

## UCLA Medical Center Westwood

Even better OR performance for Best in the West

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. The UCLA management team wanted to use a planned move to a modern ‘showcase’ facility, as an opportunity to improve processes and behaviors across the hospital.

### Key Results

Outstanding success of the 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

### ANALYSIS

Renoir conducted an initial and comprehensive Analysis of the then current facility, 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
- Improved Performance Management System to match customers’ (Staff & Patients) 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

UCLA and Renoir jointly launched the 40 week duration, SCORE Project (Supply Chain and Operating Room Efficiency).

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 agreed and trialled.

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

### World Leaders in Sustainable Change

© Renoir Consulting Limited. This document remains the property of Renoir Consulting Limited and must not be copied or distributed in hardcopy or electronic form without the prior written approval of Renoir Consulting Limited.

## PROJECT OUTCOMES

As the project progressed, a weekly steering committee, consisting of 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 even more critically, to help initiate future improvements.

## THE RENOIR GROUP

Renoir Consulting is a world leader in sustainable, implemented change. Founded in 1994, Renoir has offices located in North and South America, UK, Europe, Turkey, Middle East, Southern Africa, India, Pakistan, China, South East Asia and Australasia. With over 350 fully employed and highly trained consultants, their work across a wide range of industry sectors gives them a broader perspective of the issues facing your business, allowing them to be sensitive to your unique challenges, culture and specific business issues. This cross-pollination ensures truly effective, rapid and sustainable solutions.

Visit Renoir at [www.renoirgroup.com](http://www.renoirgroup.com) for more information and a complete list of regional contacts or send us an e-mail at: [renoir.office@renoirgroup.com](mailto:renoir.office@renoirgroup.com)

## World Leaders in Sustainable Change

© Renoir Consulting Limited. This document remains the property of Renoir Consulting Limited and must not be copied or distributed in hardcopy or electronic form without the prior written approval of Renoir Consulting Limited.