



OUTPATIENT OUTCOMES

Ideas to improve clinical, financial & operational efficiencies



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**Making the case for
infection prevention**

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**Using data to
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DATA-DRIVEN SOLUTIONS, SET IN MOTION

Phil Meyer knows efficiency helps the bottom line.

As chief operating officer of South Shore Ambulatory Surgery Center, he advocates for following the example of larger hospitals.

“Surgery centers are under even more financial pressure,” says Meyer. “Hospitals have a wide variety of revenue streams; we have essentially two — our insurance payers and our patients. We don’t get revenue from a radiology, lab, etc.”

South Shore is a busy center in Lynbrook, New York. Of its roughly 700 cases per month, more than half are surgical procedures. The center’s physicians are leaders in their respective fields.

Before South Shore, Meyer worked in a variety of acute care settings, including “everything from critical access facilities with 10 beds, to my last position where I was over three hospitals, 60 ORs and 1,500 beds.”

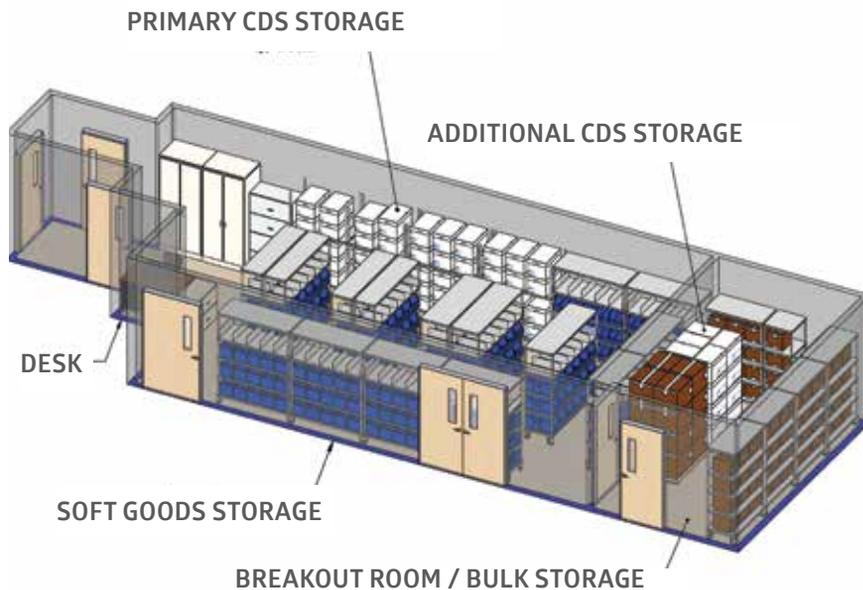
In one past position, Meyer took advantage of Medline’s perioperative supply management consulting services. He knew it would be a good fit when Medline Representative Colin Brumsted suggested bringing the same services to South Shore.

Re-engineering perioperative supply management

Colin Brumsted and Maria Guarino, Medline regional vice president, recently traveled to the New York City suburb of Long Island for an in-depth perioperative review of South Shore. It began with a Lean Assessment, reviewing supply management processes to look for clinical, logistical and financial opportunities.

A day after completing the assessment, Medline presented data-driven findings, along with dozens of photos highlighting possible areas of improvement. The facility was very interested in the potential improvements and agreed to next steps, which included:

- **Data collection** — Documenting current practices by procedure, analyzing surgical volume reports and preference cards, viewing case setups and meeting with team leads.
- **Case cart and supply flow analysis** — Observing staff interactions with the OR and staff productivity within their existing space.
- **Taking physical measurements of storage areas** — Using 2D and 3D CAD drawings to identify areas for improvement.



Comprehensive supply management

South Shore Ambulatory Surgery Center agreed to a comprehensive supply management program. Clinicians from Medline created the supply management program with custom Complete Delivery System (CDS) modules for five cases: foot, hand, knee and two shoulder — 96 percent of South Shore’s procedures. The CDS modules contain all disposable and procedure-specific items for each case. At the time of writing this article, South Shore’s clinical staff had reviewed the samples and approved the contents and architecture. They are excited about the benefits they expect to see from the program, including:

- **Reduced costs** — Redundant products discovered during the assessment have been eliminated.
- **Streamlined ordering and stocking** — Each CDS module is one SKU instead of many, removing 63,324 components from South Shore’s annual supply stream.
- **Improved storage** — Module contents are protected from damage. Meyer says, “When using a non-CDS system, we’re ordering supplies, opening those

boxes, taking them out, sliding them on metal racks, pulling them back off, if we don’t use them and pushing them back on. You can compromise packages that way. With CDS, you’re not moving it unless you need it.” Neat and orderly CDS modules will also optimize shelf space.

- **Faster setup** — The expression “time is money” applies particularly to surgery centers. “If we save 10 minutes with each turnover, we might do two more arthroscopies that day,” explains Meyer. CDS greatly reduces touch points for each component, decreasing case pick times by 54 percent, on average.¹ At South Shore, the five modules will eliminate 487,000 touch points. “In the operating room, the goal is to handle a supply as few times as possible,” he adds.
- **Innovative packaging** — Medline’s exclusive packaging system includes color-coded labels with well-organized, at-a-glance information about the module contents. South Shore took the color-coding a step further: They containerized surgical

instruments with color-coding to match the CDS modules.

- **Quick cleanup** — Red bags, wipes and other room turnover supplies are conveniently included and separated out within the container.
- **More environmentally friendly** — Protecting the environment is a priority at South Shore. With CDS, there is less wrapping and cardboard to throw away because many module components are not packaged separately. The container can be recycled or used for waste, whichever has the greater environmental benefit.

After completing the CDS build, a logistics consultant created a new process flow to improve productivity and ensure the modules would work within South Shore’s infrastructure. The consultation included illustrations showing proposed improvements to South Shore’s storage areas.

Service matters

Medline has worked closely with South Shore’s staff to prepare them for the changes.

“CDS is a true partnership, not just a program,” says Guarino. “We will return to South Shore to implement the CDS modules, work with the staff to make any necessary changes and provide ongoing support.”

Meyer recalls how the team was “very professional” throughout the process.

“We enjoyed working with [Medline],” he says. “They said, ‘Here’s exactly what you’re asking for; now let me show you a variation based on our experience.’ It’s good to get those perspectives.”

Outpatient Outcomes will check back in with South Shore Ambulatory Surgery Center after its implementation is complete. For now, the center’s data-driven solutions have been set in motion. ■

REFERENCES: [1]. Data on file.