Nurse Executive Leadership Series Webinar

December 5, 2012 Noon EST

Content Questions, click on EMAIL tab

For Technical Help support@jolokia.com

REF SOP OP608-012











The "College" Structure

How we reduced staffing and supply costs
 while improving the patient experience,
 efficiency and physician/ staff job satisfaction



SPEAKERS

- Diane Skorupski, MSN, RN, CNOR, NE-BC, AVP Surgical Services, Shands at the University of Florida (SUF)
- Steven Hughes, MD, Cracchiolo Family Professor and Chief, General Surgery, University of Florida
- Amy Bush, BSN, MBA, RN, CNOR, University of Pittsburgh Medical Center, Presbyterian Hospital (UPMC, Presbyterian)











SPEAKER INFO

- Diane Skorupski, AVP of Surgical Services. 23 years clinical experience, including 8 in executive leadership
- Steven Hughes, MD. Former Chair, Surgical Services
 Oversight Committee (SSOC), UPMC Presbyterian. Currently
 is Chief, General Surgery, University of Florida
- Amy Bush, Executive Director of Surgical Services. 17 years of clinical experience, including 12 years in leadership/management- Surgical Services, Inpatient, Emergency and Outpatient Services



MODERATOR

- Phyllis Saltzman, PhD
- Learning Strategist responsible for Nurse Education design
- Ethicon Endo-Surgery, Inc.
- psaltzma@its.jnj.com











FORMAT

- During this webinar, you may email questions to the speakers by clicking the email tab located in the lower left side of your screen.
- The speakers will answer as many questions as possible in the allotted time.
- If you would like to receive a copy of this slide deck, please contact Lisa Alikhan, Program Specialist for the AORN Nurse Executive Division at lalikhan@aorn.org











How can we improve the following:

- Patient experience
- Physician/associate job satisfaction
- Quality
- Cost control



- Dr. Hughes- inherited a culture of high staff attrition and significant staff and surgeon dissatisfaction at UPMC Presybeterian
- UPMC desire was to optimize costs wanted to realize economies of scale
- In retrospect, this was disrespectful of the value of relationships and staff expertise



The Problem:

- Surgeons, anesthesiologists, and associates placed into an environment that is disrespectful of the value of a team
- A devoted team is not a financially viable option
- At some point, the value of "economy of scale" conflicts with "expertise and familiarity," i.e.,
 - Unused consumables
 - Intra-operative downtime
 - Pride in one's work



- The "college" concept existed in sub-units of our business (i.e., cardiac and transplant)
- Extensive data exists regarding the extent of complexity that can be centrally managed (i.e., outpatient surgery centers)
- If we break down an excessively complex system into manageable sub-units - will efficiency, quality, and job/patient satisfaction result?



Background

- James Terwilliger, MBA, and former UPMC Vice President of Operations, coined the term "college" and in conjunction with Dr. Hughes, launched the concept
- Under the leadership of Amy Bush and Albert Wright (current Vice President of Operations), the "college" model continues to expand and evolve
- After his recruitment to the University of Florida, Dr. Hughes worked with Diane Skorupski to implement the "college" model at SUF



Vision Statement

To create a place where associates want to work, physicians want to practice, and patients want to receive care through the maintenance of exceptional quality while controlling costs



UPMC, Presbyterian College Structure

9 Colleges



UPMC, Presbyterian College Structure

	UPMC Presbyteria	an · Surgical Services	· College Structure	
		Presbyterian		
College 1	College 2	College 3	College 4	College 5
Cardiac/Vascular	Thoracic	Neurological	Orthopaedic Trauma	Weekends
	General Trauma/Lung Transplant	Opthalmology	*	Off Shifts / Daylight Pool
Physician Partner	Physician Partner	Physician Partner	Physician Partner	Physician Partner
Anesthesiologist	Anesthesiologist	Anesthesiologist	Anesthesiologist	Anesthesiologist
RN Specialist	RN Specialist	RN Specialist	RN Specialist	RN Specialist
Surg Tech Specialist	Surg Tech Specialist	Surg Tech Specialist	Surg Tech Specialist	Surg Tech Specialist
Cross-Campus Coverage	Cross-Campus Coverage	Cross-Campus Coverage	Cross-Campus Coverage	Cross-Campus Coverage
no	no	no	yes	yes
* Robotics	* Robotics			
		Montefiore		
College 6	College 7	College 8	College 9	
ENT/Endocrine	General	Orthopaedic	Transplant	
Plastics/OMFS	GI		Liver Tumor	
Urology	Surg Onc		Colorectal	
Physican Partner	Physician Partner	Physician Partner	Physican Partner	
Anesthesiologist	Anesthesiologist	Anesthesiologist	Anesthesiologist	
RN Specialist	RN Specialist	RN Specialist	RN Specialist	
Surg Tech Specialist	Surg Tech Specialist	Surg Tech Specialist	Surg Tech Specialist	
Cross-Campus Coverage	Cross-Campus Coverage	Cross-Campus Coverage	Cross-Campus Coverage	
yes	yes	no	no	
* Robotics	* Robotics		* Robotics	

