

# CHASING TURNOVER AND WINNING

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## BACKGROUND:

Abbott Northwestern Hospital



- Quaternary teaching medical center
- Minneapolis, MN
- 952 Licensed beds
- Magnet designated
- 20,000 annual cases
- 34 Operating Rooms in Main OR

## PROBLEMS:

- Lengthy turnover times
- Weak OR Governance structure
- Dissatisfied surgeons
- Lack of role clarity during turnover process

## PROJECT OBJECTIVES:

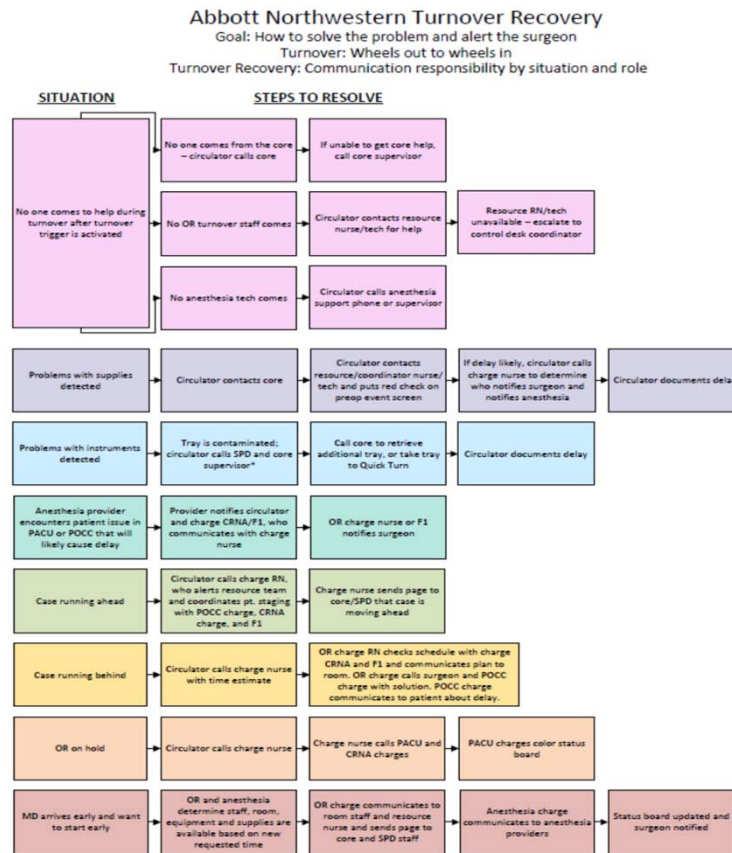
- Establish leadership infrastructure
- Analyze time segments
- Build daily accountability
- Build physician engagement
- Utilize recovery and escalation tactics
- Develop practical tips that can be implemented quickly

**METHODOLOGY:** (PDSA) Plan, Do Study, Act

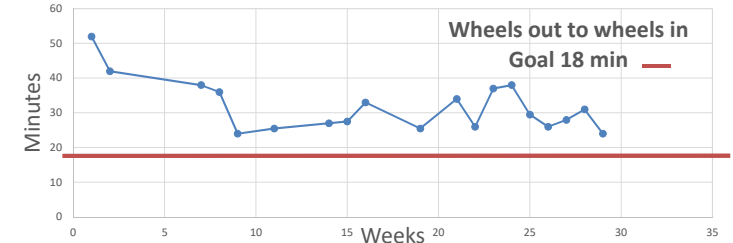
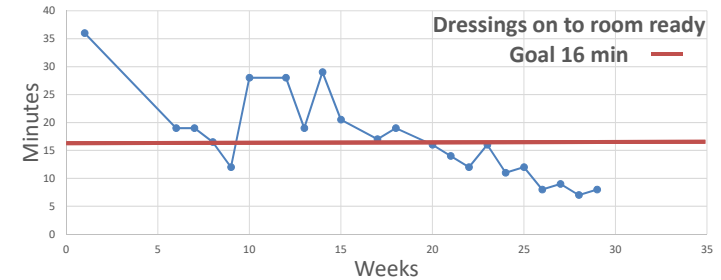
## IMPLEMENTATION STEPS:

- Multidisciplinary team chartered by governance committee
- Standard work for each turnover role with competencies
- Anesthesia auto-bring back for 1<sup>st</sup> case of the day
- Charge nurse identified turnover hot spots
- Team addressed issues in real-time
- Turnover recovery escalation tool implemented
- Daily metrics reported
- Detailed time segment analysis reviewed weekly

## SAMPLE TOOL:



## RESULTS TO DATE:



## CRITICAL SUCCESS FACTORS:

- Governance structure to direct and support improvement work
- Cohesive and focused leadership instilling a sense of urgency
- Daily engagement of front line teams
- Surgeon and Anesthesia champions
- Establishing standard work by front line teams
- Real-time analysis and observations
- Staff coaching each other to the process
- Daily metric visibility
- Time segment analysis
- Reward and recognition of success

## References:

AORN Efficiency Tool Kit

"The Healthcare Executive's Guide to Navigating the Surgical Suite: Biala and Fitzpatrick, Sigma 2018.

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