



The Indiana Regional Medical Center (IRMC), located in Indiana, Pennsylvania, is a 147-bed not-for-profit hospital that has a long history of providing comprehensive health services for people located within Indiana County and in surrounding counties. Founded in 1914, IRMC became a regional medical center in 2002 and employs more than 50 physicians. Corazon has worked extensively with IRMC's leadership and physicians in the past, having completed numerous consulting, program

accreditation, and peer review projects. Given the significant contribution of the surgical services to the financial health of the hospital, and the identified need to have a third-party review operations and facility use by IRMC surgeons and staff, Corazon was engaged to identify the root causes and develop solutions to improve the performance of the Perioperative Services.

Initial Step: **Assessment and Root Case Analysis**

Corazon's assessment covered the existing operations and process of IRMC's Operating Rooms (7 rooms), Endoscopy Suites (3 rooms), and the freestanding attached Ambulatory Surgery Center (4 rooms), along with the related continuum of care (Scheduling, Pre-op, Post-op). Corazon also reviewed the hospital's surgical services facilities, operations, scheduling, workflows, and throughput. Operational goals for the review included:

- Optimize throughput
- Improve performance and resource utilization
- Increase physician and patient satisfaction
- Create a formalized Leadership and Governance structure

Additionally, key performance metrics (room and block utilization, first case start time, turnover time, scheduling accuracy) were analyzed and compared to national benchmarks to identify gaps and opportunities. After analyzing the hospital's data, the need for IRMC to continue to improve upon peri-operative national benchmarks became apparent. When combined with real-time observations and interviews with key hospital constituencies, Corazon was able to identify significant opportunities for peri-operative improvement.

Physician Engagement: **Transparency and Consensus**

Having a long-established relationship with IRMC's leadership and surgeons, Corazon's process was initiated by openly sharing the findings and recommendations with all participating parties. Following this initial step, a steering committee with representation from the hospital leadership team and physicians was established to provide guidance and to reach a consensus on the next steps.

Going To Work: **Goals and Metrics Targets**

Based on identified pain points and findings from Corazon's peri-operative assessment, the steering committee developed operational goals and established year-one target metrics to create a more efficient and provider-friendly perioperative service offering. Such goals included:

- Reorganized physician leadership and governance structure
- Revised Policies and procedures
- Year one metrics to reach or beat national benchmarks

Getting It Done: **Execution Structure**

To implement the recommendations and achieve established goals and target metrics, a shared physician-led governance structure was established between the hospital and its surgeons. The newfound governance structure was composed of a medical director and a joint operating committee, which included multispecialty physicians. Regular meetings were then established to develop and execute plans to complete assigned initiatives and achieve goals.

Bumps on the Road: **Challenges**

While Corazon's process ultimately achieved its desired goals, a few items caused longer facilitation and buy-in, which is typical for any program seeking to improve operations. These obstacles were primarily related to:

- Data availability and analysis
- History of past failed attempts
- Consensus building and development of trust among the key stakeholders
- Enforcement of policies by peers

Year-One Results: **Good News**

The commitment of leadership and dedication of key physicians resulted in the development of policies, procedures, and focused initiatives to improve key performance metrics. On-going monitoring showed improvement in most areas of focus, while not all targets were achieved, most metrics showed significant improvement. More importantly, the hospital the physicians continue to dedicate time and focus on these efforts.

For a more detailed explanation of this Perioperative project that involved the expertise and facilitation skills of Corazon, call 412.364.8200.