UPMC Roles and Responsibilities of College Specialists

Quality of work life

- Physician satisfaction
- Education
- Leadership development
- Preceptor program
- Recruitment and retention
- Performance appraisal
- Schedule/payroll
- Celebrations

Operational

- Rounds, huddles and meetings
- Coordination with office team for scheduling and flow
- 1st case starts and room turnover time
- Preference cards/sterile processing
- Vendor relations



UPMC Roles and Responsibilities of College Specialists

Financial

- Supply chain management
 - Inventory turn, par and obsolescence management
- Operating and capital budget
- Value analysis
- Cost containment

Quality

- Your care, our commitment
- Clinical expertise
- Value based purchasing

Customer Service

- Internal and external
- Press Ganey



Payoff

- Enhanced communication and teamwork among perioperative and ancillary services
- Enhanced competence of associates
- Enhanced work-life balance for associates and physicians
- Improved patient satisfaction

- Reduced "off hours" elective/urgent surgery
- Improved quality and safety
- Improved operational efficiency
 - On time starts, room turnover time, block utilization, case completion
- Improved supply chain management

Relevance to Today's Practice

- Associate, physician and patient satisfaction
- Communication and safety initiatives
- Quality-public reporting and value based purchasing (VBP)
- Operational efficiency



College Goals

- Intense associate training by service
- Ensure that practice matches policy
- Staffing pattern
 optimization to ensure
 core staff with assigned
 service

- Understanding of VBP and service implications
- Dashboard monitoringoperational efficiency metrics
- Monitor supply inventory par levels, inventory turns, expired product and obsolescence-strong sterile processing, vendor and supply chain relations

Shands at the University of Florida (SUF) – Getting Started

- Modeled UPMC structure
- Start small
 - Began with South Tower, 12 operating rooms
 - Targeted orthopedic, general/urology surgical specialties



SUF College Leadership Structure

Representation from each of the following:

- Surgeon
- Anesthesiologist
- Registered Nurse
- Surgical Technologist



^{*}Monthly college meetings

SUF Weekly Planning Meetings

- Partnership with "Management Engineering" on efficiency
- Data analysis
- Thinking outside of the box

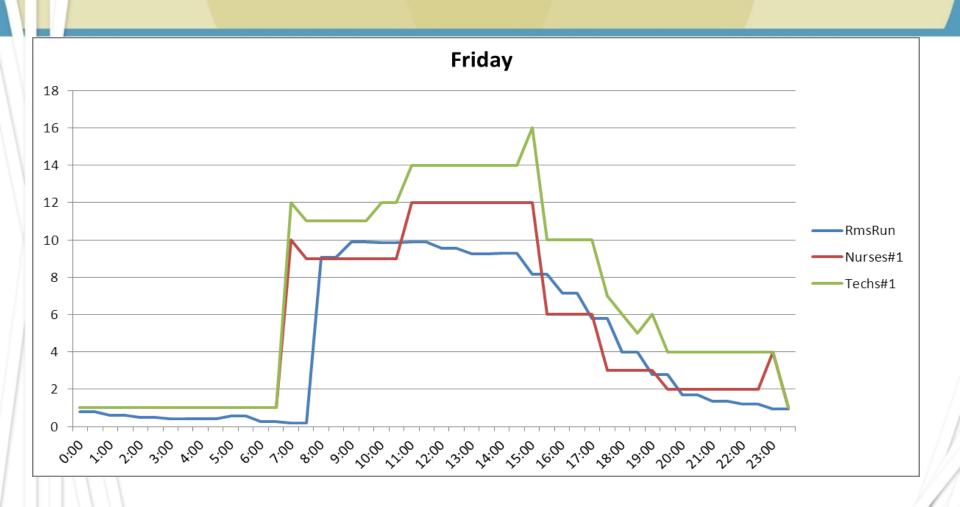


SUF Staffing Analysis

- Compared rooms running to block schedule to show actual usage
- Re-defined the number of staff required based on rooms running
- Re-defined shifts



SUF Staffing Structure before "Colleges"



SUF Total Hours Before "Colleges"

Previous Staffing Model

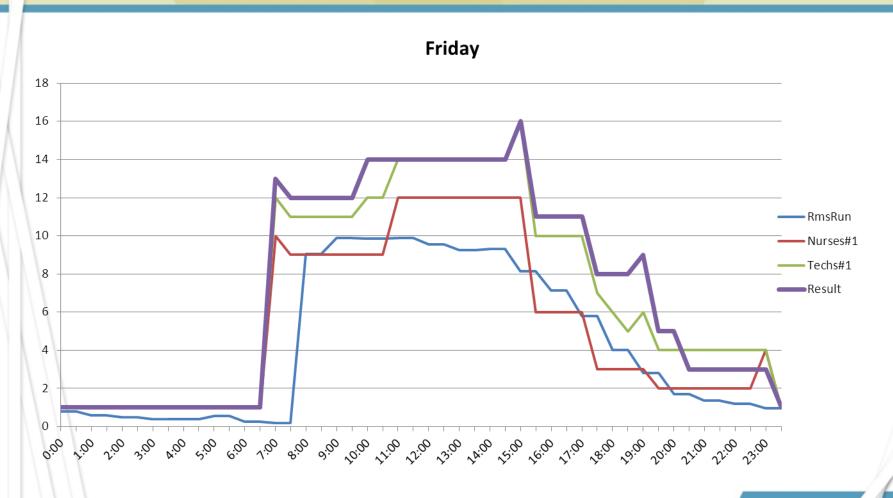
264 Understaffed Hours (not including PTO)

