

# Improving Theatre Access

Royal Children's Hospital, Melbourne

**Leo Donnan**

Chief of Surgery

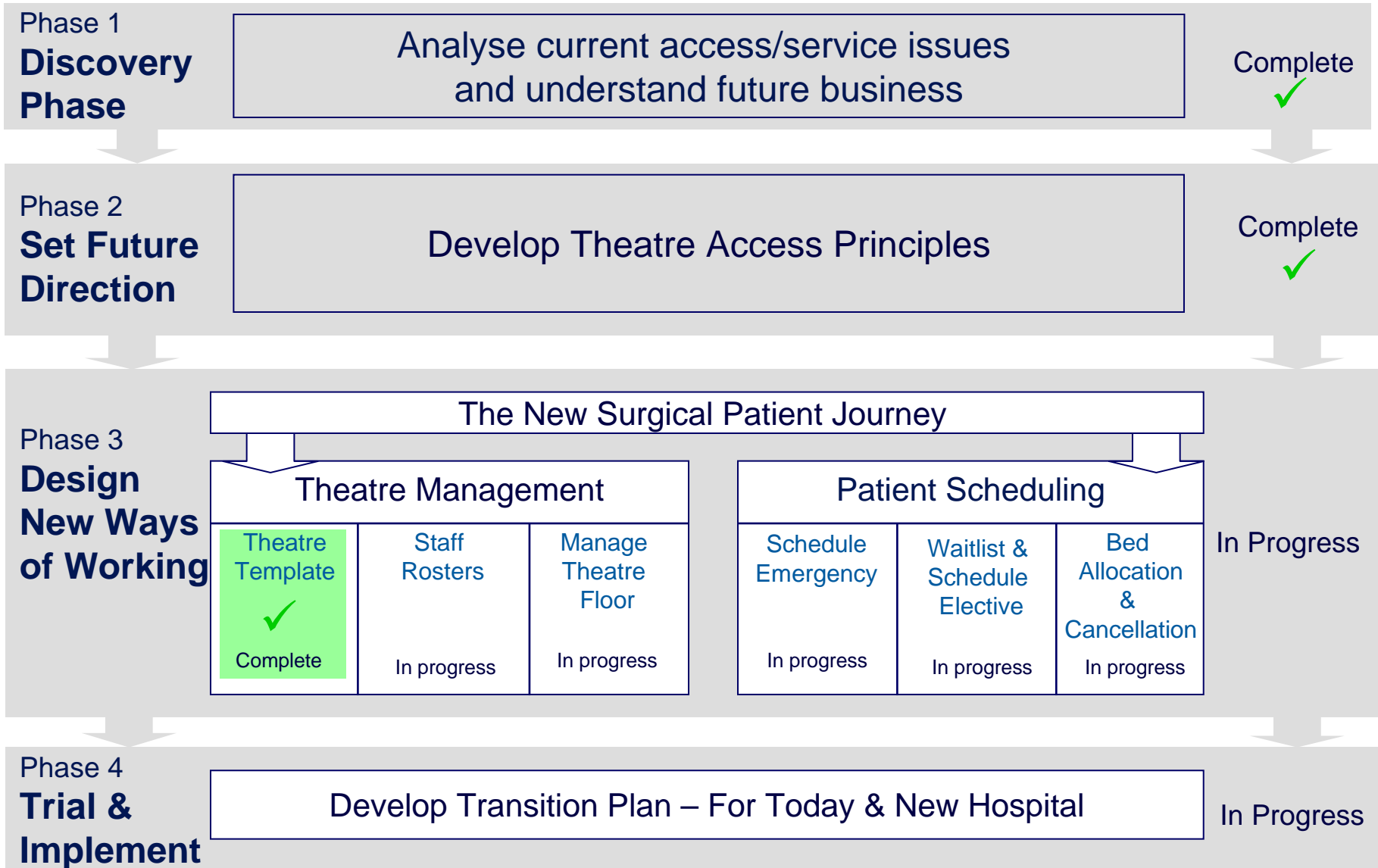
**Isabel de Silva**

Project Officer, Surgery

# Objectives

- ✓ Improve patient access; provide more timely access to the right theatre and surgical team
- ✓ Align service provision and access with demand and bed capacity (as per new hospital service plan)
- ✓ Reduce peaks and troughs in hospital wide activity created by theatre scheduling & patient placement
- ✓ Manage hospital resources more efficiently
- ✓ Improve the working environment for surgical services staff

