



Maximizing OR Efficiency: Why Most OR's Are Set-up For Failure & What to Do About it

Speakers:

Timothy Dowd, MD
Managing Partner & CEO, NAPA

Richard Becker, MD
President & CEO, The Brooklyn Hospital Center

Sponsored By:



North American
Partners in Anesthesia

Why are Most OR's Set-up for Failure?

- Lack of solid perioperative infrastructure spearheaded by strong anesthesia leadership
- According to the Tarrance Group Study:
 - 47% of hospitals reduced or redirected OR procedures due to anesthesia staffing issues
 - 75% had experienced an increase in surgery wait times
 - 66% had to limit access to the OR
- Causes of Anesthesia Issues:
 - The Average Group is too small to provide the scale and resources necessary to meet the growing needs of the modern day OR
 - MGMA Cost Report states that almost 70% of physician groups have 1-25 physicians



North American
Partners in Anesthesia

Your Anesthesia Group, Your OR Leader

- It is imperative that the anesthesia department become leaders who keep the OR running efficiently
- How can anesthesia improve OR efficiency?
 - Perioperative Leadership
 - Staffing Efficiencies
 - Robust QA Program
 - Effective Management
 - Lower Costs
- The anesthesia department should work in conjunction with other important stakeholders and form a team dedicated to constant improvement.



North American
Partners in Anesthesia



The Brooklyn Hospital Center
Keeping Brooklyn healthy.

The Brooklyn Hospital Center



- Member of New York – Presbyterian Healthcare System
 - ✓ 464 Beds
 - ✓ 21,000 admissions per year
 - ✓ 15 ORs/anesthetizing locations
 - ✓ Over 12,000 surgical operations in 2010



North American
Partners in Anesthesia

Critical Issues and Challenges

1. Stabilizing and right-sizing anesthesia staffing model
2. Increasing anesthesia coverage for surgical cases
3. Implementing an anesthesia QA program
4. Positioning strong leadership within the operating room and anesthesia department
5. Reduction in anesthesia subsidy



Establishing the Proper Staffing Model

- Anesthesia department was staffed with a mix of full and part-time clinicians:
 - Many non-boarded
 - Per-Diem and Locums
 - Provided services at non-hospital based clinical sites
- Structure
 - Department of 14 MD and 6 CRNAs established based on:
 - Number of anesthetizing locations
 - Vacation Demands
 - Call Schedule
 - Providing capacity for service expansion
- Permanent anesthesia staff recruited
 - Many Ivy League trained
 - Dedicated to providing services in the Hospital



