Transforming Theatres
Overview of Theatres in Wales

Asiantaeth Genedlaethol
Arwain ac Arloesi mewn
Gofal Iechyd
National Leadership
and Innovation Agency
for Healthcare

Cefnogi GIG Cymru i gyfrwng gofal iechyd o safon fyd-eang
Supporting NHS Wales to deliver world class healthcare
Transforming Theatres
Overview

Operating theatres are one of the most expensive resources in any hospital.

- Are there opportunities to improve patient safety, productivity and efficiency?
- What does the data & evidence suggest?
Current Welsh position

- Wales has been collecting theatre data from all health boards since 2003, the analysis is presented as follows :-
Transforming Theatres
Overview

All Wales Data – Percentage Of Lists Used Against Planned

Theatre Utilisation
(April 2006 - April 2011)
Monthly lists used against the monthly lists originally planned (shown in hours)
Question - Did we use all the sessions that were available to us?

- X̄ = 88.14
- UCL = 96.99
- LCL = 79.29
All Wales Data – Theatre Time Used Against Available

Theatre Utilisation
(April 2006 - April 2011)
Actual amount of theatre time used against the time available (shown in hours)
Question - How much of the session time was utilised?
Did we start and finish on time?

Month

UCL=94.84
X=89.81
LCL=84.79
Theatre Utilisation
(April 2008 - March 2011)
The percentage of theatre lists that start late (more than 15 minutes after the agreed start time)
Question - How often do we start late?

UCL = 26.64
X̄ = 22.14
LCL = 17.65

All Wales Data – Late starts
Transforming Theatres
Overview

All Wales Data – Early Finishes

Theatre Utilisation
(April 2008 - March 2011)
The percentage of theatre lists that finish early (more than 30 minutes before the agreed finish time)
Question - How often do we finish early?

Percentage
Month
April 2008
December 2008
April 2009
November 2009
August 2009
December 2009
April 2010
August 2010
December 2010

UCL = 33.62
LCL = 22.28
\bar{X} = 27.95
Cancelled Operations
(April 2006 - December 2010)

The total number of operations that are cancelled or postponed on the day of surgery

Question - How many operations are cancelled or postponed each month?

- **UCL**: 3270
- **LCL**: 1666
- **Mean (X̄)**: 2468

The graph shows the number of cancelled operations each month from April 2006 to December 2010, with upper control limit (UCL) at 3270, lower control limit (LCL) at 1666, and mean (X̄) at 2468.
Transforming Theatres
Overview

All Wales Data – Percentage Of Cancelled Operations ODOS

Cancelled Operations
(April 2006 - December 2010)

The total number of operations that are cancelled or postponed on the day of surgery as a percentage of the total number cancelled or postponed each month.

Question - How many operations are cancelled or postponed on the day of surgery?
Cancelled Operations
(April 2006 - December 2010)

The total number of operations that are cancelled or postponed on the day of surgery with the reason given as "List Overrun"

Question - How many operations are cancelled or postponed on the day of surgery because the list overran?

All Wales Data – Cancelled Operations ODOS Due To List overrun

UCL=128.83

X̄=84.33

LCL=39.83
Cancelled Operations
(April 2006 - December 2010)

The total number of operations that are cancelled or postponed on the day of surgery by grouping the reasons to include "All Theatre Staff Unavailable"

Question - How many operations are cancelled or postponed on the day of surgery because the appropriate theatre staff were unavailable?

- UCL = 86.1
- LCL = 12.1
- $\bar{X} = 49.1$
Cancelled Operations
(April 2006 - December 2010)

The total number of operations that are cancelled or postponed on the day of surgery
with the reason given as "no bed available"

Question - How many operations are cancelled or postponed on the day of surgery because there isn't a bed available?
Transforming Theatres

Just a routine operation?
THE INDEPENDENT

Litany of surgical blunders revealed

More than one operation a month is on ‘wrong side’

EXCLUSIVE

By Jenny Lawrence

The cause of 14 brain surgery patients who were the victims of negligent surgery occurred at a hospital has been identified. A government ombudsman has voiced his concern at the scale of the problem.

Six cases, including a woman who underwent surgery on the wrong side of her head, were identified by an ombudsman’s report. The cases were among 20 operations on the wrong side of the head, with one patient undergoing surgery on the wrong side of the brain.