# Theatre Access Project



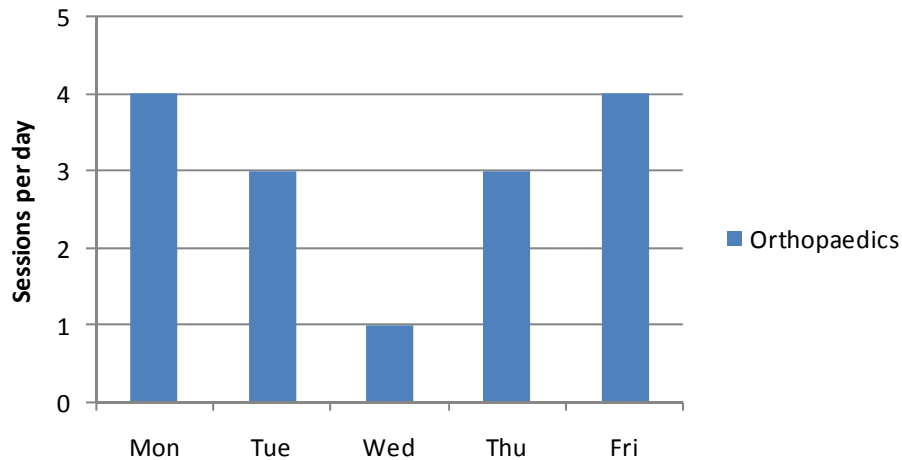
# Total number of sessions & number of lists by specialty

$$\text{No. Sessions per week} = \frac{\text{Arrivals per week} \times \text{Case length(mins)}}{\text{Session length(mins)} \times \text{Utilisation}} \times \frac{52}{\text{No. Workweeks per year}}$$

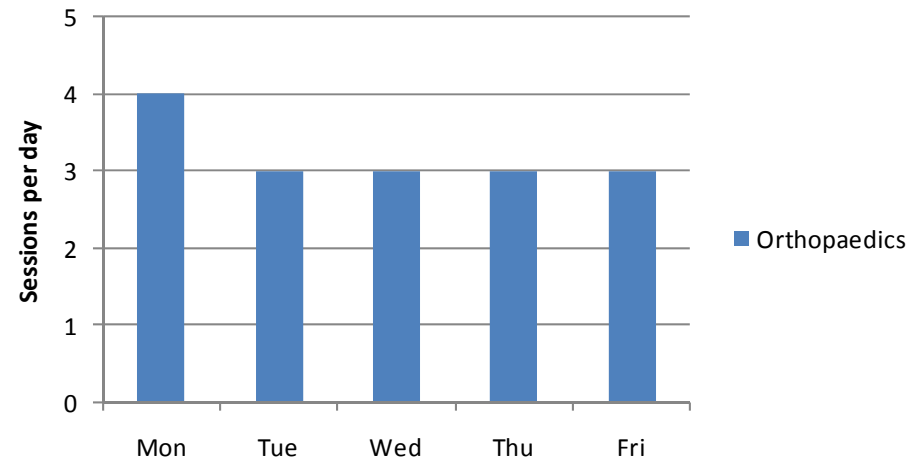
- Arrivals= Arrivals onto the Waiting List
- Case length = Average (by Specialty)
- Session length = available session length (240 mins)
- Utilisation = Nominal utilisation over the year (75%)