Before

After

North American Partners in Southeast				BROOKLYN HEIGHTS		# of Routes Running		Service Date: 12/01/2011		Legend		Note: Routes Excluded	
										1		2	
										3		4	
										5		6	
										7		8	
										9		10	
										11		12	
										13		14	
										15		16	
										17		18	
										19		20	
										21		22	
										23		24	
										25		26	
										27		28	
										29		30	
										31		32	
										33		34	
										35		36	
										37		38	
										39		40	
										41		42	
										43		44	
										45		46	
										47		48	
										49		50	
										51		52	
										53		54	
										55		56	
										57		58	
										59		60	
										61		62	
										63		64	
										65		66	
										67		68	
										69		70	
										71		72	
										73		74	
										75		76	
										77		78	
										79		80	
										81		82	
										83		84	
										85		86	
										87		88	
										89		90	
										91		92	
										93		94	
										95		96	
										97		98	
										99		100	
										101		102	
										103		104	
										105		106	
										107		108	
										109		110	
										111		112	
										113		114	
										115		116	
										117		118	
										119		120	
										121		122	
										123		124	
										125		126	
										127		128	
										129		130	
										131		132	
										133		134	
										135		136	
										137		138	
										139		140	
										141		142	
										143		144	
										145		146	
										147		148	
										149		150	
										151		152	
										153		154	
										155		156	
										157		158	
										159		160	
										161		162	
										163		164	
										165		166	
										167		168	
										169		170	
										171		172	
										173		174	
										175		176	
										177		178	
										179		180	
										181		182	
										183		184	
										185		186	
										187		188	
										189		190	
										191		192	
										193		194	
										195		196	
										197		198	
										199		200	
										201		202	
										203		204	
										205		206	
										207		208	
										209		210	
										211		212	
										213		214	
										215		216	
										217		218	
										219		220	
										221		222	
										223		224	
										225		226	
										227		228	
										229		230	
										231		232	
										233		234	
										235		236	
										237		238	
										239		240	
										241		242	
										243		244	
										245		246	
										247		248	
										249		250	
										251		252	
										253		254	
										255		256	
										257		258	
										259		260	
										261		262	
										263		264	
										265		266	
										267		268	
										269		270	
										271		272	
										273		274	
										275		276	
										277		278	
										279		280	
										281		282	
										283		284	
										285		286	
										287		288	
										289		290	
										291		292	
										293		294	
										295		296	
										297		298	
										299		300	
										301		302	
										303		304	
										305		306	
										307		308	
										309		310	
										311		312	
										313		314	
										315		316	
										317		318	
										319		320	
										321		322	
										323		324	
										325		326	
										327		328	
										329		330	
										331		332	
										333		334	
										335		336	
										337		338	
										339		340	
										341		342	
										343		344	
										345		346	
										347		348	
										349		350	
										351		352	
										353		354	
										355		356	
										357		358	
										359		360	
										361		362	
										363		364	
										365		366	
										367		368	
										369		370	
										371		372	
										373		374	
										375		376	
										377		378	
										379		380	
										381		382	
										383		384	
										385		386	
										387		388	
										389		390	
										391		392	

Enforcing Strong Perioperative Leadership

- Pre-Surgical Testing process
- Communication and coordination with nursing
- Integration with hospital committees and management
- Build a strong relationship with surgical staff
- Providing local Chairman with tools to manage staff
 - Training Programs
 - Support Network of Peers
 - Chief Dashboard
 - Proprietary QA Tools

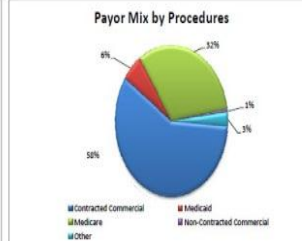
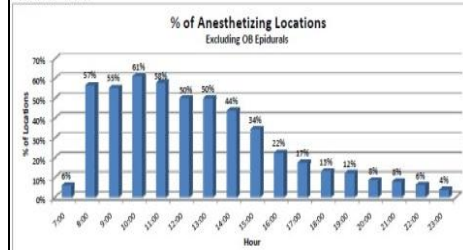


North American
Partners in Anesthesia

Chief Dashboard

North American Partners in Anesthesia
Sample Hospital
DOS: 10/1/09 - 12/31/09

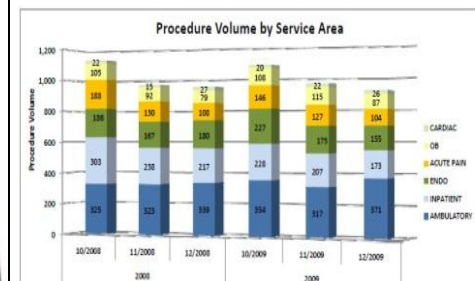
Administration Metrics



Max Anesthetizing Locations in Use (over 10 times in Qtr): 11
Hospital Max Anesthetizing Locations: 11

Procedure Volume by Service Area

Type of Service	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009	Grand Total
ACUTE PAIN	378	440	389	421	445	427	426	377	1,626	1,665	
AMBULATORY	987	1,102	987	1,078	1,031	1,127	987	1,042	3,972	4,347	
CARDIAC	58	73	101	93	66	71	64	68	287	305	
ENDO	528	519	555	550	554	711	533	557	2,210	2,356	
INPATIENT	755	714	780	757	763	540	759	608	3,066	2,619	
OB	354	239	183	341	354	345	275	310	1,337	1,335	
Grand Total	3,096	3,187	3,185	3,257	3,283	3,221	3,044	2,962	12,498	12,627	