The report, published last week, said the cases were ‘potentially fatal’ and that the hospital had failed to take adequate precautions to prevent them.

The hospital said it had taken steps to prevent similar incidents and that it had reviewed its procedures.

The independent was contacted by a group of patients who had undergone surgery on the wrong side of their heads.

The report said the hospital had failed to take adequate precautions to prevent the incidents and that it had reviewed its procedures.

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Wrong kidney removed;
Bungling surgeons do it again!
Transforming Theatres

What is Transforming Theatres

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Transforming Theatres - What Is It?

Transforming Theatres is a culture and behavior change program focusing on:

- Patients experience & outcomes
- Safety and reliability of care
- Team performance and staff well being
- Value and efficiency
Transforming Theatres
- What Is It?

- A program that utilises and builds on ‘The Productive Operating Theatre’ approach developed by the modernisation institute in England.

- Links to existing Safety and productivity initiatives in Wales
  - 1,000 Lives Plus - Reducing Surgical Complications
  - Cancelled Operations
  - DSU Productivity Tool

- Incorporate existing all Wales measures to demonstrate / benchmark progress
Transforming Theatres, focuses on three High Impact Principles (HIPs) with supporting measures:

- **HIP1** – Patient Safety and Quality: Measures – 1000 Lives ‘Reducing Surgical Complications’

- **HIP2** – Productivity: Measure - DSU Theatre Productivity Tool (TPT)

- **HIP3** – Efficiency: Measure – Financial savings
Transforming Theatres
- Progress to date?

- Identified Executive Lead
- Identified Programme Lead
- Set up Theatre Improvement Board
- Organised visioning meeting
- Support from NLIAH and DSU
Transforming Theatres
Visioning Workshop

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Transforming Theatres
- Purpose Of Visioning Session

- To identify a shared vision
- To identify potential barriers
- To identify champions to support the programme
Transforming Theatres
- Visioning Part 1

What does a perfect operating list look and feel like and what makes it happen?
What are the essential factors that create this ‘perfect’ state?

- Discuss on your table
- Write down your ideas

Feedback

Top ideas from each table (max 5 new ideas)
Vote for your essential factors for a perfect day by sticking a dot next to it.

Each person has 5 votes and can put a max of 2 votes against one factor.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Factors</th>
<th>Votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Good Communication</td>
<td>26</td>
</tr>
<tr>
<td>2</td>
<td>No Equipment/No Tray Issues</td>
<td>9</td>
</tr>
<tr>
<td>3</td>
<td>Adequate Staffing &amp; Skill Mix</td>
<td>16</td>
</tr>
<tr>
<td>4</td>
<td>Highly Motivated Staff</td>
<td>6</td>
</tr>
<tr>
<td>5</td>
<td>Correct Composition of List</td>
<td>3</td>
</tr>
<tr>
<td>6</td>
<td>Good Pre-Assessment</td>
<td>17</td>
</tr>
<tr>
<td>7</td>
<td>Good Teamwork</td>
<td>14</td>
</tr>
<tr>
<td>8</td>
<td>Good Patient Flow</td>
<td>8</td>
</tr>
<tr>
<td>9</td>
<td>Understanding of Role's Individual &amp; Group</td>
<td>11</td>
</tr>
<tr>
<td>10</td>
<td>Achievement of Agenda Start Time</td>
<td>3</td>
</tr>
</tbody>
</table>
What barriers are currently preventing you from having a perfect operating list?
What are the barriers that **regularly** prevent you from achieving this perfect operating list?

- Discuss on your table
- Write down your ideas

**Feedback**

Top ideas from each table (max 3 new ideas)
Vote for your essential factors for a perfect day by sticking a dot next to it.

Each person has 5 votes and can put a max of 2 votes against one factor.
Transforming Theatres - TPOT

The Productive Operating Theatre – Resource Box Set

The Productive Operating Theatre

Process

Session Start-up
Will help teams identify what is required to standardise the processes and make that standard repeatable, thereby eliminating duplication and delays by ensuring each task has been actioned at the right time.

Patient Preparation
Will focus on managing preparation of patients for surgery, focusing on the information and activities required in the theatre suite to 'pull' the patient for surgery efficiently and without delay.

Patient Turnaround
Covers the process of managing the transition between patients in the theatre.

Handover
Will help teams focus on the safe and efficient transfer of patients from one function to another.

