

OR BUSINESS MANAGEMENT CONFERENCE 2020

Connecting the best in perioperative business operations and management

January 27 – January 30, 2020

BONAVENTURE RESORT & SPA | WESTON, FL

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PRE-CONFERENCE WORKSHOPS: JANUARY 27

CONFERENCE: JANUARY 28-30



www.orbusinessmanagementconference.com

AS OF NOVEMBER 21, 2019

A Letter From... the Conference Chairs

We are excited to reveal the official program for the upcoming **2020 OR Business Management Conference** and hope you have cleared your schedule to join us January 27-30, 2020 in sunny Weston, FL! The program committee has worked hard over the last few months to create an event that brings you the best of the best in perioperative business operations and management.

We've planned five keynote addresses, five breakout tracks, and 36 breakout sessions, and confirmed over 60 speakers to present best practices, case studies, and take-home tools focused on **Finance/Data & Analytics, Leadership/Operations, Performance Improvement/Quality, Technology** and **Supply Management**. Each session has defined learning objectives so you can clearly plan your schedule to make the best use of your valuable time while at the Conference.

The **OR Business Management Conference**, in its ninth year, is designed to bring together perioperative business leaders to learn and work together during the hands-on presentations, gaining the critical skills needed to stay afloat in today's healthcare environment.

We hope to see you in Weston in January!

Best,



Mary Lou Jones, BSN, CSSM
Conference Chair
Business Manager
Maricopa Integrated Health System



Bethany Daily, MHA
Conference Co-Chair
Executive Director
Perioperative Services & Healthcare Systems Engineering
Massachusetts General Hospital

2020 Program Committee



Gail Avigne, MSN, RN, BA, CNOR
Principal Consultant
Press Ganey Associates, Inc.



Dolores Reisert, MS, RN, CNOR, NE-BC
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Long Island Jewish Medical Center



Nancy Berlin
Program Manager
OR Business Management Conference



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Business Operations Director, Surgical Services
Northwestern Memorial Hospital



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*Detroit Receiving Hospital
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Long Island Jewish Valley Stream Hospital



Cindy Kildgore, MSHA, RN, CNOR
Perioperative Services Director
Vanderbilt Healthcare Systems



Elizabeth Wood
Editor
OR Manager



Mike Pfannes
Sales Manager
Getinge

Continuing Education



Attendees of the **2020 OR Business Management Conference** can earn 16.0 continuing education contact hours in keynote presentations and breakout sessions over the three days in Weston.

- Attendees of the Pre-Conference Workshop, **"The Big Four: Key Components to Optimizing Your Perioperative Business Savvy"**, can earn 3.0 continuing education contact hours. Attendees of this pre-conference workshop + the full conference can earn a total of 19.0 continuing education contact hours.
- Attendees of the Pre-Conference Workshop, **"Business Case Formation: Surgical Service Line"**, can earn 3.0 continuing education contact hours. Attendees of this pre-conference workshop + the full conference can earn up to 19.0 continuing education contact hours.

Access Intelligence is approved as a provider of continuing education by the California Board of Registered Nursing, provider #15831.



Sessions at the **OR Business Management Conference** are also approved for your Certified Surgical Services Manager (CSSM®) eligibility requirements through the Competency & Credentialing Institute (CCI). Be sure to save your CE certificate provided by OR Manager after the conference and the schedule of sessions you attended.

Breakout Session Tracks

Look for these icons in the program to build your agenda!



Finance/Data & Analytics

Overseeing the bottom line takes a deep understanding of how to balance costs with operational improvements. Discover how to leverage analytics to sustain productivity, reduce costs, and grow new service lines.



Leadership/Operations

Providing excellent healthcare requires an excellent team. Learn from the experts about how to engage staff at all levels to improve processes and consistently use best practices.



Performance Improvement/Quality

Changing the culture and adapting to new staffing and workflow models are hallmarks of success in many operating rooms. Learn how others have done it and the methods that have helped them take their organizations to the next level.



Supply Management

Matching supply with need can produce major improvements in the operating room, but it is no easy feat. Find out how data transparency and the use of the right technology can drive efficiencies and cost savings.



Technology

Innovative tools are constantly being developed to help you maximize the efficiency and profitability of your perioperative suite. Discover how new technology can benefit your organization.

MONDAY, JANUARY 27

11:00 am – 5:00 pm

Registration Open

PRE-CONFERENCE WORKSHOPS

Join us for one of two Pre-Conference Workshops! This is a simple add-on to your full Conference registration online, or by using the registration form.