# List balance over the work week

## Current Schedule

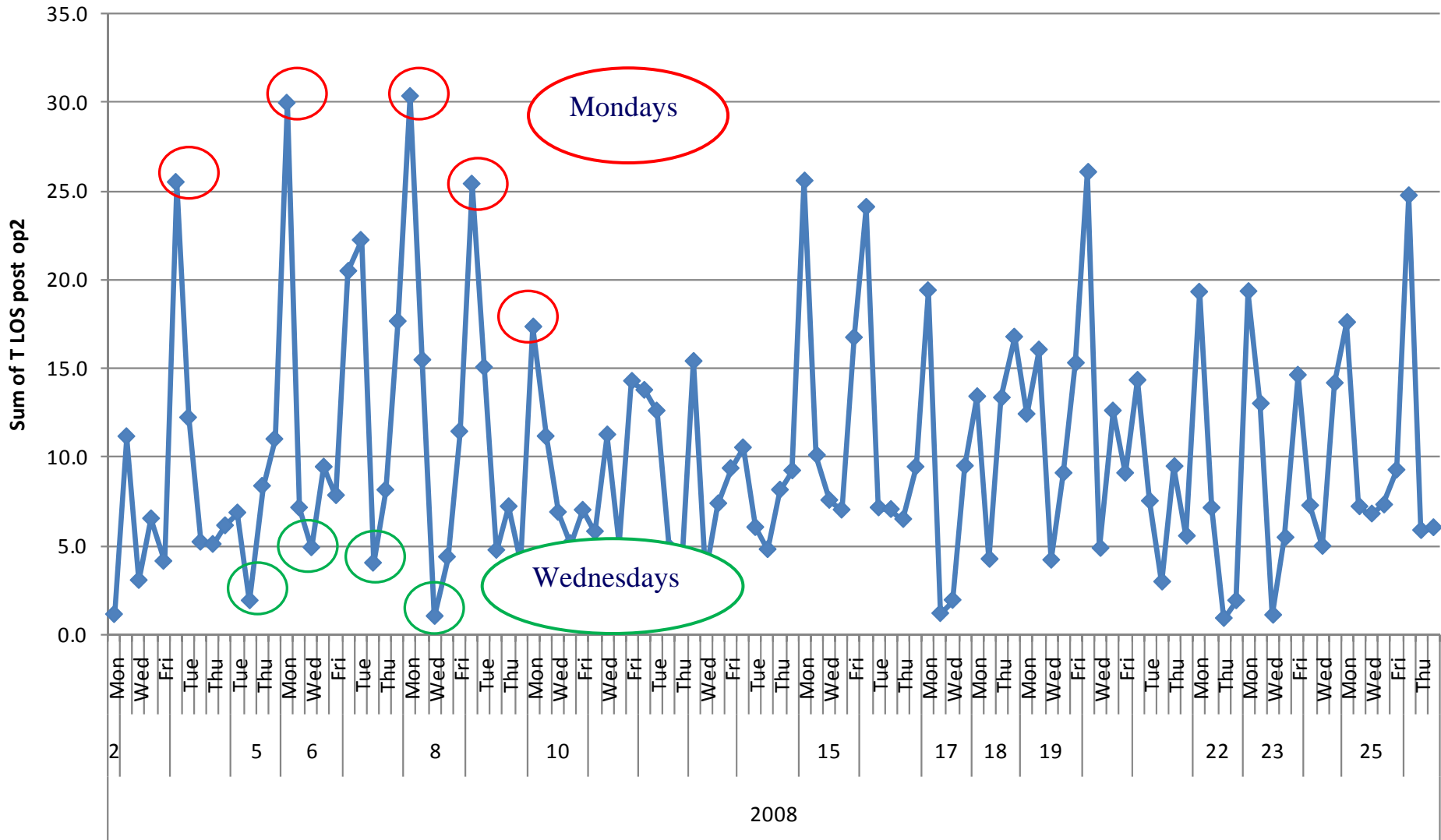


## Suggested Schedule



# Theatre output – bed days

ORT



# New Template

1. Separate

2. Ensure adequate

3. Match acuity and

5. Balance acuity and specialty over the

Elective

8. Review and adjust the template regularly

2. Accept different utilisation targets

Side by side lists

More all day lists

Work in > 75%  
Emergency = 65%

PROPOSED ONE WEEK THEATRE SCHEDULE effective 29th March. FINAL

Day/Date	Session	COR1	COR2	COR3	COR4	PMAC
Monday	1	Plastics ELE	ENT Berkowitz			Haem ELE
	2	Plastics ELE	Gen Surg ELE			
	3					
Tuesday	1	Plastics ELE	Ophthal ELE			Cardiac Surgery ELE
	2	Plastics ELE	ENT Ryan			Cardiac Surgery ELE
	3					
Wednesday	1	Plastics ELE	Plastics ELE	Gen Surg WI	Gen Surg ELE	
	2	Plastics ELE	Plastics ELE	Emerg EME	Wk 1 & 3 Johnson Wk 2 Torode Wk 4 Graham	Urology&Renal ELE
	3			Emerg EME		
Thursday	1	Plastics		Wk 1 & 3 Thoracics Wk 2 & 4 Open	Ortho	
	2					
	3					
Friday	1	ENT ELE	Ophthal ELE	Gen Surg WI	Gen Surg ELE	Ortho Balakumar Spine
	2	Plastics ELE	Plastics ELE	Emerg EME	Khot	Ortho Balakumar Spine
	3			Emerg EME		Urology&Renal W