Consumables and Equipment
Helps plan the levels and timing of top-up, including stock usage requirements, stock levels, storage and replenishment systems for surgical kit and consumables.

Recovery
Managing the patient’s recovery process, focusing on information flows, tasks and activities required to transfer the patient into recovery and out of the theatre suite, efficiently and without delay.

Enablers

Team-working
This module focuses on enhancing multidisciplinary teams working within operating theatres, training human factors helps teams understand the importance of, and introduce techniques to, improve communication using tools such as brief, debrief and time out.

Knowing How We Are Doing
Developing measures to help your theatre teams understand how you are doing against the overall objectives of the programme. This module will promote the use of facts and data to drive continuous improvement and promote ways to resolve issues in a team environment.

Well Organised Theatre
Will help teams organise their workplace to better support the processes being carried out in theatres, simplifying your workplace and reducing waste by having everything in the right place, at the right time, ready to go.

Scheduling
Looking at the essentials of the scheduling process through fresh eyes involving the whole team in:

- improving the flow of information
- ensuring each process is performed in a timely manner
- reducing errors/delays
- eliminating unnecessary duplication and maximising the effectiveness of the processes.

Operational Status at a Glance
A visual management tool that will support individual theatres and the whole theatre suite to demonstrate ‘real time’ performance enabling staff to pro-actively manage and mitigate any quality, safety or operational risks as they arise.

Foundation

Programme Leader’s Guide
Managing programme resource, where and how to start your programme including developing your local vision, governance, ensuring high quality implementation and planning for spread.

Executive Leader’s Guide
Focuses on raising awareness at board level about the strategic importance of the operating theatres to your organisation and the role of the board in providing the right conditions and framework for success.
Transforming Theatres - TPOT

The Productive Operating Theatre – Resource Box Set

How our Issues Link with the Proposed Model
Transforming Theatres - Creating The Vision

- Use the perfect list & barriers you drew up to create your vision
  
  Why?
  
  - Know where we want to be
  - Understand what we need to measure to get there
  - Identify areas where we can focus our attention for continuous improvement
St Mary’s Theatre Vision

St Mary’s theatre vision will ensure:
- Good communication
- Strong leadership and
- Efficient well-planned lists

Resulting in the best possible theatre experience for patients and staff alike, in terms of:

- Safety and reliability of care,
- Patient experience,
- Effective team working, and
- Efficiency and value

WEST SUFFOLK HOSPITAL - PUTTING YOU FIRST

At the West Suffolk Hospital we believe it is important to value and develop all staff to ensure that we create an environment where patients feel safe, cared for, and confident in their treatment. Our service standards apply to all of us, every day and in everything we do.

PAPWORTH - Our focus is patients, their comfort and care. This is at the forefront of our thinking and we are constantly working to develop the service we offer to the people we treat.
Transforming Theatres
Creating The Vision

Communication
Working together
Making achievable workloads

Time management
Accurate up to date patient information
Familiar team

Powys Operating Theatres aims to be an efficient, safe & patient centred environment, that provides the highest quality care for the local community
<table>
<thead>
<tr>
<th>Royal Gwent Urology Theatres Vision</th>
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<tbody>
<tr>
<td>Achieving</td>
</tr>
<tr>
<td>Good communication</td>
</tr>
<tr>
<td>Our patients well being</td>
</tr>
<tr>
<td>Observation of care</td>
</tr>
<tr>
<td>Dedicated team</td>
</tr>
<tr>
<td>Delivery of well planned lists</td>
</tr>
<tr>
<td>Allowing a good experience for staff and patients</td>
</tr>
<tr>
<td>Yes to efficiency and value</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Nevill Hall - Jade Theatre Vision</th>
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<tbody>
<tr>
<td>As a theatre team we aim to deliver a high quality service with the:</td>
</tr>
<tr>
<td>Right Patient</td>
</tr>
<tr>
<td>Right List</td>
</tr>
<tr>
<td>Right Equipment</td>
</tr>
<tr>
<td>Right Time</td>
</tr>
<tr>
<td>Every Time</td>
</tr>
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</table>
Transforming Theatres
- Next Steps

- Use the **perfect list** & **barriers** you drew up to **create your vision**
- Develop a project implementation plan
- Identify ‘showcase’ theatres
- Agree date for ‘Knowing How We Are Doing’ workshop
Transforming Theatres

ANY QUESTIONS ?

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