MONDAY, JANUARY 27

2:00 pm – 5:00 pm

PRE-CONFERENCE WORKSHOP: THE BIG FOUR: KEY COMPONENTS TO OPTIMIZING YOUR PERIOPERATIVE BUSINESS SAVVY

Being a perioperative business leader requires you to blend innovation, new technology and business elements into your day-to-day operations. Join us for this workshop to learn about the best practice of “functional integration”—achieve a thorough understanding of how expenses, utilization, operations and revenue work together, which will help transform how you perform daily perioperative activities.

Attendees of this Pre-Conference Workshop will be eligible for 3.0 CEs.

Paul W. Rhodes, RN, Consultant, *Auditmed*

Blake Stock, MBA, CPM, Senior Program Manager,
Ambulatory Care Network, *Providence Health and Services*

PRE-CONFERENCE WORKSHOP: BUSINESS CASE FORMATION: SURGICAL SERVICE LINE

In this hands-on workshop, you’ll learn the steps needed to assess market analytics, including primary service area, service line volume, and market share. The speakers will share their experience in building assumptions for future volume to help attendees better understand payments expected, control cost, and utilize case/care management. Using claims data and a sample spreadsheet to evaluate market share, you’ll learn how to develop a business case designed to ensure a return on investment (ROI) from service line(s).

Attendees of this Pre-Conference Workshop will be eligible for 3.0 CEs.

Cindi Goddard, MPH, BSN, RN, Senior Managing Consultant, Health Care Performance Advisory Services, *BKD*

Kevin Rash, MPT, FACHE, Director, Health Care Performance Advisory Services, *BKD*

Eric Rogers, MAEd, RT, Director, Health Care Performance Advisory Services, *BKD*



TUESDAY, JANUARY 28

7:30 am – 6:30 pm

Registration Open

7:30 am – 8:00 am

Networking Breakfast

Sponsored by:  **HEALTHCAREIQ**

8:00 am – 9:00 am

Opening Keynote: No Margin, No Mission: Maximizing Your Profit Margins with a Focused Approach

Creating the right portfolio of services entails prioritizing service line opportunities and developing a platform for service line strategies. There are specific ways to formulate growth initiatives, alter management, and measure structures efficiently. During his presentation, David Wildebrandt, MHA, will discuss the importance of understanding a service line strategy, how to define which markets you serve, and how to identify service line characteristics. You'll leave excited and motivated to return to your OR with new strategies for reconfiguring growth initiatives, management structures, and key performance indicators for successful execution.



David Wildebrandt, MHA
Managing Director
BRG — Berkeley Research Group, LLC

9:00 am – 10:00 am



Show Them the Money: Document Disposable Supply Spend to Increase Your Budget

Increased costs in disposable supplies and inaccurate cost-per-case reporting were major challenges in the perioperative department at Massachusetts General Hospital. With the Med/Surg General account representing 60% of disposable supply spend, the speakers needed to analyze what was driving that spend. They pinpointed disposable supplies they knew should be documented for every use and compared those to purchase history. By collaborating with nursing leadership, McInnis and Casanova came up with a plan to increase the accuracy of disposable supply documentation, which also increased transparency about product prices. As a result, Massachusetts General Hospital has been able to tie spend with case volume and usage, which has helped these leaders defend budget increases to support patient care.

Stephanie Casanova, Senior Manager, *Massachusetts General Hospital*

Derek McInnis, Financial Analyst, *Massachusetts General Hospital*



Re-engineering 'Spaghetti' Supplies in the OR

Gaining trust between supply management staff and the OR is at the core of change management. The use of data analytics and supply reconfiguration can help improve staff productivity and replenishment paths, supply par management, and procurement frequencies. Leaders from Inova Health and St. Onge will share how they achieved increased visibility and accessibility in both the supply and OR staff by creating one primary location within each designated OR space (slot map). Join them as they shed light on the concept of "replenishment with purpose" and explain how, through consolidation, they were able to reduce inventory by \$250,000 within 6 months.

Maurice Francis-Wilson, MBA, BSN, RN, Senior Director, Nursing,
Inova Health — Mount Vernon

Aimee M. Watson, MS, CMRP, Senior Manager, Healthcare Services,
St. Onge Company



Under Pressure! How to Reduce Perioperative Pressure Injuries

Reducing pressure injuries is a goal in many healthcare organizations. Within a 2-year time frame, Einstein Medical Center Montgomery implemented a quality improvement project that led to a 100% reduction in surgically related pressure injuries. That statistic was sustained over the next 24 months and saved an estimated \$174,000 in treatment costs. Join Diane Kimsey as she shares how these results were achieved through the work of a multidisciplinary team and the use of an evidence-based prevention protocol, communication about risks and injuries, staff education, compliance audits, root cause analysis, and wound team follow-up. She will also discuss the full bundle, implementation strategy, and keys to sustained compliance.

