

# PHSA Surgical Services Innovation Aims to Reduce Waitlists and Improve Access

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“As one PHSA, our programs work together to achieve our collective goal – shorter waitlist for patients, better access to care, and improved overall surgical journey for our patients “

## WHAT ARE WE AIMING TO ACHIEVE?

### BC CHILDREN'S HOSPITAL

**Problem Statement:** The pediatric population typically undergoing dental surgery are often unable to tolerate treatment in a dental clinic due to their age (under 2 years). Any cancellation or delay on the day of surgery due to inadequate preparation can mean unused operating room (OR) time, delays and a poor experience for the patient and family.

**Aim:** The aim was to improve access to surgery by improving physical, emotional and psychological preparation and providing support to patients undergoing dental restorations and extractions. A nurse-led pre-anesthetic screening program was developed to address any potential sources of delays or concerns ahead of time and to ensure a more streamlined day of surgery experience.

#### GOAL 1

- Provide a single point of contact for all patients undergoing dental surgery.

#### GOAL 2

- Contact 100% of families to prepare them physically and emotionally for surgery.

#### GOAL 3

- Decrease delays and cancellations due to patient unpreparedness.

### BC WOMEN'S HOSPITAL

**Problem Statement:** Patients that require gynecology daycare procedures are booked through major operating rooms (ORs) in the Lower Mainland. Due to increasing demand for these services coupled with limited access to OR time across the province, this model of care is no longer sustainable.

**Aim:** The aim of the surgical gynecology optimization project is to implement an innovative model of care using procedural sedation that will improve patient outcomes (shorter recovery time) and improve system level outcomes (less resource intensive and higher provider satisfaction).

#### GOAL 1

- Expand capacity for scheduled gynecology daycare procedures through implementing procedural sedation.

#### GOAL 2

- Free up OR time in Vancouver hospitals (Vancouver General Hospital - VGH, St. Paul's Hospital – SPH , and University of British Columbia Hospital - UBC) to accommodate major surgeries through the transfer and consolidation of gynecology daycare surgeries to BC Women's Hospital (BCW).

### BC CANCER – VANCOUVER CENTRE

**Problem Statement:** The current BC Cancer Vancouver Centre Operating Room (OR) is not being utilized fully. Data shows that there are efficiency improvements opportunities in the surgical slate that can improve utilization.

**Aim:** The aim is to improve on 2018/29 metrics such as first case start time, early finishes and turnaround time in order to improve overall OR utilization rate. In addition, seasonal closures will be eliminated by one week.



#### GOAL 1

- Improve first case start time.



#### GOAL 2

- Reduce early finishes.



#### GOAL 3

- Reduce turnaround times.



#### GOAL 4

- Eliminate one week of seasonal closures.

## HOW DID WE DO IT?

### Pre-Anesthetic Screening Program

A nurse-led pre-anesthetic screening program was developed to addresses any potential sources of delay or concerns ahead of time, to ensure a more streamlined day of surgery experience.



#### PATIENT JOURNEY MAPPING SESSION

A session was held to explore what children and families need to feel prepared for their surgery and findings informed the planning and implementation of the patient questionnaire.



#### PATIENT QUESTIONNAIRE

Nurse teams now review patient questionnaires and health records 1-2 weeks prior to surgery and call the family to answer any questions or concerns.



#### ANESTHESIA CONSULT

If further assessment is required, anesthesia is consulted prior to surgery date.



#### SUPPORT CHILDREN WITH AUTISM

Sensory, emotional and communication assessment is done in collaboration to further improve the experience of families with autistic children.

### Surgical Gynecology Optimization

#### PILOT

Pilot in BCW's Care Program half-day per week

- Set up the procedural sedation pilot.
- Established protocols, guidelines and training.
- Created a half-day slate.
- Trained specialty nurses.

#### OPERATIONALIZE

Expand capacity within BCW scheduled gynecology daycare surgery

- Operationalized the procedural sedation service.
- Utilized OR space 'freed up' from obstetric surgical services move to Teck Acute Care Centre.
- Set up procedural rooms.
- Trained more OR staff – surgeons (across Vancouver) and nurses.

