

Cowichan Surgical Services

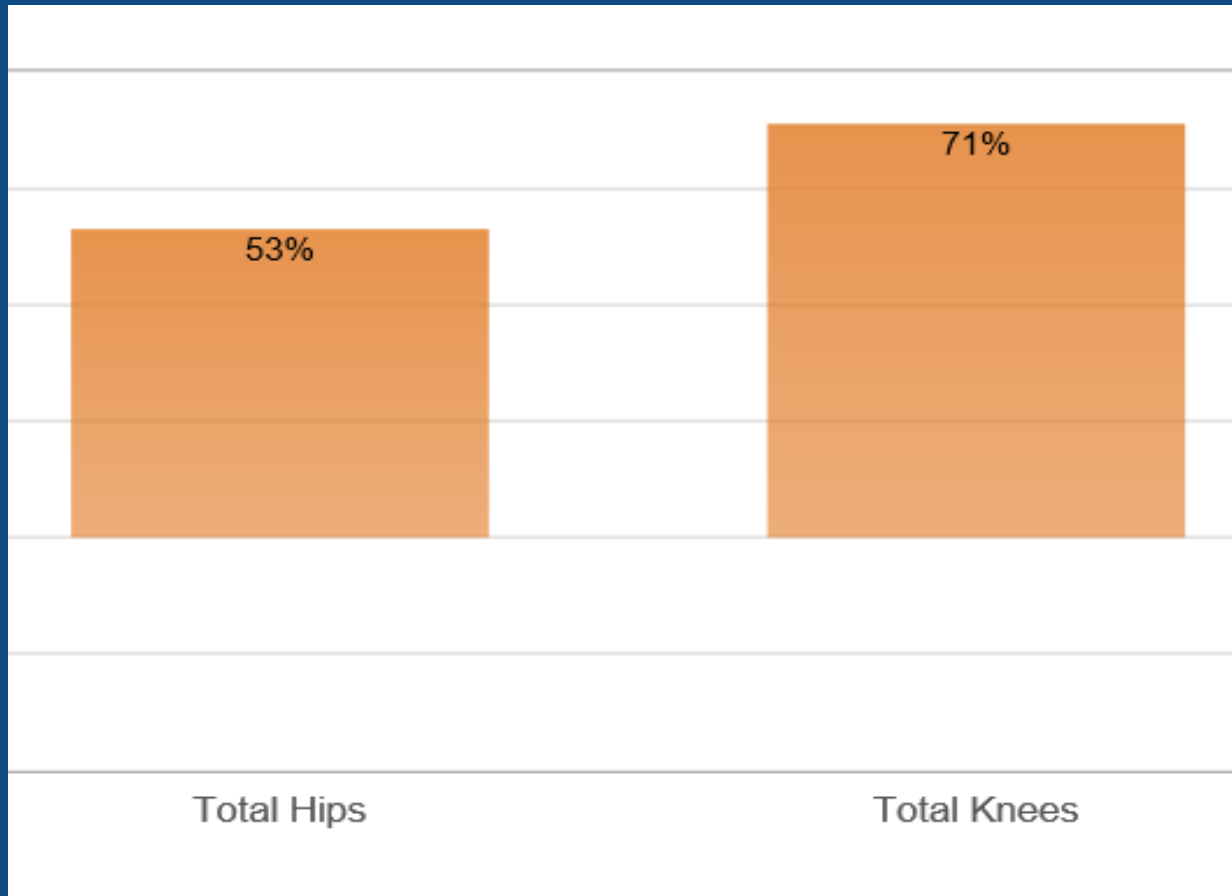
Team approach to identify, reduce waste and boost efficiency.



Disclosure

- I have no relationships with commercial interests.

Surgical Wait Times >26 Weeks 2016



Lean Events

Kaizen events use swim lane maps to document the current and future process



Team Involvement

Nurses

Surgeons

Anesthesia

Housekeeping

Clerks

MDRD Techs

OR Booking



17/18 Fiscal Year Increase Activity

- Completed 78 additional total joints without an increase of resources to Operating Room

Division	Current Utilization			Adjusted Utilization			Potential Utilization		
	Slate Hours	OR Hours	Current Utilization	Cases	Hours	Adjusted Utilization	Extra Cases	Extra Hours	Potential Utilization
Dentistry	308	277	90%	6	3	91%	12	18	97%
General Surgery	1,021	945	93%	6	8	93%	20	33	97%
Obs & Gyne	633	562	89%	9	9	90%	15	24	94%
Oral Surgery	14	12	85%	-	-	85%	-	-	85%
Orthopedics	1,584	1,443	91%	25	34	93%	15	29	95%
Otolaryngology	311	285	91%	4	3	92%	14	18	98%
Plastic Surgery	165	157	95%	4	3	97%	-	-	97%
Urology	453	401	89%	3	3	89%	16	23	94%
Site Total	4,490	4,084	91%	57	64	92%	92	145	96%

Goals for 18/19

- Catch-up procedures reduced to 5% waiting past 26 weeks
- Continue to complete current surgical activity for other specialties “keep up procedures”
- Secure increased resourcing to improve efficiency and increase surgical activity.

