

# Stony Brook University Health Sciences Center

## *School of Medicine*

Department of Anesthesiology

November 20, 2006

RE: Renoir

To Whom It May Concern:

I am delighted to provide this letter of recommendation on behalf of Renoir. I have had the opportunity to work with the Renoir group over the past year as they provided consulting services for our hospital to help improve operating room efficiency and materials management. I found Renoir to be a highly insightful and effective consulting company, unlike any other that I have interacted with in the past.

Most consulting companies will visit your facility and generally regurgitate information that in most instances you already know. Renoir, like any other consulting company will perform an analysis of your present situation and provide you with appropriate recommendations. This however is the only similarity between Renoir and other consulting companies. Renoir then offers to not only implement the changes that are needed but at the same time trains your staff to obtain the tools necessary to further analyze and implement changes on an ongoing basis. Thus, they initiate the important cultural change that is needed and the tools to sustain those changes to provide the institution with long term improvement in both process and culture.

Upon Renoir's arrival at our institution, I had been experiencing problems concerning our operating room start times and trying to maximize the efficiency of our operating rooms, at a time that the numbers of surgeries were increasing. The reasons for the late starts were well known to me and included issues related to nursing, surgery and anesthesia. At the beginning of their engagement, Renoir performed their own complete analysis and provided a working chart regarding the process of patient admission through the end of surgery. They also provided a full analysis of the entire day's process within the operating room. As part of their process they developed teams that were responsible for analyzing the problems and developing solutions to implement the changes. These groups were led by individuals co-opted from the institution to work for Renoir. The teams included individuals originally from Renoir as well as representatives from all interested parties. Through this process we were able to identify the most obvious changes needed and through the groups we were able to implement simple changes that immediately created confidence in members of the OR team that this consulting agreement was going to be different and was likely to lead to change. I was provided with weekly updates of their progress, especially related to our targeted goals. These goals were set by senior management together with Renoir.

Stony Brook, NY 11794-8480

Tel: 631.444.2975

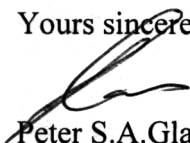
Fax: 631.444.2907

I also met independently with Doug Gunderson, the senior representative on site from Renoir to review progress and discuss where further emphasis or change was needed. The desired goals were to have greater than 90% of all our start times within 15 minutes of the prescribed time and to have turnover times averaging 35 minutes with none greater than 60 minutes. We also tackled block utilization, accuracy of preference cards, materials management and a variety of other elements important for OR efficiency. By the time Renoir left, OR start times had changed from less than 70% starts within 15 minutes to being consistently greater than 95% within 15 minutes and nearly 80% within 5 minutes of the scheduled times. Turnover times average just over 35 minutes and only a few cases a month exceed 60 minutes. Our block time utilization is averaging over 90% a month yet our OR's during the recent busy summer months have all generally ended by 7:00pm. Without the help of Renoir in improving OR efficiency, this would never have been possible. We are continuing to work on several other processes, changes such as patient flow from our preadmission testing into the OR environment. With the tools and expertise provided by Renoir, the individual trained by them is able to continue this process with the same level of intensity and efficiency as when Renoir was present. The engagement with Renoir has had a major positive impact on our operating rooms and the cultural change that has been implemented has now become a regular habit and the expected norm of all who work within it. Thus unlike other consulting engagements, Renoir ensures that the desired changes are not only implemented but also sustained and new desired changes can be attained and implemented.

When Renoir was initially engaged by the hospital we were all very concerned about the cost of the engagement. Again, from my past experience of working with consultants, the cost benefit ratio with Renoir was the best that we have received to date.

I am obviously very enthusiastic about Renoir and am happy to recommend them very highly. If you would like to discuss any issues regarding your potential engagement with Renoir, please do not hesitate to contact me.

Yours sincerely,



Peter S.A. Glass, MB, ChB  
Professor and Chairman