & 11
- Identified responsibilities of 3rd person
- Established improved communication process with Maintenance to ensure that repairs to OR rooms [which has delayed cases] are done expeditiously
- Implemented new silent attendant paging system:
  - Pages attendant directly to location of turnover or other task thus saving time
  - Provides ability to:  
    - Text page for blood, lab holding, patient pickup, other tasks
    - Assign additional staff as needed
    - Assign attendants in a rotating manner for equity in group
- Posted visual cues to call attendant to room when surgeon begins skin closure

**NEXT STEPS**

- Monitor and respond to excursions from the 30-minute turnover goal
- Launch Dedicated Teams for Ortho Sports for the East Campus

**ACCOMPLISHMENTS**

- Created detailed training aids
  - Lateral

- Delivered Didactic and Hands-On Training

- Augmented OR Set-Up Documentation Posted in Ortho Jt Rooms with Hip & Knee Replacement Equipment to Facilitate Rapid Turnover