

# 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:

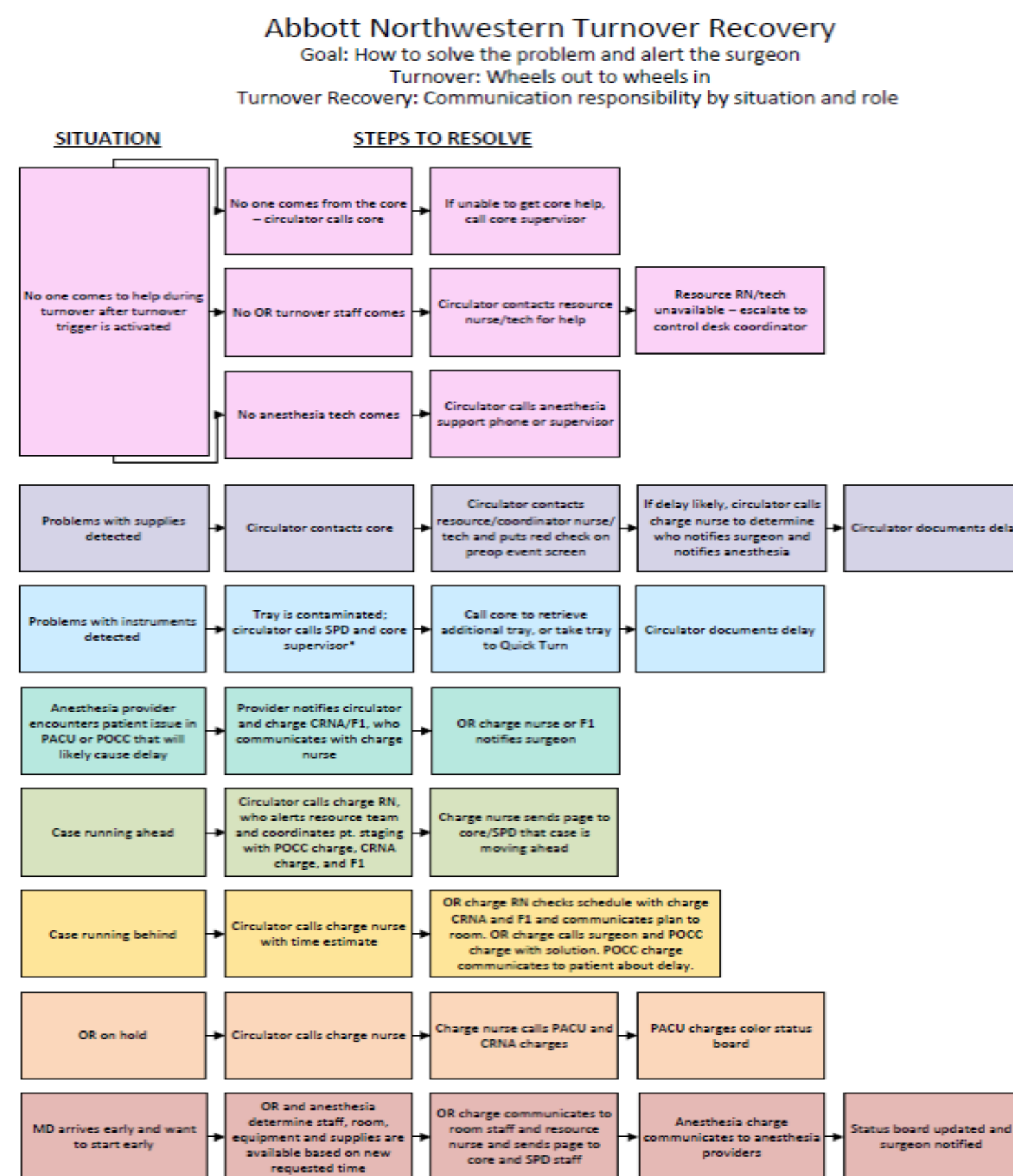
- Establish leadership infrastructure
- Analyze time segments
- Build daily accountability
- Build physician engagement
- Utilize recovery and escalation tactics
- Develop practical tips that can be implemented quickly

