

Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
"Innovating for Impact"

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: REPROCESSING SUDS MAKES THE OLD NEW AGAIN

DATE OF IMPLEMENTATION/ADOPTION: JANUARY 2016

(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2017)

PROJECT STATUS: Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No



EXECUTIVE SUMMARY:

Operating Rooms (ORs) are one of the leading contributors to a health system's medical waste and supply chain spending. The OR is home to a number of costly single-use devices (SUDs) that have been deemed suitable by the FDA for reprocessing. The implementation of a SUD reprocessing program has enabled Harbor-UCLA Medical Center to reduce our carbon footprint, and to achieve significant financial savings through waste diversion and by buying back reprocessed devices at a fraction of the original device cost. The success of this program is credited to staff engagement, frequent monitoring to ensure progress and opportunities for growth, as well as careful evaluations of potential roadblocks to reprocessing. Since implementation in January 2016, this program has generated over \$200,000 in savings for Los Angeles County.

BENEFITS TO THE COUNTY

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$ 2,568	\$202,151	\$	\$ 204,719	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Harbor UCLA-Medical Center, Department of Perioperative Services 1000 West Carson Street Torrance, CA 90509		TELEPHONE NUMBER (310) 222-3404
PROGRAM MANAGER'S NAME Dawna Willsey, RN, Clinical Director, Perioperative Services; Carlos Gutierrez, III, Supply Chain Operations; Veronica Davis, CST, Central Sterile		TELEPHONE NUMBER 310-222-3404 EMAIL dwillsey@dhs.lacounty.gov
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE (PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME) Lisa Finkelstein 	DATE 07/05/2018	TELEPHONE NUMBER (213) 288-8104 EMAIL lfinkelstein@dhs.lacounty.gov
DEPARTMENT HEAD'S NAME AND SIGNATURE Christina R. Ghaly, M.D. 	DATE 07/05/2018	TELEPHONE NUMBER (213) 288-8101

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1st FACT SHEET – LIMITED UP TO 3 PAGES ONLY: Describe the **challenge(s), solution(s), and benefit(s)** of the project to the County. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success and **specify assessment time frame.** Use Arial 12 point font.

Challenge:

One study suggests that operating rooms (ORs) use up to 33 percent of a hospital's total supply budget, while generating 30 percent of a hospital's total waste and 60 percent of the organization's regulated medical waste. The majority of the more than 2,000 tons of waste per day produced in US ORs ends up as biohazardous waste, rather than being recycled, reused or reduced. Solutions are needed to help deliver more cost-effective care to our patients and a commitment to sustainability of our environment.

Solution:

Plan: Our Supply Chain Operations Department assessed companies that offer reprocessing services to determine their ability to reprocess the types and brands of single-use devices (SUDs) utilized at Harbor-UCLA Medical Center (Harbor-UCLA). Each company's list of reprocessable SUDs was assessed to ensure correlation with our most expensive and highest volume SUDs. Companies were also assessed for their ability to create a partnership between OR end users and to integrate into Supply Chain. The selection criteria included having a Vizient contract; being a GHX member; offering reprocessed product packaging in original manufacturer box quantities, rapid return and appropriate management of collections.

Do: Education on reprocessing of SUDs was provided, which included the steps undertaken in the rigorous FDA regulated remanufacturing process, and staff and physician safety concerns were addressed. Best placement for reprocessing bins was determined and education completed on what devices can be placed in bins for reprocessing. OR Procurement and Supply Chain staff education was completed in order to establish a process for identifying reprocessed products available for purchasing, and streamlining the purchasing process.

Study: Types and volume of SUDs received in bins, savings, and waste diversion totals are provided to OR end users to engage and encourage placement of devices into the bins for reprocessing.

Act: Quarterly business reviews are completed to ensure cost savings are sustained and roadblocks are averted. For example, some manufacturers create new versions of SUDs embedded with microchips that can prevent or delay the device from being reprocessed. A close partnership with the reprocessing company assists with identifying these roadblocks and ensures decision making on all current and future SUDs, takes reprocessing into consideration.

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Benefits:

Harbor-UCLA has seen a yearly increase in the amount of savings since the program began in January of 2016. Between January 2016 and December 2017, we achieved a savings of \$202,151 by purchasing reprocessed SUDs. In addition, we achieved a cost avoidance of \$2,568 with the diversion of 8,550 pounds of waste and kept that waste from entering landfills, resulting in a huge environmental benefit. Harbor-UCLA is currently the only Department of Health Services hospital that has implemented a reprocessing program of this kind.

All reprocessed SUDs are individually quality tested, compared to a small percentage of originally manufactured devices that are tested. This ensures the quality and safety of devices used in patient care. In addition, staff have pride in delivering more cost-effective care to our patients and in knowing that their work benefits our environment.

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Linkage to the County Strategic Plan – 1 page only.

Strategy II.3.4 – Make Environmental Sustainability Our Daily Reality through reducing waste generation and recycle and reuse waste resources.

By getting multiple uses out of single-use devices, our program generates less medical waste for our landfills and contributes to a healthier, more sustainable environment.

Strategy III.3.1 – Pursue Operational Effectiveness, Fiscal Responsibility, and Accountability through maximizing revenue. It is our responsibility to spend the dollars of the taxpayers of Los Angeles County responsibly. By creating this program, we are continuing to operate our ORs effectively and provide high-quality care to our patients, while spending less money. Harbor-UCLA is the only DHS hospital participating in this cost-saving program, and it is our hope that it becomes a best-practice DHS wide.

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY): If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12 point font

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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Below is a breakdown of how the Harbor-UCLA SUDs reprocessing program has resulted in savings to Los Angeles County:

Period	Jan-June 2016	July-Dec 2016	Jan-June 2017	July-Dec 2017	Grand Totals
Savings from using reprocessed SUD's	16,966.00	47,249.00	41,344.00	96,592.00	202,151.00
Savings from paying less for medical waste processing	691.00	610.00	591.00	676.00	2,568.00
Quarterly totals	17,657.00	47,859.00	41,935.00	97,268.00	204,719.00