Cowichan Surgical Strategy

- Increase surgical access for Cowichan at View Royal.
- Increase orthopaedic OR time by 2 days/month.
- Increase total joint activity by a further 100 total joints above 17/18 volumes.

Data October 2018

Funding and Resources Secured

Site-Level Results

Site	YTD Slate Utilization (adjusted)			YTD Opportunity Cases			Magnitude of 2018/19 Opportunity	
	2018/19	2017/18	Net Change	2018/19	2017/18	Net Change		
CDH	99%	93%	+6% ▲	26	46	-20 -43% ▼		
CRH	96%	94%	+2% ↔	26	26	- - ↔		
CVH	91%	92%	-1% ↔	38	28	+10 +36% ▲		
NRH	97%	95%	+2% ↔	69	40	+29 +73% ▲		
RJH	96%	96%	-0% ↔	96	74	+22 +30% ▲		
SPH	95%	100%	-5% ▼	28	8	+20 +250% ▲		
VGH	99%	100%	-1% ↔	187	131	+56 +43% ▲		
WCH	85%	82%	+3% ▲	58	50	+8 +16% ▲		
Total	96%	96%	+0% ↔	528	403	+125 +31% ▲		

Site Results

Site	YTD Volumes			Current Waitlist Backlog			Magnitude of Cases Waiting > 26 weeks
	2018/19	2018/19 Target	Net Change	Total Size	>26 weeks	% >26 weeks	
CDH	236	223	+13 +6% ▲	368	66	18%	
CRH	229	220	+9 +4% ▲	196	51	26%	
CVH	220	279	-59 -21% ▼	401	226	56%	
NRH	511	517	-6 -1% ↔	413	109	26%	
RJH/VGH	1,343	1,254	+89 +7% ▲	695	35	5%	
SPH	-	-	-	-	-	-	
VRSC/Contracted	-	-	-	-	-	-	
WCH	-	-	-	-	-	-	
Total	2,539	2,494	+45 +2% ▲	2,073	487	23%	

Note:

- Only including Scheduled "Catch Up" and Total Joints Procedures
- 2018/19 Target based on 2016/17 volumes with an adjustment for planned additional cases

Challenges Remaining 2018

- Exit delays still 6%
- Securing further funding to support growth of other services
- Recruitment and retention of specialized health professionals

Continuous Improvement

- Cowichan secured funding to change patient flow, which has reduced our exit delay to 4%.
- Cowichan is training specialty education students to assist in filling vacancies.
- Cowichan secured funding to increase capacity at current site, which increased operating room time by 2 slates per week.

Current Status

Surgical Activity and Impact on the Waitlist Backlog

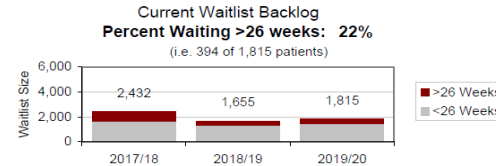
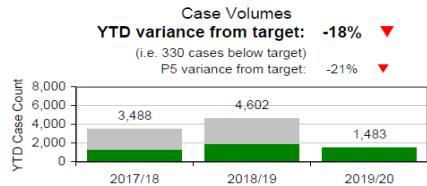
Current Reporting Period: **FY2019/20 Period 5**

Based on scheduled surgical activity between Apr 1, 2016 and Aug 22, 2019

Vancouver Island

"Catch Up" Total Joint Procedure Types

"Catch Up" Total Joint Procedure Types



YTD Case Completions

	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13
2019/20	378	678	991	1,222	1,483	-	-	-	-	-	-	-	-
2018/19	441	830	1,201	1,511	1,815	2,157	2,539	2,953	3,375	3,648	4,016	4,354	4,602
2017/18	170	459	765	1,006	1,206	1,399	1,650	1,922	2,192	2,402	2,699	3,036	3,488
2019/20 Target	406	752	1,149	1,481	1,813	2,186	2,567	2,948	3,350	3,631	4,033	4,416	4,661

Waitlist Size

Total	>26 Weeks	Variance
1,815	394 (22%)	2% ▲
1,655	325 (20%)	-14% ▼
2,432	808 (33%)	-

Site Results

Site	YTD Volumes			Current Waitlist Backlog			Magnitude of Cases Waiting > 26 weeks
	2019/20	2019/20 Target	Net Change	Total Size	>26 weeks	% >26 weeks	
CDH	180	225	-45 -20% ▼	494	217	44%	
CRH	120	177	-57 -32% ▼	243	55	23%	
CVH	180	208	-28 -13% ▼	257	103	40%	
NRH	309	376	-67 -18% ▼	198	17	9%	
RJH/VGH	694	827	-133 -16% ▼	623	2	0%	
SPH	-	-	-	-	-	-	
VRSC/Contracted	-	-	-	-	-	-	
WCH	-	-	-	-	-	-	
Total	1,483	1,813	-330 -18% ▼	1,815	394	22%	

Note:

- "Catch Up" Total Joint Procedure Types include Scheduled: Total Hips and Total Knees procedures

09/18/2019

All metrics exclude Endoscopy procedures
 For more performance insights please visit <https://island.light-house.ca/>



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New Challenges

- Single point of referral
- Continued upkeep with efficiencies
- Specialized Health Care Recruitment
- Exploration of further potential to complete more Total Joints.

Questions?