



London Health Sciences Centre



Perioperative Expert Coaching Team Site Visit

Sharing the LHSC Experience

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### Overview

- Purpose of a Coaching Visit
- How to Initiate a Coaching Visit
- Preparation for Visit
- The Visit
- Action Plan
- Follow-Up

1 4/25/2007 

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### Purpose of a Coaching Team Visit

“To provide hospitals with an opportunity to engage peer experts from across the province to assist with the implementation of best practices and quality improvement initiatives as identified in the SPAI report”

2 4/25/2007 

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## How to Initiate a Coaching Visit

- Request to SPAI Expert Panel
- Expression of Interest
- External Peer Review (2005)

3 4/25/2007

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## Expression of Interest

- Five things that LHSC is doing successfully
- Five greatest challenges for LHSC
- If funded for additional volumes:
  - Strategy to improve surgical efficiency
  - Barriers to implement strategy
  - Coaching Team: How can you help?
- Current Initiatives
- Institution Overview
- Five success factors
- Additional Comments .....

4 4/25/2007

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## Expression of Interest

Hospital Overview:

- 2 Surgical Sites
- 31 Physical Operating Rooms
  - University Hospital – 16
  - Victoria Hospital – 15
- 27 Staffed and Funded Operating Rooms
  - University Hospital – 14
  - Victoria Hospital – 13
- Annual Case Volume – 23,000

5 4/25/2007

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## Preparation for the Visit

- Site Visit Pre-Survey
- Data Element Survey
- Dates Identified - 3 Days
- Multi-Disciplinary Approach/Involvement
- Coaching Team Identified
- Teleconference with Coaching Team

6 4/25/2007



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## Coaching Team Members

- Pam Bush, Director, Perioperative Care, The Ottawa Hospital
- Dr. Patricia Houston, Chief of Anesthesia, St. Michael's Hospital
- Alexandra Leeksa, OR Manager, Sunnybrook and Women's
- Dr. Ian Smith, Chief of Staff, William Osler Health Centre
- Terry Stewart-McEwan, Director, Surgical Service, Markham Stouffville
- Valerie Zellermeier, Program Director, Perioperative Service, St. Michael's Hospital

7 4/25/2007



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## The Visit: Day 1

- Introduction of Coaching Team
- Meeting with CEO
- Meeting with Senior Leadership
  - Executive VP
  - Integrated VP, Surgery Services
  - Senior Medical Director, Surgery Services
- Site Tours
- Meetings with Perioperative/Surgery Leaders:
  - Chief/Chair Surgery and Anesthesiology
  - Chair ORC
  - OR Managers/Coordinators
  - Pre/Post Managers
  - SPD Manager
  - Surgery Inpatient Managers
- Focus Groups: Staff and Physicians

8 4/25/2007



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## The Visit: Day 2

- Observation Time – Both Sites
  - Operating Rooms
  - Sterile Processing Departments
- Meeting with Coaching Team and Perioperative leaders to review and prioritize key issues.

9 4/25/2007



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## The Visit: The Final Day

- Action Plan Development
- Report to Senior Leadership

10 4/25/2007



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## Action Plan

- Human Resource Planning
  - Anesthesia
  - Nursing
- Patient Flow
- Scheduling Practices and Urgent Case Management
- Supply Chain Best Practices
- Leadership and Governance

11 4/25/2007



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## Human Resource Planning: Anesthesia and Nursing

- Develop a cohesive interdisciplinary health care team
  - Interdisciplinary involvement in developing
  - Develop a culture of respect and empowerment
- Develop a city-wide approach to health care human resource planning
  - Anesthesia
  - Nursing
  - Allied Health, i.e.. Anesthesia Assistant Role

12 4/25/2007



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## Patient Flow

- Develop a plan to smooth surgical flow
  - Review current bed access issues
  - Reduce variability in volume of same day admission and one day care cases by day of week
- Process Mapping from PreAdmission to discharge

13 4/25/2007



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## Scheduling Practices and Urgent Case Management

- Review booking policies for urgent board cases
- Adhere to appropriate real time booking policies
- Review performance against target for completion of urgent board cases
- Determine access requirements for non-elective cases and assess opportunities to reallocate OR time within the grid

14 4/25/2007



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## Supply Chain Best Practices

- Develop an interdisciplinary resource acquisition committee with an established peer review process to approve requests for new inventory/technology/capital equipment
- Implement SPD review recommendations and SPAI best practices for supply chain

15 4/25/2007



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## Leadership and Governance

- Review terms of reference for leadership structures and committees; circulate broadly
- Consider a program based council and empower unit based councils
- Review all roles in Perioperative Care
- Define and communicate the roles and responsibilities for each member of the Perioperative team

16 4/25/2007



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## Post Visit Follow-Up

- Perioperative Improvement Expert Coaching team Report (August 2006)
- Review and Revise Action Plan
  - Clarify strategies
  - Identify most responsible person(s)
  - Establish time lines
- Progress Report
- Schedule Follow-Up Visit

17 4/25/2007



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## Summary

- Preparation of the pre-survey documents afforded the team the opportunity to inventory and validate our current state.
- The coaching visit highlighted the importance of a cohesive Perioperative Leadership team in identifying key issues, and developing an appropriate action plan to move the team forward
- The visit provided the team with the opportunity to reflect on past successes and future challenges
- Interviews and focus groups were well received by those who participated, however there were inconsistent levels of engagement by the various team members
- Focus groups set the stage for relationship building among the frontline staff within Perioperative Care.

18 4/25/2007



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## Questions????

19 4/25/2007



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