Locum Usage
(Measured in Hours)

	MD	CRNA
Actual 2008 Q4:	N/A	N/A
Actual 2009 Q4:	0	0

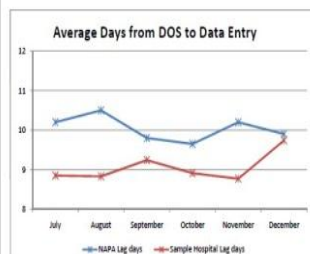
Malpractice Claims - Hospital vs NAPA

	Sample Hospital	NAPA w/o Hospital
Claims per Thousand Cases		
Last Year	N/A	N/A
YTD - 2009	0	13

Physicians Coding Accuracy

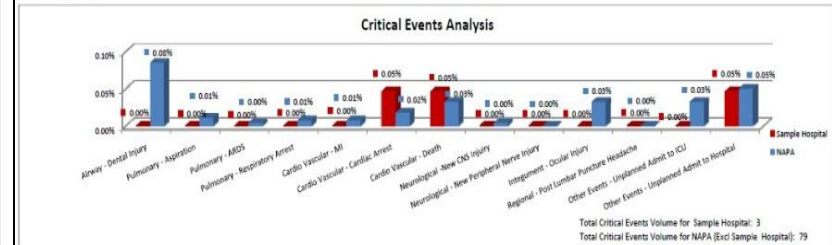
	Pending
Accuracy	

** This box will include the Accuracy of Physicians Coding

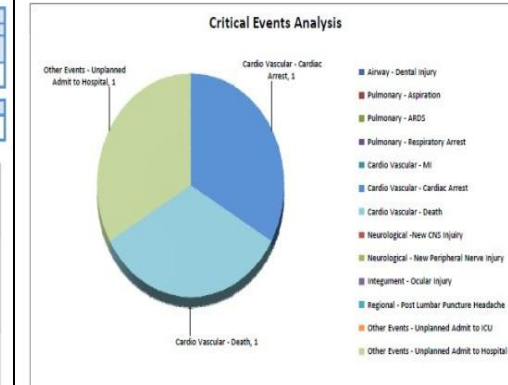


North American Partners in Anesthesia
Sample Hospital
DOS: 10/1/09 - 12/31/09

Clinical Metrics



QA System Active: ☒ Yes
QA Departmental Meeting: ☐
Date of Last Meeting:
QA Meetings - YTD:



Sample Hospital QA Forms

	Q4 2008	Q3 2009	Q4 2009
Number of QA Forms	N/A	2,305	2,164
Total Cases	2,460	2,074	2,487
Percentage of QA Forms	N/A	86.20%	86.66%

Patients with Temperature below 97°F (36°C)
(Current Quarter)

	Sample Hospital	NAPA w/o Hospital	NAPA Total
Patients with Hypothermia	5	54	59
Total Patients	2,164	26,190	28,324
Percent of Patients	0.23%	0.13%	0.14%

Total Patients with Post-Op Nausea
(Current Quarter)

	Sample Hospital	NAPA w/o Hospital	NAPA Total
Patients with PACU Nausea	9	101	110
Total Patients	2,164	26,190	28,324
Percent of Patients	0.42%	0.39%	0.39%

Wet Tap Rate
(Current Quarter)

	Sample Hospital	NAPA w/o Hospital	NAPA Total
Total Wet Taps	1	16	17
Total Epidural Cases	187	4,174	4,361
Percent of Wet Taps	0.60%	0.38%	0.39%

Antibiotics Timeliness

	Sample Hospital	NAPA w/o Hospital	NAPA Total
Cases based on Timeliness			
Total Cases			
Percent of Antibiotics Timeliness-Current Qtr			
Percent of Antibiotics Timeliness-2009 Q3			
Percent of Antibiotics Timeliness-2009 Q2			