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

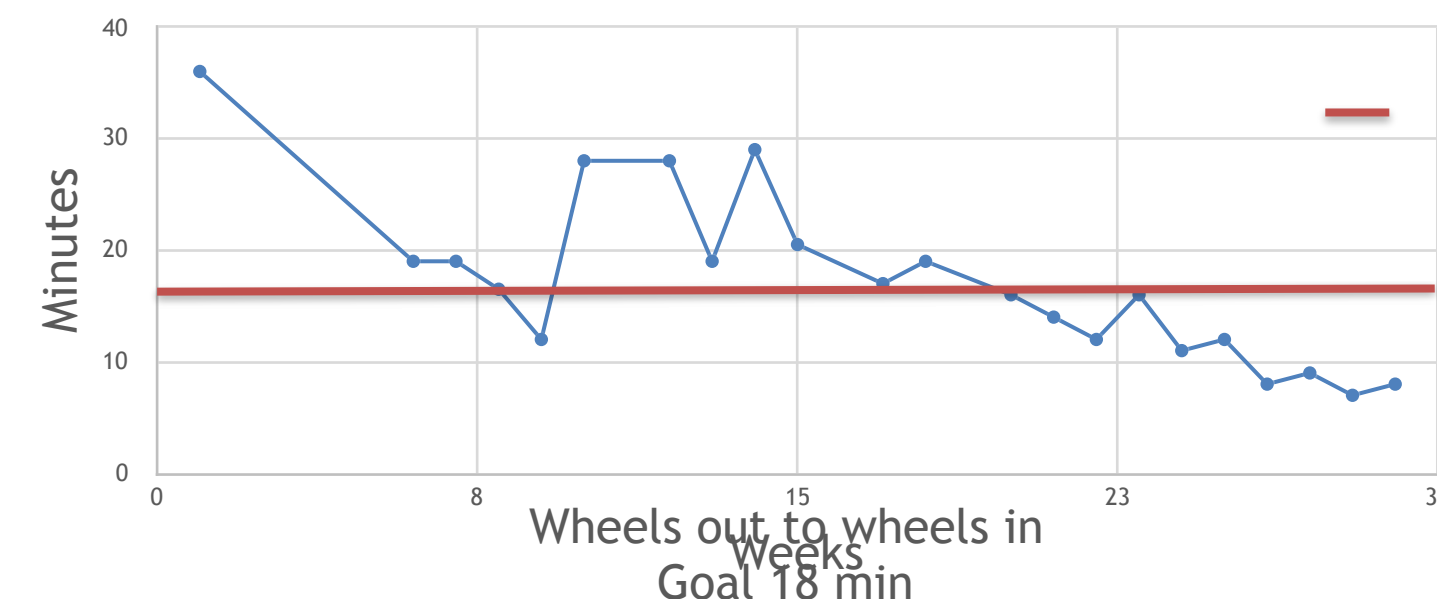
## IMPLEMENTATION STEPS:

- 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:



Dressings on to room ready  
**RESULTS TO DATE:** Goal 16 min



## 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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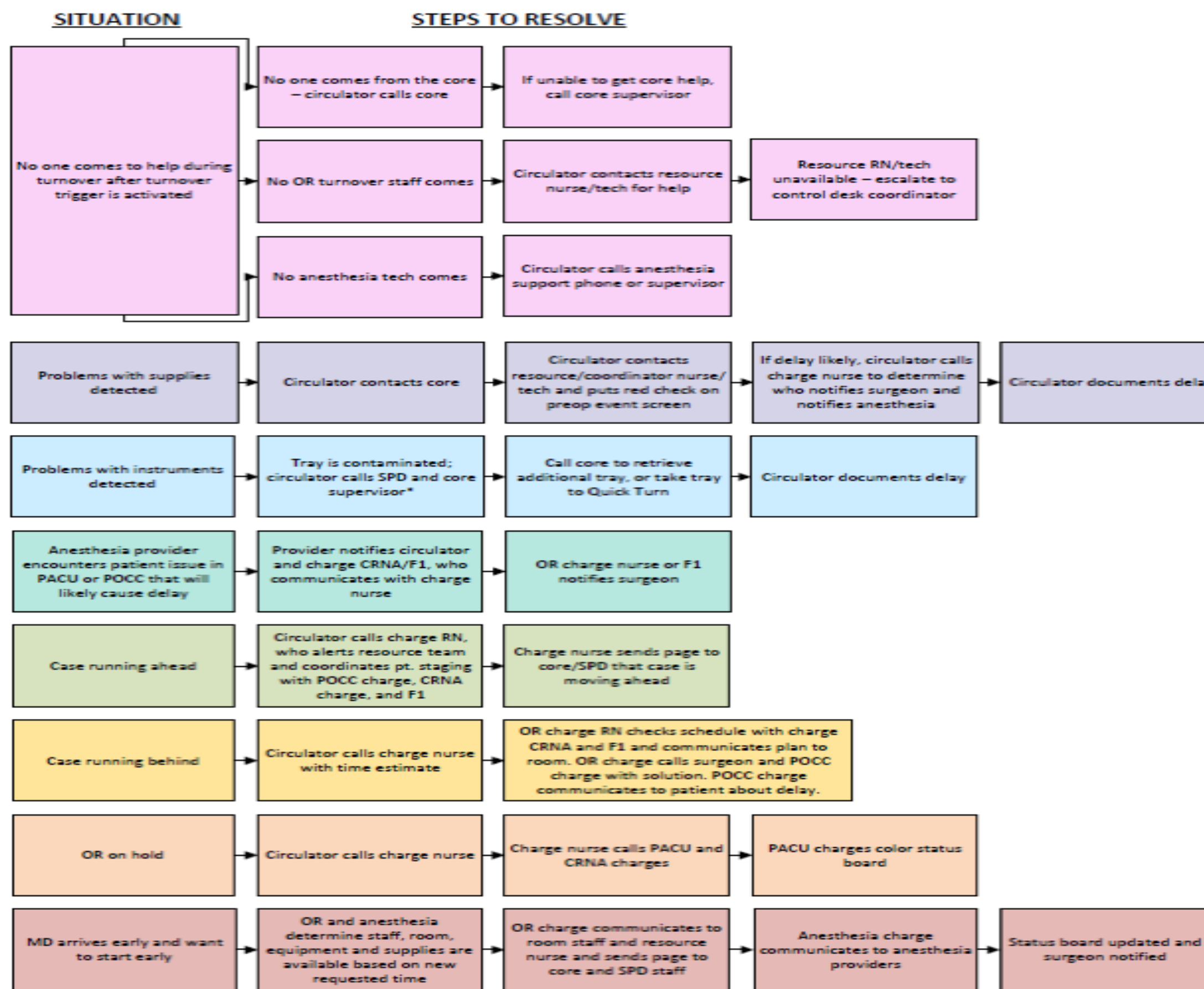
# Turnover Recovery

## Abbott Northwestern Turnover Recovery

Goal: How to solve the problem and alert the surgeon

Turnover: Wheels out to wheels in

Turnover Recovery: Communication responsibility by situation and role



\*In the ortho service, the circulator's first call is to the coordinator.