#### CURRENT STATE

Consolidate scheduled gynecology daycare surgery from across Vancouver hospitals

- On-boarded 28 surgeons to procedural sedation service.
- Established procedural sedation slates to 4 days per week.
- Implemented pooled booking of patients into the procedural sedation service.

### Surgical OR Efficiency Improvements

#### PROCESS MAPS



Utilized process maps of flow in the OR to identify rapid improvement opportunities.

#### NEW OR GRID



Developed a new OR grid to optimize booking of single surgical specialty per day to reduce turnaround times.

#### REDUCED SEASONAL CLOSURES



Reduced seasonal closures through active change management with staff and physicians.

#### SURGICAL PRE-ADMISSION CLINIC

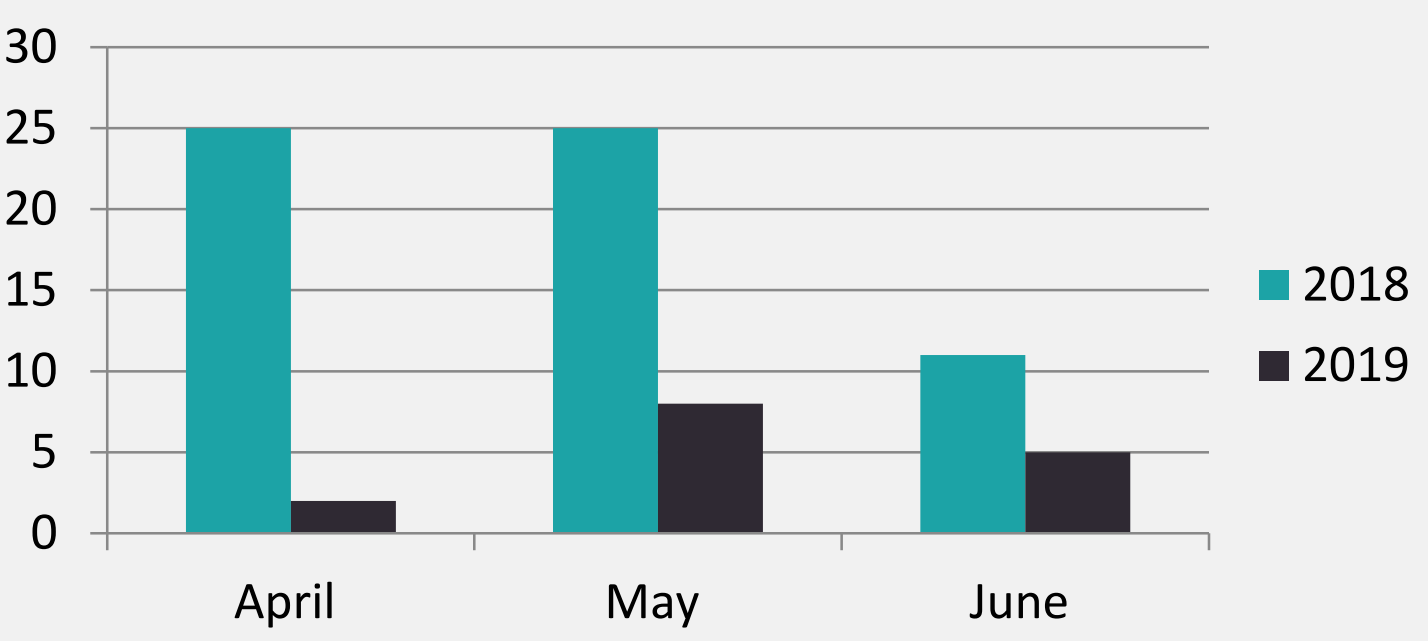


Implemented a surgical pre-admission clinic to ensure patients are supported through their surgical journey and are well prepared for their surgery.