** Pending New QA Forms



North American
Partners in Anesthesia

Quality Assurance Program

- Proprietary QA program
 - Reports results to the Anesthesia Business Group (ABG)
 - NAPA is a founding member of ABG
 - ABG is a certified Patient Safety Organization by the Department of Health and Human Services
- The essential tool in managing outcomes and clinical performance of anesthesiologists & CRNAs
- Tracks 31 different indicators
- Results are measured against peers within the institution and against NAPA and National (ABG) benchmarks
- Allows for a data-driven process to manage staff and recognize outliers



North American
Partners in Anesthesia

QA Reports

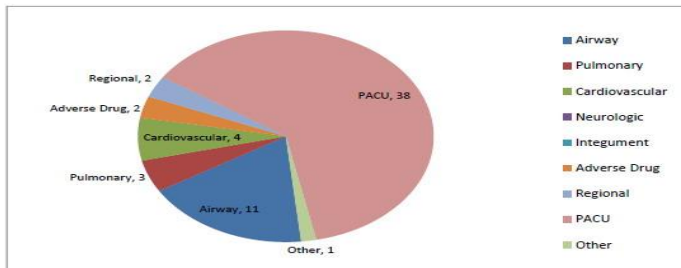
QA Summary

North American Partners in Anesthesia QA Tracking Event Summary 2010 Q4

SAMPLE HOSPITAL

Cases in Date Range: 2,520
Cases with QA Events: 46
QA Events: 61
Pct. Of Cases with QA Events: 1.83%

YTD Cases in Date Range: 9,681
YTD Cases with QA Events: 179
YTD QA Events: 226
YTD Pct. Of Cases with QA Events: 1.85%



Event	Count	Pct.	YTD	Pct.
Airway	11	0.44%	23	0.24%
Pulmonary	3	0.12%	11	0.11%
Cardiovascular	4	0.16%	12	0.12%
Neurologic	--	--	--	--
Integument	--	--	--	--
Adverse Drug	2	0.08%	4	0.04%
Regional	2	0.08%	5	0.05%
PACU	38	1.51%	169	1.75%
Other	1	0.04%	2	0.02%

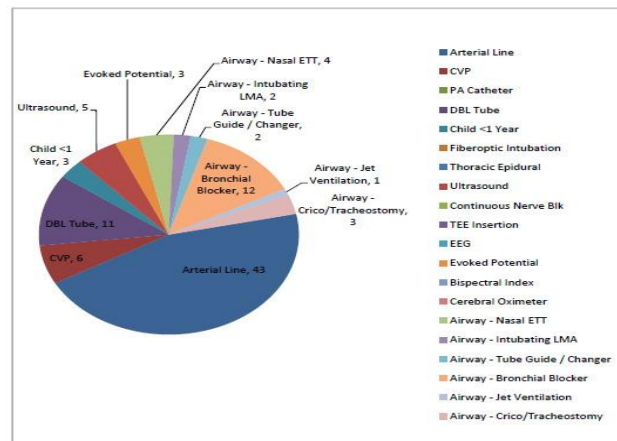
Practitioner Profile

North American Partners in Anesthesia Special Procedures Summary 2010 Q4

SAMPLE HOSPITAL

Cases in Date Range: 2,520
Cases with Special Procedures: 73
Special Procedures: 95
Pct. Of Cases with Special Procedures: 2.90%

YTD Cases in Date Range: 9,681
YTD Cases with Special Procedures: 285
YTD Special Procedures: 367
YTD Pct. Of Cases with Special Procedures: 2.94%



North American
Partners in Anesthesia

Reducing the Anesthesia Subsidy

- Implementation of strong billing policies & procedures helped increase departmental revenue
 - NAPA Days in A/R top quartile of MGMA results (under 35 days)
 - Claims ultimately resolve to over 99.6% of allowable
 - Procedures to ensure every case is billed and collected
- Staff “right-sized” to provide coverage and allow for expansion of services
 - Additional coverage for labor epidurals, GI cases, acute & chronic pain service added additional revenue