# Other Access Initiatives

- ☑ **Manage Theatre Template**

- ☑ Peri-operative management committee, annual review process

- ☑ **Staff Rosters**

- ☑ Link workforce planning to the schedule

- ☑ **Managing the theatre floor**

- ☑ Improve information and decision making tools

# Other Access Initiatives

- ✓ **Scheduling electives and work-ins**

- ✓ One pathway to access theatre; clinical prioritisation

- ✓ **Scheduling emergency**

- ✓ Greater transparency; monitoring of triage timeframes

- ✓ **Bed allocation**

- ✓ One pathway to access a bed; focus on LOS management

# Leave Planning Tool

DAY	SESS	KEY	OR1	OR2	OR3	OR4	OR5
M O N D A Y	1	TEAM CONSULT	UROLOGY	PLASTICS	SURG/ONC	OPHTHAL	ORTHO
		BED PROFILE	<b>MIJO</b>	<b>KIMA</b>	<b>MINI</b>	<b>JOMC</b>	<b>MAOS</b>
	ANAESTH. BOOKINGS	(2 / 2 / 0) MARTIN	(1 / 2 / 0) SKINNER	(0 / 1 / 2) <b>JAMES</b>	(5 / 0 / 0) JONES	(0 / 2 / 1) TAYLOR	
	2	TEAM CONSULT		BURNS	EMERG	DENTAL	ORTHO
	BEDS		<b>TOCL</b>		<b>RAMA</b>	<b>GANNA (SPINE)</b>	
ANAESTH. BOOKINGS			(0 / 0 / 2) HAROLD	PERRY	(2 / 2 / 0) POTTER	(0 / 0 / 1) TURNER	

# New admission pack

Length of stay prediction to assist bed planning

Suitable for all elective, emergency or work-in patients

Consent signed before entry to waiting list

Pre-admission planning for elective patients

**TRIAL Request for Patient Admission and/or Theatre**

Allergies		<input type="checkbox"/> No	<input type="checkbox"/> Yes	Specify
				<input type="checkbox"/> Latex
				<input type="checkbox"/> Medication
				<input type="checkbox"/> Food

**3. Clinical urgency**

Patient location	Clinical urgency	Elective patients
<input type="checkbox"/> Emergency Department	<input type="checkbox"/> Emergency (next 30 mins)	Patient ready for care? <input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> Inpatient ward	<input type="checkbox"/> 30 mins to 2 hrs	If NO, by what date will patient be ready for care? _____
<input type="checkbox"/> Clinic (immediate admission) pg 4000	<input type="checkbox"/> 2 hrs to 6 hrs	Is this a staged procedure? <input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> Home (elective)	<input type="checkbox"/> 6 hrs to 24 hrs	Pre-admission assessment required? <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Interhospital transfer</b>		
<input type="checkbox"/> Urgent 0-24 hrs	<input type="checkbox"/> 1-5 days (work-in)	Assess: <input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> Semi-urgent 24-48 hrs	<input type="checkbox"/> 6-30 days (Cat 1 elective)	Social issues: <input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> Non-urgent 48 hrs+	<input type="checkbox"/> 30-90 days (Cat 2 elective)	Medical co-morbidities: <input type="checkbox"/> Yes <input type="checkbox"/> No
	<input type="checkbox"/> >90 days (Cat 3 elective)	Allied health review: <input type="checkbox"/> Yes <input type="checkbox"/> No

Name of Hospital \_\_\_\_\_

**6. Bed request**

If a bed is required in the next 24 hrs contact the Bed Manager - call \_\_\_\_\_

Does this child need overnight admission?  No  Yes Estimated total LCC \_\_\_\_\_ days

Type of bed required:  Short stay  Day surgery  23 hr  Ward  PICU  Est LCC in PICU  NICU  Isolation

**7. Request for procedure**

Estimated procedure duration \_\_\_\_\_ mins  Image intensification

Equipment/radiology requirements \_\_\_\_\_

Pre-operative tests \_\_\_\_\_

The surgeon is responsible for coordinating all pre-operative tests, including blood tests

Anticipated anaesthesia required:  General  Local  Sedation

**8. Request for emergency theatre access**

Only complete if theatre required in next 24 hrs. Contact theatre on 0045 5240 to discuss emergency.

