



# Case Study

## MVT<sup>®</sup> Reduces Non-Productive OR Time 51% and Turnover Time 22% while Cutting Per Case Cost by Over \$100

### The Opportunity

A medium sized hospital's non-productive OR time and OR turnover time was higher than desired. They had tried the recommendations of "expert" consultants, ideas that had worked at other hospitals, and ideas published in literature. All of these approaches failed. Having heard about QualPro's work with other hospitals, they commissioned an MVT<sup>®</sup> project.

### The Results

Non-Productive OR time decreased by almost 51% and turnover time decreased by over 22%. As is typical with an MVT<sup>®</sup> study, they were also able to reduce their cost—saving over \$100 per case. The supply cost savings alone saved the hospital over \$630,000 per year. In addition, the decrease in non-productive and turnover time created capacity for \$2.3 million in additional cases.

The MVT<sup>®</sup> study found that three of the ideas help decrease non-productive OR time and two of the ideas helped both turnover time and supply cost. Five of the ideas that were intended to help actually hurt. Thirteen of the ideas made no difference by themselves. In addition, one of the ideas which by itself made no difference had a synergistic effect with one of the helpful ideas which unexpectedly improved surgeon satisfaction.

Surprisingly, many of the ideas which involved providing extra help or more specific information to other departments actually hurt. One idea which was intended to help turnover time had no impact on turnover time but significantly reduced non-productive time.

### The Approach

The hospital involved people from the OR and other departments in their MVT<sup>®</sup> project. Project participants selected two key measures (non-productive OR time and turnover time) and two secondary measures (supply cost and surgeon satisfaction). The project team wanted to ensure they were not hurting cost or satisfaction by improving efficiency.

### The Test

Since QualPro's MVT<sup>®</sup> Process was so different from anything the hospital had tried before, the tests generated a great amount of enthusiasm.

Brainstorming by physicians, nurses, transporters, techs, and other departments identified 249 ideas which might improve non-productive and turnover time. Of these, 22 which were practical, fast, and cost free were selected to test using QualPro's MVT<sup>®</sup> Process. Just two months of MVT<sup>®</sup> testing revealed the impact of each test idea, individually and in combinations.

<i>Idea</i>	<i>Old</i>	<i>New</i>
ER Transfer Location	Floor	Holding
X-Rays Pull Timing	3 hours before	ASAP
Holding Calls Sooner	30 minutes	60 minutes
Timing Info Given to Floor	ASAP	Time needed
Floor Transfer Check List	No	Yes
Timing Info Given to Lab	ASAP	Time needed
Emphasis on "Surgeons are Customers"	No	Yes
Surgical Team Debriefs	No	Yes
Staff Helps Transports	No	Yes
Transports Assigned to ORs	No	Yes
OR White Board	No	Yes
Time Given for Add-Ons	Estimate only	Estimate & callback time
Holding Set-up Anes Trays	No	Yes
Notify RN of Pending Issues	No	Yes
Verify Schedule with Surgeon	No	Yes
Stress Turnover to Staff	No	Yes
Highlight Do Not Open	No	Yes
Team Flips	No	Yes
Vendor Log Book	No	Yes
Missing Items Noted on Pick Sheet	No	Yes
Surgeon First Stop after Surgery	Family	Next patient
More Detailed Preop Check List	No	Yes