Data Set: Rooms Running Report - Jan 6th -April 20th

	7am-4pm	4pm-6pm	6pm-8pm	8pm-12am	12am-7am	Total Hours	5
Mon	0	0	0	5	0	5	
Tues	33	4	1	12	0	50	
Wed	4	1	0	16	0	21	
Thurs	55	4	7	5	0	71	
Fri	74	19	14	9	1	117	
	166	28	22	47	1	264	



SUF Staffing Structure After "Colleges



SUF Total Hours After "Colleges"

New Staffing Model

Reduced Understaffed Hours (not including PTO)

Data Set: Rooms Running Report - Jan 6th -April 20th

	7am-4pm	4pm-6pm	6pm-8pm	8pm-12am	12am-7am	Total Hours
Mon	0	0	0	1	2	3
Tues	0	0	0	0	0	0
Wed	0	0	0	1	0	1
Thurs	0	0	1	3	1	5
Fri	0	0	0	0	2	2
	0	0	1	5	5	11



SUF College Membership

- Employee relations guidance
- Staff invited to choose a college and their schedule
- Assignments made by seniority
- Everyone granted their first or second choice



SUF College Kick-off

- Celebration the Friday before the kick-off with all leaders and participants present
- Initiative go live the following Monday, July 2012



SUF Commitment to College Success

- Administrative leadership visible and involved
- Bi-weekly college objective meetings with college leaders
- Structured monthly college meetings led by college leaders



SUF College Objectives

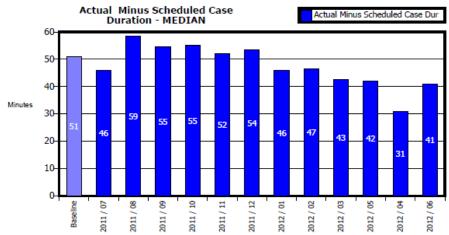
Empower people with working knowledge

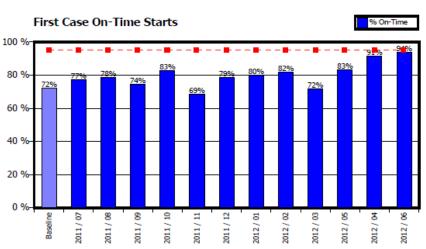
- Facilitate daily schedule
- Standardization
- Optimize processes
- Cost / case
- Enhance patient experience

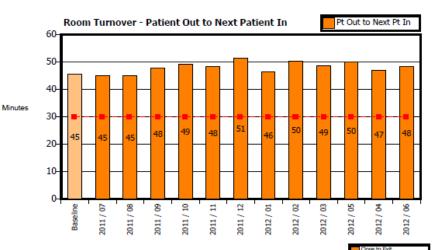


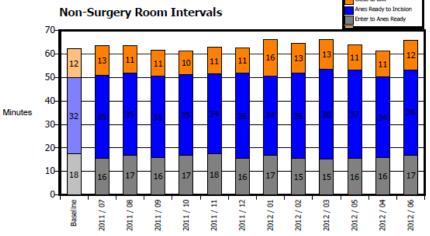
Shands UF Perioperative Dashboard (ORT) North & South Towers Date Range: 07/1/2011 to 6/30/2012

OR Metrics	Target	Current Month: June 2012	Date Range: 07/1/2011 to 6/30/2012
Actual - Sch Case Duration		41	47
First Case On-Time Start (%)	95%	94%	80%
Patient Out to Next Patient In	30	48	48
Non-Surgery Case Time	45	66	64











Hiccups

- Summer vacation
- School schedules
- Vacancies
- Adjusting to change
- Staff most concerned with getting desired schedule versus their primary (1st choice) "college"



Lessons Learned

- Start small
- Involve key stakeholders
- Communicate, communicate, communicate
- Be patient: "Colleges" need to develop an identity and mature



Contact Information

- Diane Skorupski
 - SKORUD@shands.ufl.edu
- Amy Bush
 - bushal@upmc.edu



Questions?

Click on EMAIL tab



THANK YOU

- Today's webinar begins the winter webinars for the Nurse Executive Leadership Series, and will be archived for future viewing.
- Please join us for our next webinar "Taking the Lead in Infection Prevention" on January 16, 2013 at 3:00 PM EST. This webinar will offer 2.0 CE
- Thank you for your participation!



EVALUATION

- We would love to hear your feedback on this webinar!
- Please send to Lisa Alikhan at AORN
 <u>lalikhan@aorn.org</u> or me at <u>Psaltzma@its.jnj.com</u>.
 Lisa and I will share your input, and we will build it into our other programs