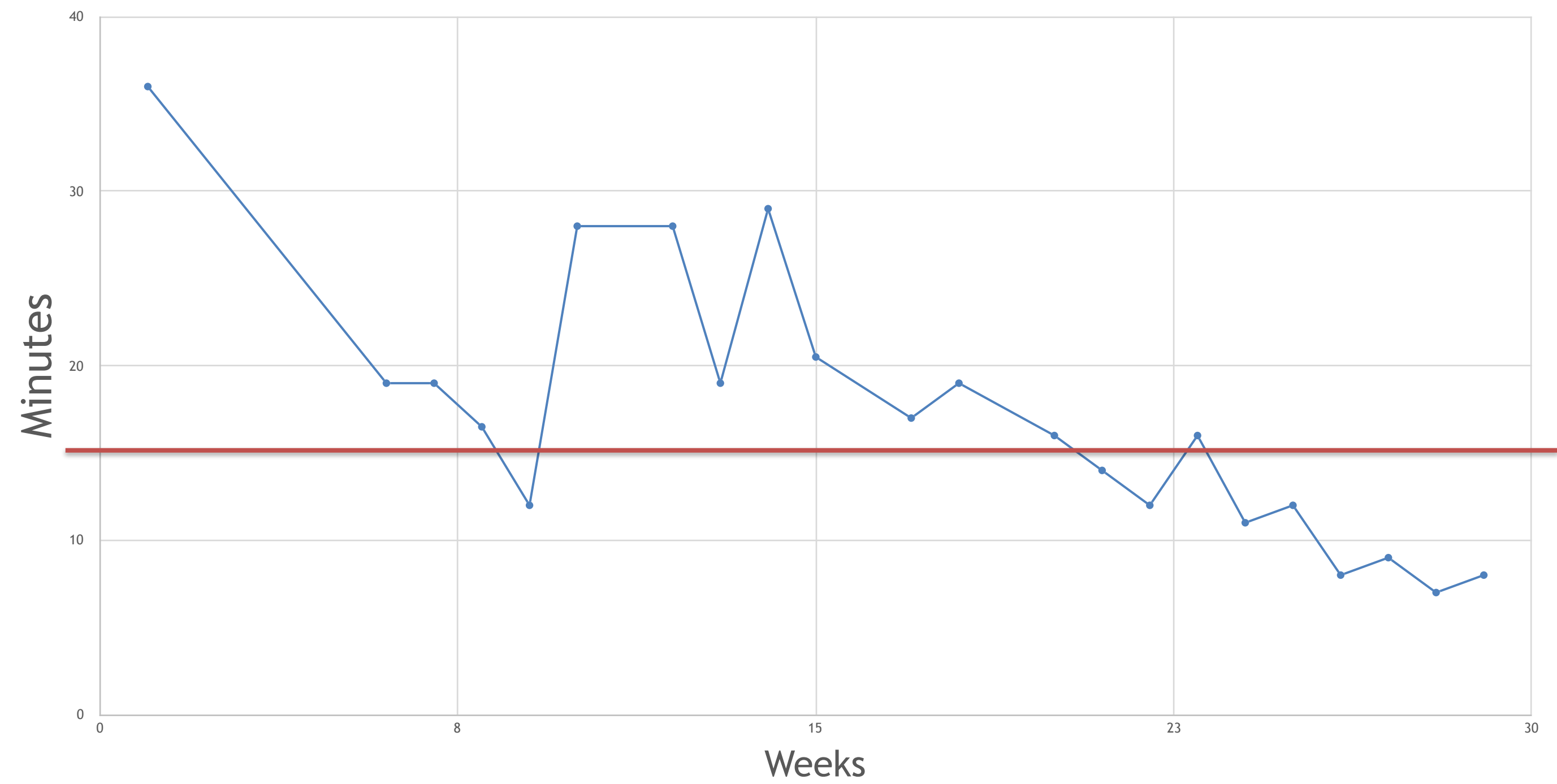
# Swim Lane Tool

OR Timeline  
Phase 3  
Procedure Start

Roles	Pt. In			Patient Preparation		Incision Made		(Time Ends)
	(Time Begins)			(Pt. Asleep)				
Surgeon					Positioning pt.	Scrubs		
Resident	Assist with transfer				Positioning pt.	Scrubs	Gowning/draping	
Anesthesia	Pt. on OR table	Place monitors	Induction/block/ spinal	Anesthesia equipment placement	Positioning pt.			
RN	Assist with transfer	X-ray called	Complete counts	Foley insertion, cautery pad applied	Positioning pt.	Preps pt. dry time 3 min.		Completes equipment hookups
Surgical Tech	Setting up back table Mayo		Complete counts			Dresses surgical team	Draping	
Anesthesia Tech								
Core Tech								
Housekeeping								
Float RN								
Surgical Team								
WHO Checklist		WHO Part A, before induction - anesthesia provider, scrub tech						WHO Part B Time-Out - all activity ceases
Vendor								

# Graph #1

Dressings on to room ready  
Goal 16 min



## Graph #2

