

Improving Throughput and Patient Satisfaction at a Surgery Center

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Client Challenge

A surgical center had the goal of expanding its capacity from 55 cases a day to 85 cases. But certain challenges stood in its way. Patients were often experiencing excessive wait times to see surgeons—as much as three hours. The effective use of case carts and supplies, of surgical instruments, and use of the technicians themselves were hampered by a lack of standardization. The surgical control desk had problems managing patient flow due to having three admission sources. Consequently, there were redundant services, and unclear handoffs and documentation. To help the expansion surmount these issues, the surgical center turned to the lean-improvement experts of RWD.

Our Approach

An RWD/surgical center lean team was assembled and trained. Various lean solutions were brought to bear—lean layout, flow analysis, visual management, inventory management, cascading scheduling systems and more. Using these tools to analyze and plan, the lean team worked toward their primary goals of increased patient throughput and improved patient satisfaction.

Our Solutions

As a result of the RWD/surgical center lean team's efforts, a prospective expansion would result in the following improvements:

- Procedure cycle times reduced
- Staffing levels reduced
- Surgery capacity increased to up to 96 cases per day