## OUTCOMES AND PATIENT FEEDBACK

15 patients were cancelled in 2019 over a 3 months period compared to 61 in 2018

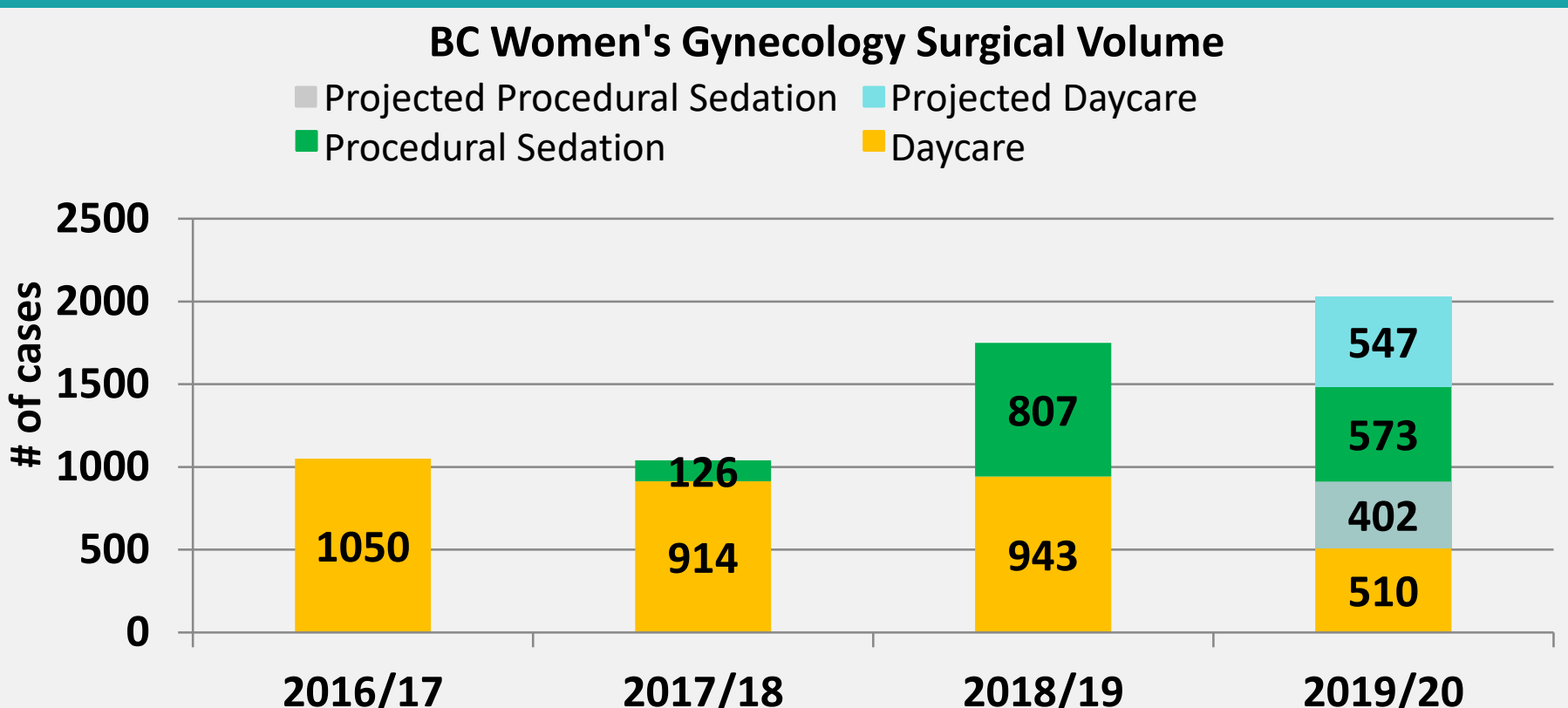
Number of Cancellations on Day of Surgery



“Even as a seasoned and skilled parent my interactions with you prior to today helped me feel so much less stressed about all that needed to happen. I can only imagine the huge impact this role has for parents when it's their first time.”  
- A.R. Autism specialist and Dental Surgery Parent

“We feel in very good hands. This has been the best communications protocol we have \*ever\* had in any Pre-Anesthesia encounter in the 17 years we have been going to BCCH.”  
- Long term family of BCCH

