

Sony Brook University Hospital

Providing the tools to sustain



State University of New York, Stony Brook (SBUH) is a top regional academic hospital on Long Island, New York. SBUH faced many challenges of similar healthcare providers; increased demand for services, facilities that are no longer adequate and supply costs that are excessive. Renoir Consulting was engaged to lead a collaborative initiative to improve the performance & utilization of the Operating Rooms, and improve the effectiveness of the supply chain and inventory management.

“I found Renoir to be a highly insightful and effective consulting company, unlike any other that I have interacted with in the past. Renoir 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.”

Dr. Peter S.A. Glass, MB, ChB
Professor and Chairman,
Dept of Anesthesiology,
Stony Brook University
Hospital, USA

Typically, clinical and patient care performance are at a much higher standard than operational performance at academic healthcare institutions. For example operating room (OR) arrival patterns of both Physicians and Patients are often inconsistent, with little correlation to the scheduled procedure time. This affects OR utilization levels, reducing them to levels that do not support financial viability. In addition, scheduling inaccuracies lead to frustrating procedure delays.

Although past change initiatives at SBUH had yielded significant improvements, performance was still below their high standards, in part due to a lack of a systematic approach and the silo nature of the organization.

Central materials management performed well, however the numerous support organizations, such as Pharmacy and Radiology, demonstrated significant opportunities for improving their supplies and inventory management.

ANALYSIS

Renoir carried out an analysis within SBUH, evaluating process flows, management control systems and behaviors in relation to the efficiency of the OR, sterilization department and supply chain activities. A number of issues were identified:

- Lack of coordination between departments, causing duplication of paperwork, inconsistent prioritization and scheduling inaccuracies.
- Lack of ownership and active management of the process to manage the OR schedule and room turnover.
- While there was extensive performance tracking and reporting, the results reporting did not link directly to key performance objectives, and reporting was not done in a timely manner or to all key participants.
- Ineffective planning for equipment, material and resource needs, masked by staffs' ability to react to emergencies.
- OR supplies were stocked based on intuition rather than historic usage.
- Case cart fulfilment performance was limited by preference card inaccuracies and lack of a quality management process in central sterile.
- The materials management function in Pharmacy and support areas was typically a low priority with inconsistent application of SBUH standards.
- There was no accurate count of actual inventory on hand.

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Key Results

Increased OR throughput valued at \$3.8 million annually

Improved first case on time performance from 74% to 98%

Reduced OR procedure average variance by 40%

Reduced Pharmacy inventory \$3.1 million and improved accuracy of inventory on hand

The Renoir Focus Process™ is a collaborative process to systematically evaluate current performance, identify opportunities for improvement, and to develop improvements in processes, management systems and behaviors. Collaboration is the key word, which ensures a common understanding of the issues and their impact. This understanding leads to solutions and improvements that are developed with and owned by the participants and managers in the area. The shared ownership developed in the Focus Process™ leads to realization of the project objectives and results that are sustainable far beyond the length of the project.

OUTCOMES

The direct results from these activities included a significant improvement in OR performance.

- Average OR utilization increased from 68% in the base period to an average of 84%.

While increasing the OR utilization, significant improvements in the following key performance indicators were also realized;

- First case on time performance was improved from 74% to 98%.
- Room turnover was reduced from 47 minutes to 34 minutes.
- The average procedure booking variance was reduced by 40%.
- OR Case cart fulfilment increased from 60% to 95%.
- OR Physician Preference Card accuracy improved from 55% to 85%.

An OR Leadership Model was also developed and implemented. This model helped to shift the focus of the management team from reactive to proactive management and results focused problem solving.

An inventory management process and system was implemented in the Pharmacy. The results were;

- Development and implementation of inventory levels that reflected historic usage, resulting in a reduction of inventory on hand of \$3.1 million.
- Eliminated stock outs due to inventory levels.

Perhaps the most striking aspect from the Renoir engagement was improved communication and collaboration between departments in the operating room and on supply chain issues:

- Multi-disciplined active problem solving teams were established to ensure a culture of continuous improvement.

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.

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