Diane B. Kimsey, MSN, MHA, RN, CNOR, Clinical Educator, *Einstein Medical Center Montgomery*

10:00 am – 10:30 am

Morning Networking Break

Sponsored by: **HCA** 
Healthcare



10:30 am – 11:30 am



Surgeons Seeking Savings: Tales of Transparency

Surgeons will seek the information necessary to decrease their individual cost per case when presented with data that ensures their outcomes will not be negatively affected. Using targeted data, transparency, and physician-led collaboration, John Muir Health has implemented practical solutions to reduce variation in care and ultimately make high-quality care more affordable. Join the leaders who implemented this change as they discuss how to provide supply cost transparency to surgeons, collaborate with supply chain staff, and use outcomes data to drive positive change, which will result in significant savings.

Carole Inlaw, MBA, BSN, RN, CNOR, Integrated Business Operations Manager for Perioperative Services, *John Muir Health*

Lisa Lambros, MSN, MBA, RN, Executive Director, Surgical Services, *John Muir Health*



Show Me the Money: Incentivizing Productivity

An incentive program that was used at Midland Memorial Hospital bettered teamwork and efficiency by improving first case on-time starts by 10%, decreasing turnover time from an average of 38 minutes to 17 minutes, and improving last-case out times from 1823 to below 1700 consistently. Just how did they do this? Attend this presentation to find out! Upon returning to your OR, you'll be equipped to implement your own performance improvement project to increase revenue via cost avoidance, and, despite the cost of the incentive, deliver a return on investment.

Chris Bejil, MSN, RN, CENP, CNOR, CSSM, NE-BC, Director of Perioperative Services, *Midland Memorial Hospital*



Blow Up Your Block

Most block owners have held their time for years and are not aware of how well they do or do not use it. Variables may or may not be included when calculating block allocation, and even after intense scrutiny, it can be hard to change the block schedule. At Northwestern Memorial Hospital, they "blew up" their existing block schedule and started from scratch. Join leaders of Northwestern Memorial Hospital's perioperative suite as they discuss their process, its politically sensitive nature, and the nuts and bolts of OR block utilization, effective communication, and management.

Matt Ruby, MHA, Business Operations Director, Surgical Services, *Northwestern Medicine*

Ashley Saenz, MHA, Business Manager, *Northwestern Medicine*

11:30 am – 12:15 pm

Keynote Luncheon: A 20/20 Vision of the Business Manager's Role

An increasing number of OR leaders are working with a business manager, according to the annual OR Manager Salary/Career Survey. New payment models, the rise in procedures being performed in outpatient settings, and advanced but costly technology make the business manager the strategic engine of the OR. Successful business management hinges on anticipating trends in surgical procedures and navigating complex financial data. In this luncheon address, Jeffry Peters, CEO of Surgical Directions, will highlight the key attributes of successful business managers, sharing insights about the skills and strategies needed to ensure an efficient and competitive surgical services department.



Jeffry Peters, MBA
Surgical Directions



12:15 pm – 12:45 pm

Dessert with Exhibitors

12:45 pm – 1:45 pm



Reap the Benefits of Creating Dedicated Length-of-Stay Rooms

Managing surgical throughput and optimizing the schedule can be challenging in an OR setting, particularly those with a lot of inpatient add-ons as well as urgent and trauma cases. As Stalter and Schwerin discuss the implementation and benefits of dedicating specific ORs on a daily basis to length-of-stay management, orthopedic trauma, and trauma surgical cases, you will learn how a multidisciplinary workgroup manages the block schedule. Take their lessons learned to manage your block schedule through analytics, block utilization review, crucial physician conversations, and strategic change management.

Nicholas Schwerin, MS, Manager of Business Operations, *Advocate Aurora Health*

Katie Sikora, MSN, RN, CNOR, Executive Director, *Advocate Aurora Health*





Evolution or Revolution? Creating a Perioperative Expense Reduction Team

Lower reimbursement rates have spurred efforts to reduce healthcare costs, and hospitals increasingly are looking for ways to cut non-labor expense, especially in supplies. During this presentation, Ninan, Drone, and Caudle will discuss the development of their perioperative expense reduction team, what they have coined the “PERT” team, and how a dedicated team like this can leverage stakeholders from many different areas to meet cost reduction goals.