Requested by \_\_\_\_\_ Procedure list (if different to emergency) \_\_\_\_\_

Phone/pager \_\_\_\_\_ Phone/pager \_\_\_\_\_

Requested time \_\_\_\_\_ Availability \_\_\_\_\_ Notice \_\_\_\_\_

Last intake: Food \_\_\_\_\_ Fluids \_\_\_\_\_

**Theatre office use only (Emergency bookings)**

Booking taken by: Name \_\_\_\_\_ Date / / Time  a.m.  p.m.

Authorized by: UC Anest \_\_\_\_\_ UC RN \_\_\_\_\_

Booking confirmed for: Date / / a.m.  p.m.  Eve  Night

CRMS booking considered by \_\_\_\_\_

**Hospital Consent Form**

OR NUMBER \_\_\_\_\_ SURNAME \_\_\_\_\_ GIVEN NAME(S) \_\_\_\_\_ DATE OF BIRTH \_\_\_\_\_ AFFIX PATIENT LABEL HERE ↑

(Being the parent/legal guardian of \_\_\_\_\_ LAST NAME \_\_\_\_\_)

Consent to the following procedure(s) \_\_\_\_\_

The doctor has told me:

- about my/my child's condition and treatment options and I
- that the procedure/treatment has some risks and side effects

BY DOCTOR: I have a good understanding of the nature of the procedure, its material risks and its complications. I have explained to the above named patient/parent/guardian the nature and effect of the operation(s) and/or treatment(s). In my opinion he/she has understood this explanation and has signed in my presence.

Signature \_\_\_\_\_ Doctor \_\_\_\_\_ Date / /

If interpreter service used: Name of interpreter \_\_\_\_\_ Date / /

**On the day of surgery/operation**

To be completed by surgeon/anaesthetist

- Confirm the patient's identity
- Confirm the above procedure(s) with parent/patient
- Ensure the operative site/side is marked (if appropriate)

\_\_\_\_\_ Print name \_\_\_\_\_

MR 6359/A

# Online emergency patient list

Emergency Patient List

Suite: GENERAL OPERATING SUITE      Speciality: \*\*\* ALL \*\*\*

Clinical	MRN Number Patient Name	DOB Surgeon	Bkg Date Op Date	Breach Time	Theatre Ward From	Patient Readiness	Consultant Specialty	Stage	Booking Notes Clinical Priority Comment	Operation Description
1	667774 SMITH, ALAN	9 NOV 1938 GREEN GORDON	9 JUL 2008 18 SEP 2008	180	TH2		GREEN GORDON	Booked		LAP CHOLE
2	R842030 JONES, ASHLEY JOHN	25 MAR 1970 WILSON WENDY	9 JUL 2008 18 SEP 2008	75	TH2 3A		GREEN GORDON GENERAL SURGERY	Booked		
2	764780 SMITH, ADRIAN	23 NOV 1965 WILSON WENDY	27 AUG 2008 18 SEP 2008		TH2 ICU		WILSON WENDY GENERAL SURGERY	Booked		
4	3021631 SMITH, ALFRED	16 AUG 1923 WILSON WENDY	18 SEP 2008	941	TH2 HDU		BARLOW KEH GENERAL SURGERY	Booked		
5	R841238 SUGDEN, PERCY JOHN	19 APR 1938 GREEN GORDON	9 JUL 2008 19 SEP 2008		TH2		GREEN GORDON ORTHOPAEDICS	Booked		HIP REPLACEMENT

Show patients that are:  Inp Waiting  Booked  In Suite  In Aisles  Induction

Events Booking Window

Number of copies: 1

# Thank you

[isabel.desilva@rch.org.au](mailto:isabel.desilva@rch.org.au)

[leo.donnan@rch.org.au](mailto:leo.donnan@rch.org.au)