

**Quality and Productivity Commission**  
**31<sup>st</sup> Annual Productivity and Quality Awards Program**  
**"Celebrating Quality Service"**

**2017 APPLICATION**

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

**NAME OF PROJECT: IMPROVEMENT OF OUTPATIENT SURGERY ON-TIME STARTS**

**DATE OF IMPLEMENTATION/ADOPTION:** AUGUST 13<sup>TH</sup>, 2015  
 (Must have been implemented at least one year - on or before July 1, 2016)

**PROJECT STATUS:**  Ongoing  One-time only

**HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT?**  Yes  No


**EXECUTIVE SUMMARY:** Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 The improvement of outpatient first-case on-time starts was a key initiative designed  
 2 and implemented by the multidisciplinary Perioperative LEAN Team at LAC+USC to  
 3 address the greater challenge of improving surgical services efficiency and improving  
 4 patient access to and experience with LAC+USC surgical services. The objective of this  
 5 project was to improve the on-time starts of outpatient surgical first-cases which had  
 6 historically been tracking at ~17%. Through the implementation, monitoring, and  
 7 enforcement of a pre-operative huddle for outpatient elective surgical cases, we have  
 8 increased our first-case on-time starts to ~72% after 8 months. This project represents a  
 9 key first step to improving the efficiency of our surgical services and improving access  
 10 to one of the key services that LAC+USC provides to its patient population.  
 11  
 12  
 13  
 14  
 15

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
\$	\$	\$	\$	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

<b>SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS</b> LAC+USC Department of Surgery 1200 N State St, Los Angeles, CA 90033		<b>TELEPHONE NUMBER</b> 323-409-7737
<b>PROGRAM MANAGER'S NAME</b> Stephen Sener, MD		<b>TELEPHONE NUMBER</b> (323) 409-7737  <b>EMAIL</b> Stephen.Sener@med.usc.edu
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b> (PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME) Gerardo Pinedo 	<b>DATE</b> 6/30/17	<b>TELEPHONE NUMBER</b> 213-240-8104 <b>EMAIL</b> gpinedoi@dhs.lacounty.gov
<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b> Mitchell H. Katz, MD 	<b>DATE</b> 6/30/17	<b>TELEPHONE NUMBER</b> 213-240-8101 mkatz@dhs.lacounty.gov

Quality and Productivity Commission  
31<sup>st</sup> Annual Productivity and Quality Awards Program  
"Celebrating Quality Service"

2017 APPLICATION

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

**NAME OF PROJECT: IMPROVEMENT OF OUTPATIENT SURGERY ON-TIME STARTS**

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

**Background.** The Perioperative LEAN Team is a multi-disciplinary team that was formed to address many of the challenges associated with improvement of perioperative services at LAC+USC hospital from overall patient experience to patient flow and operations. Our team is composed of surgeons, nurses, administrators, anesthesiologists, nurse anesthetists, central supply personnel, and facilities management employees. Our multi-disciplinary approach has allowed us to identify, develop, and implement new and effective solutions to improve the perioperative services provided at LAC+USC. One innovative solution we developed and implemented is the pre-operative huddle to improve the percentage of our outpatient surgery first-cases that start on-time.

**Challenges.** A key step in improving the quality and efficiency of our surgical services is ensuring the on-time start of our first surgical cases. Delays in the first case lead to delays in subsequent cases and consequently impact the overall efficiency and utilization of our operating rooms and surgical staff and resources. This in turn reduces patient access to key surgical services because of inefficient utilization of our resources and decreased capacity for outpatient surgical procedures.

**Solutions.** Our solution to the frequent delays in outpatient first-cases was the implementation and enforcement of pre-operative huddles. 10 minutes prior to the scheduled first-case, all key providers are required to huddle at patient bedside in the pre-operative area to confirm the plan for the patient. Upon completion of the huddle, the patient is ready to be transported to the operating room for initiation of the first case. Successful implementation of the pre-operative huddles required multi-disciplinary engagement including surgeons, anesthesiologists and nurse anesthetists, and nursing. Several months of investigatory work and development were required before we were able to implement the pre-operative huddle in October 2016.