Increased cases from ~1000 in 2016/17 to ~2,300 in 2019/20

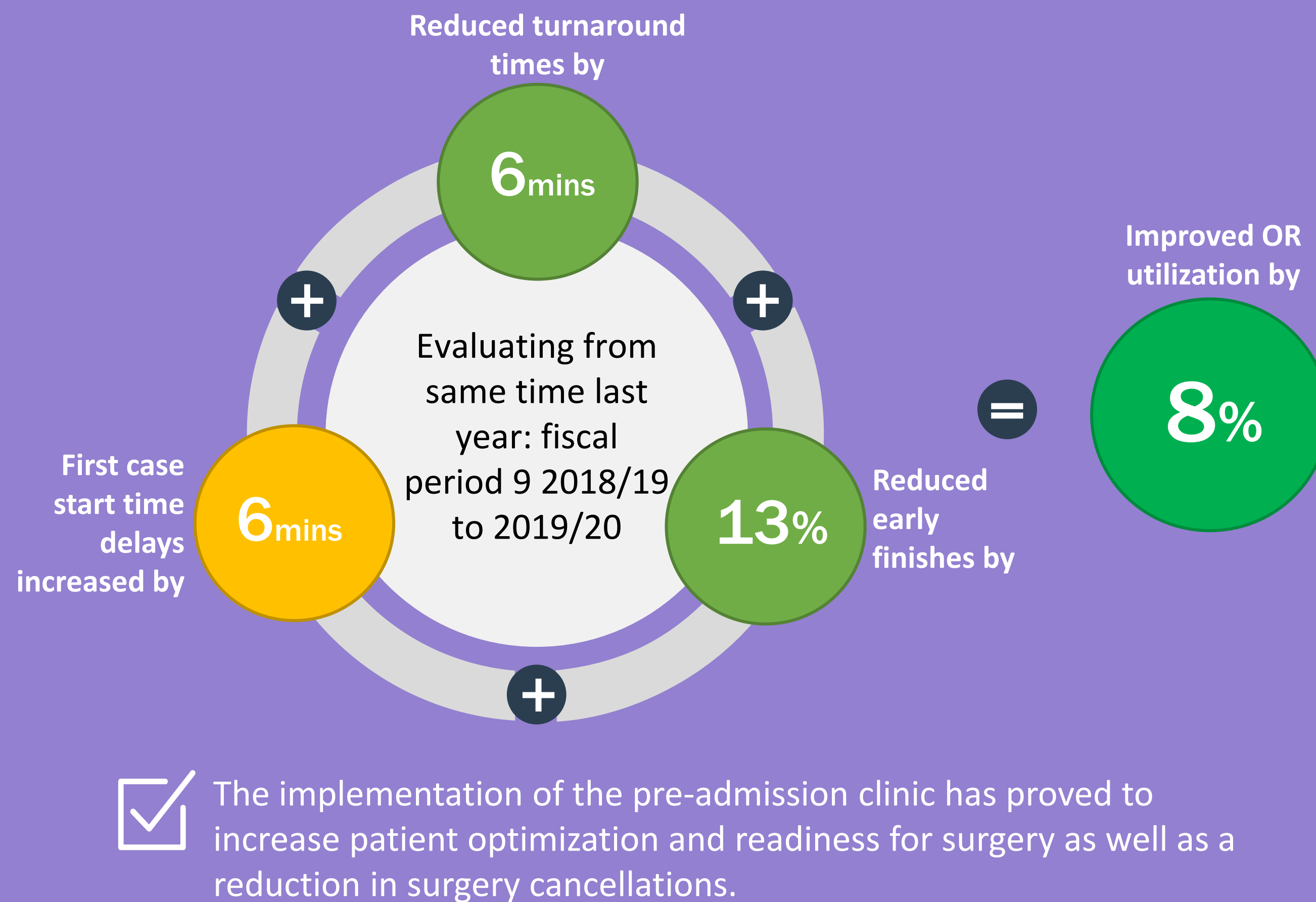


92%

of patients indicated they would choose procedural sedation if they had to do the procedure again.

