

National Quality Improvement Conference

50% Time Reduction of Consignment Handling by Redesigning Delivery Process in Operating Theatre

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Problem Statement

Consignment items were daily delivered to Operating Theatre (OT). Vendors travelled 30 minutes through a busy corridor meant for patient transfers.



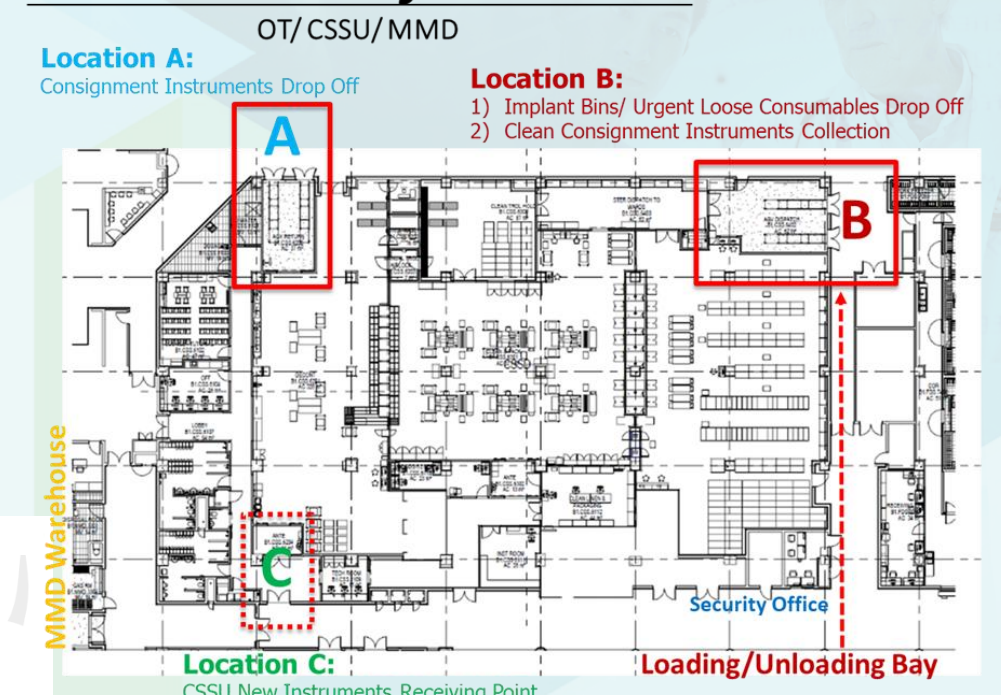
Upon arrival, vendors contact OT nurse to receive hence, disrupting clinical care. A one-day observation revealed that OT nurses handled the receipt process 19 times, translated to 44.3 hours per month. Moreover, consignment boxes cluttered along the corridor, posing safety hazards and were unpleasant sight for patients.

Potential Solutions

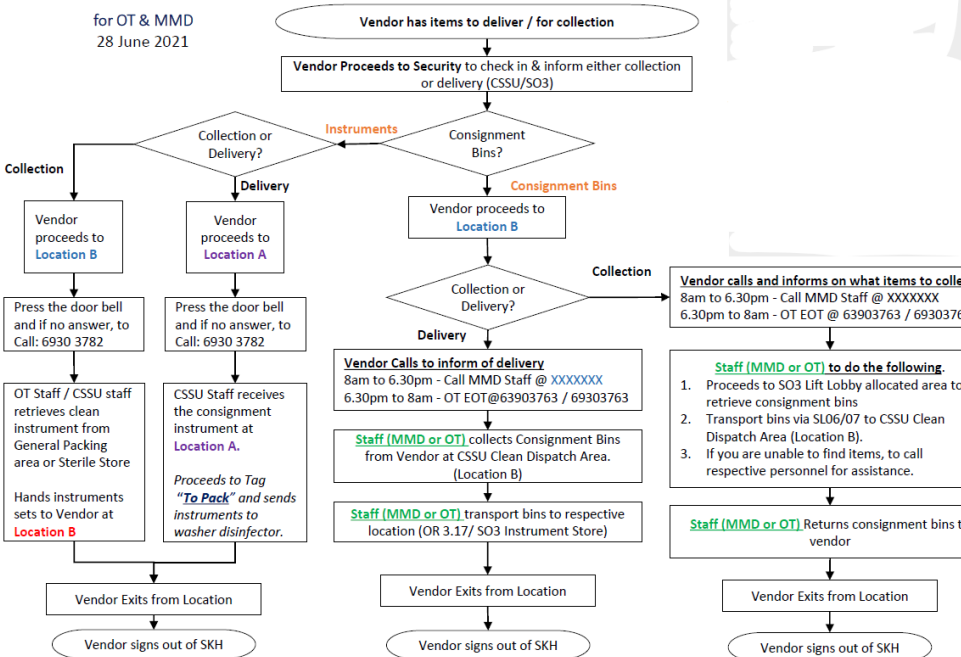
1. Relocate the receiving and returning area to Central Sterile Supply Unit (CSSU)

- ✓ Away from patient's route
- ✓ Next to security office
- ✓ Direct access to OT

Vendor Delivery Workflow



Workflow



2. MMD-Supply Chain to handle consignment goods instead of OT nurses

3 Months Trial

- Before surgery: Designated supply chain colleague received consignment goods
- After surgery: Vendors moved items to designated "Return Area"



Project Aim

To redesign the consignment items delivery and collection process with the aims **to eliminate, if not reduce**, the receiving task/trip currently handled by OT nurses **by 50%** and create a safe working environment for all staff.

Outcomes & Impacts

The new delivery process

- ❖ **Mindful** patient care
- ❖ **Elimination of interruptions** to OT nurses in clinical
- ❖ **Reallocation** of nurses' **44.3 hours** monthly to clinical
- ❖ **Reduction of** delivery time by **60%**
- ❖ Creates a **safer environment** for patient and staff

This process has been adopted by other stakeholders (Singapore National Eye Centre and SKH interventional Radiology) within the Operating Theatre complex, resulting in a consistent and safe delivery process that reduces non-clinical tasks for nurses.



Lessons Learnt

UNFREEZE

- Identify challenges faced by OT nurses
- Recognise the need for change
- Garner support from key stakeholders

CHANGE

- Collaboration to manage change
- Communicate on new workflow
- Seek improvement through feedback

RE-FREEZE

- Reinforce and stabilise change process
- Collaborate for change sustenance
- Celebrate success

Lewin's 3-Step Model of Change