



# RENOIR CONSULTING

## CASE STUDY

### UCLA Medical Center Westwood OR Throughput Improvement

*The UCLA Medical Center is ranked as one of the best academic health centers in the USA (currently No. 5 in the nation) and has been the "Best in the West" for 12 consecutive years.*

#### Introduction

The UCLA management team wanted to use a planned move to a modern 'showcase' facility scheduled for the fall of 2007 as an opportunity to improve processes and behaviors across the hospital.

#### The Assessment

Renoir then conducted an initial and comprehensive Assessment in April, 2006, identifying some key issues and opportunities:

- Opportunity to align and agree consistent supply chain and materials management philosophy in the OR
- Information and data not available or used to manage the performance of processes
- Accountability was not built into processes
- Performance Management System could be improved in all areas
- Processes could be improved to meet customers' expectations and needs
- Workarounds existed
- Processes not being followed and Horizontal processes were ineffective
- Opportunity to better utilize available functionality of IT Systems

It was agreed that improving these issues would increase OR efficiency and improve the patient, physician, nursing and administration experience.

#### Project Approach

In June 2007 UCLA and Renoir jointly launched the 40 week duration SCORE Project (**S**upply **C**hain and **O**perating **R**oom **E**fficiency)

Full time Renoir implementation specialists guided a 'taskforce'

team of 4 UCLA personnel to assist in the SCORE implementation. The task force would also be instrumental in sustaining and improving the results.

Management action teams (MATs) were set up in the key implementation areas (OR, Sterilization, Supply Chain). Each MAT was a multifunctional team of physicians, nurses, other key stakeholders and Renoir and taskforce members. The MAT structure was the key driving force in creating change through revised processes & control systems and defining the expected behaviors.

A 3 stage approach was taken:

**Stage 1:** Focus Process™ – The existing processes and controls were mapped out together with the staff in each implementation area to gain understanding of and buy-in to the required changes.

**Stage 2:** Development & Installation: Revised processes, system elements and supply distribution models were agreed and trialled.

**Stage 3:** Implementing and sustaining the changes through the use of detailed dashboard metrics and revised accountabilities.

#### Project Outcomes

As the project progressed, a weekly steering committee, consisting of the key leaders from the executive team at UCLA. Reviewed key financial and operational indicators.

Some process and control changes introduced were:

- Streamlining the admissions process and introducing an express check-in concept
- Reviewing and redesigning necessary paperwork and ensuring all documentation (i.e. H&P's, consents) was ready in advance
- Introducing an OR ANII Charge Nurse Role for co-ordinating on-time starts and room turn over

- Clarifying and documenting the processes and responsibilities for Hospital Assistants
- Introducing and training OR management in the concept of active management of the processes.

By the end of the project first case on-time starts had improved by over 100% and average room turnaround time had decreased more than 15%. At the same time case cart completion (correct instruments in the trays) increased from 67% to 92%.

UCLA decided to continue the taskforce concept, instituted a specific improvement position within OR to help sustain the changes and more critically to help initiate future improvements.

#### Key Results

- Outstanding success of project in the view of Surgeons, Nursing and Administration resulted in the SCORE case study being presented at UHC & Anesthesiology conferences
- 15% extra capacity in OR
- Increase in first case on-time starts by >100%
- Reduction of room turnaround time by 15%.
- Improved case cart completion to 92%
- Revised processes and roles & responsibilities.

THE CAPACITY TO SEE  
THE POWER TO CHANGE