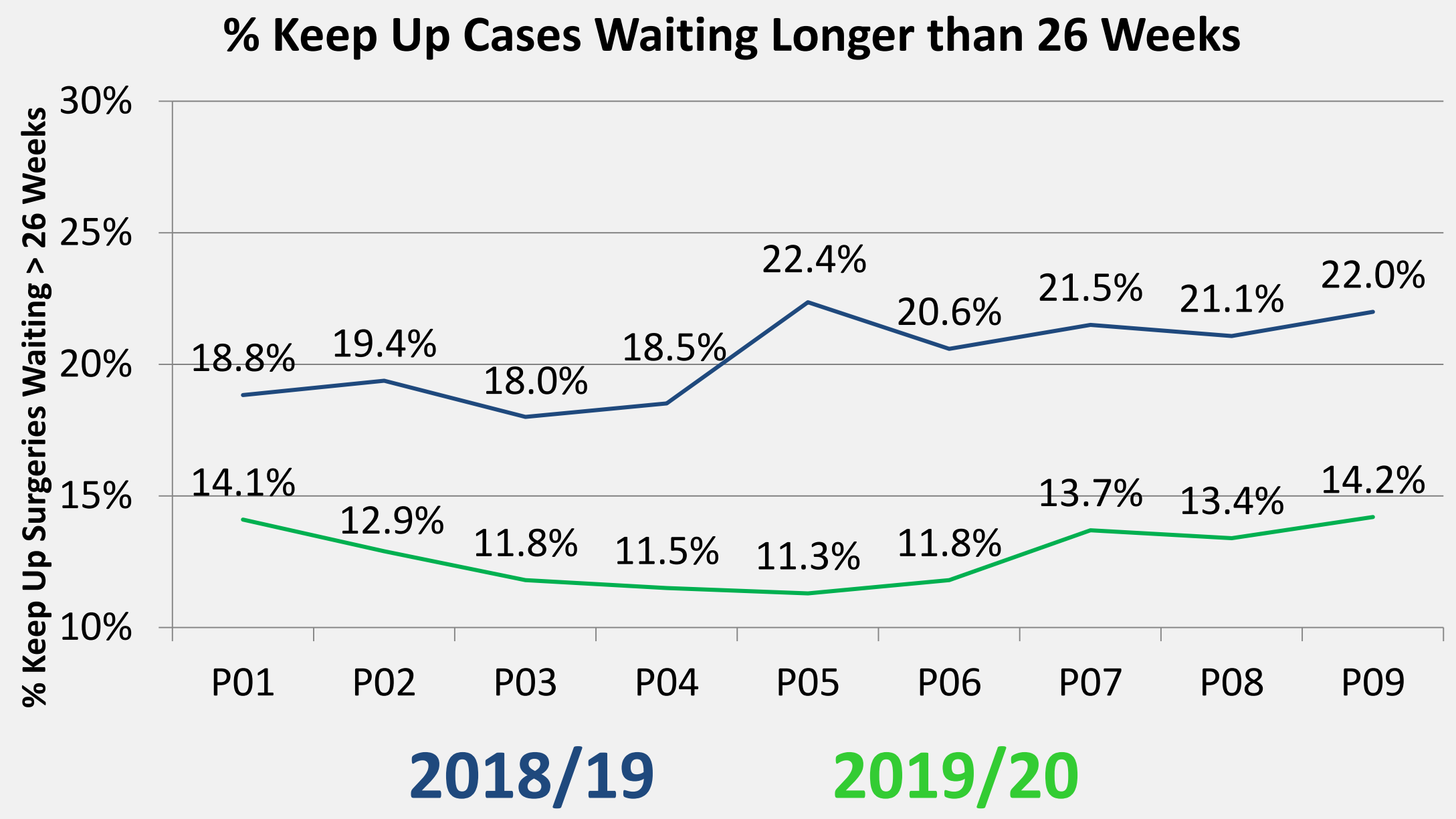
83%

of patients felt comfortable having the procedural done under sedation as opposed to general anesthesia.



## OVERALL PHSA IMPACT

Percentage of patients waiting longer than 26 weeks for their surgery has significantly decreased in 2019/20 compared to 2018/19



\*Note – Measuring the Ministry of Health's definition of "Keep Up" Waiting Cases

### PATIENT IMPACT

- ✓ Improved patient experience
- ✓ Faster recovery with procedural sedation
- ✓ Improved patient and family preparedness
- ✓ Reduced OR delays
- ✓ Decreased waits for surgery

