

**IMPLEMENTED RESULTS**  
**SCORECARD**

# Bloomsburg Hospital

## Bloomsburg, Pennsylvania

**B**LOOMSBURG HOSPITAL is a community hospital located in Bloomsburg, PA. The hospital services patients requiring emergent care and has a Surgical Services Unit consisting of four operating rooms where in-patient and out-patient procedures are routinely performed.

### THE CHALLENGE

Over the past several years Bloomsburg Hospital has been faced with competitive pressures from some of the neighboring community hospitals. This includes Geisinger Health, a renowned local hospital and one of the largest Health Systems in the State of Pennsylvania. In recent years the hospital has struggled to remain profitable, which prompted the CEO to engage Carpedia. The Surgical Services Unit was the main area of focus. The challenge was to understand the required OR capacity and work with the hospital management to realign schedules in order to compress the number of OR's used. Each operating room requires a surgical team with the largest cost being the Locum CRNA, a contracted Anesthetist. Reducing the OR requirement from 4 operating rooms to 3 would allow the hospital to scale back the surgical teams commensurately.

### THE RESULTS

- Operational costs in the Surgical Services Unit are tracking at 21% less than the previous fiscal year, with a consistent volume of procedures.
- The core strategy of the project was to quantitatively understand causes of lost time in the OR and develop a schedule which would realign surgeons and surgeries alike to improve room utilization.

- Method changes in conjunction with the implementation of a scheduling methodology were developed to compress the OR requirement from 4 to 3 rooms. Room Utilization improved from 42% to 69%.
- Surgeon Block Times were reviewed and assessed based on Block Utilization. The OR constraint was identified to be Tuesdays. Blocks were adjusted to distribute OR requirements more evenly throughout the week. A formal scheduling review now takes place on a monthly basis within Management to assess Room Utilization, Block Utilization, and then adjusted accordingly.
- Observations were conducted with supporting departments to the OR. PAT – Pre-Admission Testing, SPU – Short Procedure Unit, PACU – Post Anesthesia Care Unit.
- Method Changes were developed in these areas to improve communication and efficiency between all departments, as well to improve the overall patient experience.
- Developed room changeover standards and checklist to aid surgical teams with room clean up and set up requirements.
- Established patient arrival and release standards pre and post surgery.
- Developed pre-surgery admittance procedure to confirm with patient in advance their availability, scheduled time and date for surgery.
- Installed a patient documentation checklist executed in SPU 3 days prior to surgery to ensure all pre-admission testing and paperwork has been completed and processed.
- Standardized paperwork and process for all surgeon offices to create consistency in information and flow.
- Operational reporting was developed to measure weekly performance against requirements for volumes, FTEs, Room Utilization, and Block Utilization.

### THE TESTIMONIAL

MR. REGIS P. CABONOR, PRESIDENT & CEO: "They were key to the implementation of very pragmatic changes to the Operating Room schedule and then operation of support areas that resulted in greater efficiencies and greater patient satisfaction...The consolidation yielded a net reduction of one surgical support team and even more importantly has necessitated that all functional groups operate more efficiently. I am pleased to say that through the efforts of both Carpedia and Bloomsburg Hospital Management we have achieved our objectives."

**Carpedia International** is a management firm uniquely focused on helping leading companies implement sustainable improvements in revenue growth, productivity, and asset utilization.