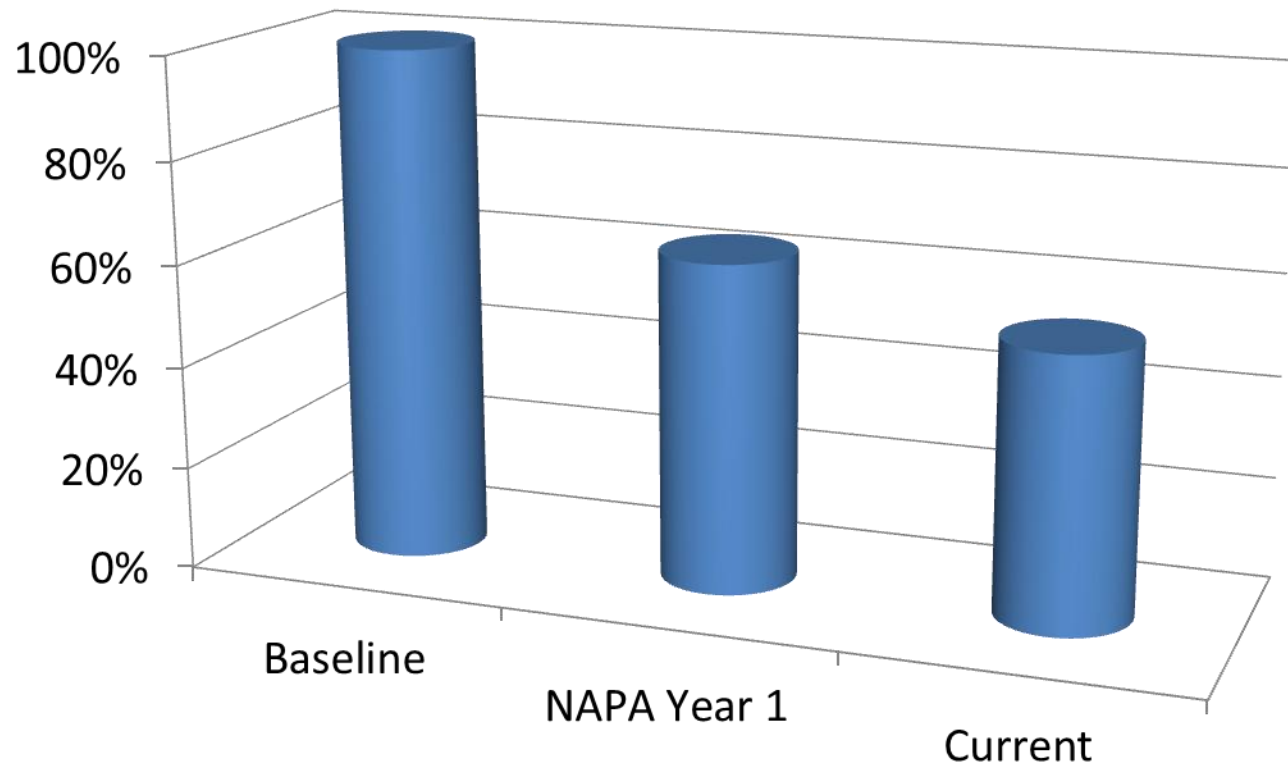




The Brooklyn Hospital Center
Keeping Brooklyn healthy.

The Brooklyn Hospital Center Subsidy

Anesthesia Subsidy



North American
Partners in Anesthesia

Future Trends for the Anesthesia Industry

- Anesthesia market is highly fragmented
 - According to a Citigroup study, 80% of all anesthesiologists are employed by a physician group practice
 - Of those 90% are part of a small independent group
- Independent groups tend to lack the scale and infrastructure to provide levels of service requested by their customers
 - Clinical
 - Data
 - Quality Assurance
 - Administrative
- As demands increase on the independent groups, a shift toward larger specialty focused organizations is a likely outcome



North American
Partners in Anesthesia

Q&A

Contact Info:

North American Partners in Anesthesia

516-945-3333

www.napaAnesthesia.com/anesthesia



North American
Partners in Anesthesia

Our Unmatched Anesthesia Experience.
Your OR's Advantage.