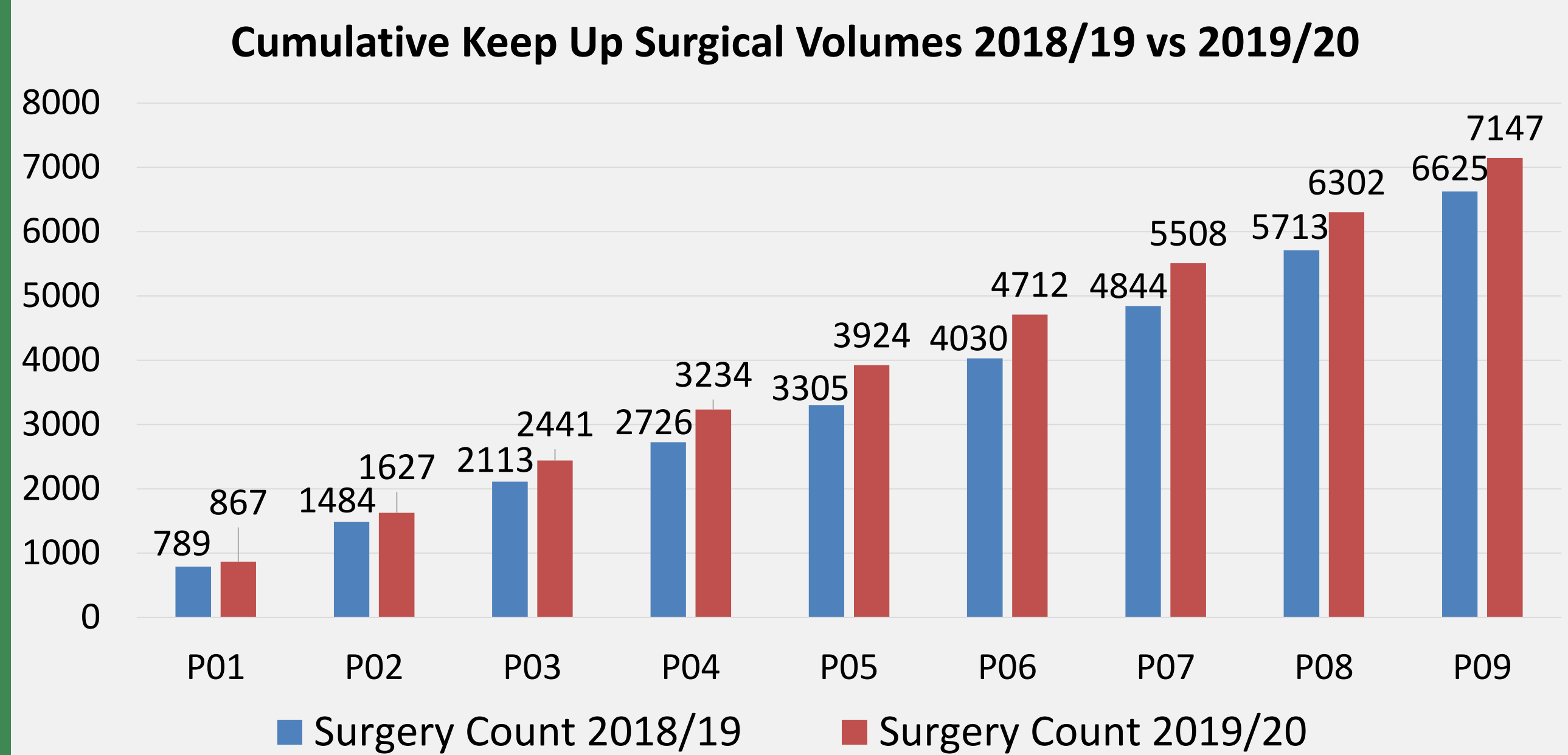
### SYSTEM IMPACT

- ✓ Improved access
- ✓ Developed a innovative model of care
- ✓ Released 175 days/year of OR time at SPH, UBC and VGH
- ✓ Decreased day of surgery cancellations
- ✓ Realigned existing resources to decrease costs for anaesthesia resources
- ✓ Improved utilization of slates

### STAFF IMPACT

- ✓ Improved nurse satisfaction and retention
- ✓ Increased knowledge of patients prior to the first meeting with surgeon
- ✓ Improved staff coordination
- ✓ Improved physician satisfaction

Year to date total surgical cases completed increased by 522 cases in 2019/20 compared to 2018/19



\*Note – Measuring the Ministry of Health's definition of "Keep Up" volumes