**Benefits.** Implementation and enforcement of the pre-operative huddle has greatly benefited our outpatient first-case on-time starts. With the pre-operative huddle, we improved our outpatient surgery first-case on-time starts from ~17% in October 2016 to ~72% to date. Improving the on-time starts of our surgical cases is a foundational step in improving patient experience by decreasing surgery wait time and overall surgical resource efficiency.

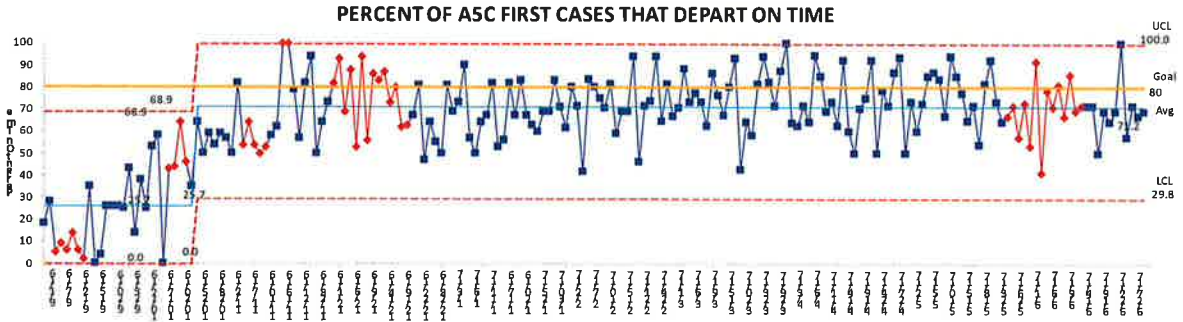
Quality and Productivity Commission  
31<sup>st</sup> Annual Productivity and Quality Awards Program  
"Celebrating Quality Service"

2017 APPLICATION

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

**NAME OF PROJECT: IMPROVEMENT OF OUTPATIENT SURGERY ON-TIME STARTS**

Use Arial 12 point font.



Quality and Productivity Commission  
**31<sup>st</sup> Annual Productivity and Quality Awards Program**  
**“Celebrating Quality Service”**

**2017 APPLICATION**

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

**NAME OF PROJECT: IMPROVEMENT OF OUTPATIENT SURGERY ON-TIME STARTS**

**Linkage to the County Strategic Plan – 1 page only.** Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12 point font.

The improvement of outpatient surgery first-case on-time starts addresses two key goals within the County Strategic Plan: (1) Make investments that transform lives and (2) Realize tomorrow’s government today.

**Investments that transform lives.** Our project addresses Strategy I.2.2 Streamline Access to Integrated Health Services by improving patient access to key surgical services provided by LAC+USC. By increasing the percentage of first-cases that start on time, we are improving the overall efficiency of our limited surgical resources and thus improving access to these key services.

**Realizing tomorrow’s government today.** In addition to improving access to surgical services, improving first-case on-time starts addresses Strategy III.3.2 Manage and Maximize County Assets. Our surgical assets such as our operating rooms and surgical clinics play an integral role in the overall health of our patient community. Improving the on-time starts of outpatient surgery first-cases maximizes the utilization of these assets and promotes the operational effectiveness and fiscal responsibility of LAC+USC.

**Quality and Productivity Commission**  
**31<sup>st</sup> Annual Productivity and Quality Awards Program**  
**“Celebrating Quality Service”**

**2017 APPLICATION**

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

**NAME OF PROJECT: IMPROVEMENT OF OUTPATIENT SURGERY ON-TIME STARTS**

**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.

(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
\$	\$	\$	\$	<input checked="" type="checkbox"/>

**ANNUAL = 12 MONTHS ONLY**