Abigail Caudle, MD, MS, Executive Medical Director of Perioperative Services, Breast Surgical Oncology, *University of Texas MD Anderson Cancer Center*

Steven L. Drone, BBA, Associate Director, Finance Perioperative Services, *University of Texas MD Anderson Cancer Center*

Elizabeth P. Ninan, MBA, PA-C, Director, Perioperative Services, *University of Texas MD Anderson Cancer Center*



Compass & Key: Planning for and Navigating Through Your Next OR Expansion

An expansion or redesign is an ideal way to reduce inefficiencies, increase staff and physician involvement, and become a surgical leader in your market. Planning for an OR expansion requires an analysis of where you are today, where your institution is growing, and how your surgical service lines can support that future state. Silver will outline how the design phase encompasses technology, capital, and operational flow, and ways in which the operational plan, including the need for additional staff and expenses, will support the initiative and complete the proposal. Join her as she explains how to implement each of these steps in your next expansion, including examples, pitfalls, and lessons learned.

Allyson Silver, MPH, FACHE, Hospital Executive Director, Surgical Services, *Stony Brook Medicine*

Sharon Meinster, Executive Director for Facilities Planning, *Stony Brook Medicine*

1:45 pm – 2:00 pm

Afternoon Coffee Break

2:00 pm – 3:00 pm

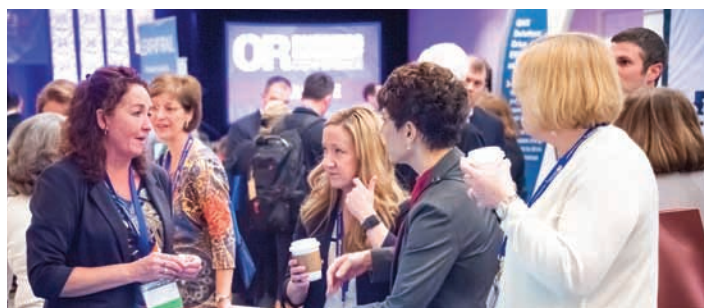


The Art of Sharing: Maximizing Perioperative Equipment Utilization

US health systems spend \$45 billion per year on surgical equipment that sits idle up to 90% of its useful life. At the same time, equipment must often be rented to handle last-minute cases or a surge in procedure volume. Kaiser Permanente (KP) leveraged the sharing economy to share expensive equipment across facilities, improving utilization while decreasing costs. Listen to Ronald Loo of Kaiser Permanente and Todd Rothenhaus of Cohealo as they depict just how they utilized sharing to lower overall rental volume by 64% and identify \$19.6 million in savings.

Ronald Loo, MD, Chair, Kaiser Permanente Inter-Regional Chiefs of Urology and Physician Co-Lead, *Kaiser Permanente*

Todd Rothenhaus, MD, Chief Executive Officer, *Cohealo*



Advancing OR Optimization: Implementation Supercharge

At Yale New Haven Hospital there are four distinct pavilions divided into separate cost centers with dedicated ORs, anesthesia and support staff, charge nurses, and management staff for each unit. In order to reduce the silo mindset created by this structure, a “Super Charge RN” role was created to manage surgical case add-ons across all pavilions and to ensure staff clinical expertise for surgical volumes across the departments. Attend this session to understand how to relocate cases across pavilions to decrease delays, increase efficiencies, and decrease overtime.

Jane A. Wagner, MHA-INF, BSN, RN, CENP, Executive Director of Nursing, Perioperative Services, *Yale New Haven Health*



Tech Tips for Innovating in Your Perioperative Suite

When it comes to finding technological solutions for OR problems, there can be language barriers because of the different backgrounds of business leaders and technology specialists. Wouldn't it be great if they could understand each other and build solutions that are easy to use, instead of looking at each other and saying they didn't understand a word of what was just said? It can take hours to forge a path through the technology mumbo jumbo. Learn alongside Jonathan Puncocar and your colleagues to identify the technology basics that apply to every discussion. You will leave prepared to find common ground for implementing the technology that best serves your patients and providers.

Jonathan Puncocar, MBA, BSIE, Surgical Services Program Director, *HCA, Inc.*

3:00 pm – 5:00 pm

Networking Event in Exhibit Hall

3:00 pm – 5:00 pm

Build-a-Wheelchair®

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5:00 pm – 6:30 pm

Welcome Reception

WEDNESDAY, JANUARY 29

7:30 am – 5:30 pm

Registration Open

7:30 am – 8:00 am

Networking Breakfast

8:00 am – 9:00 am

Morning Keynote Presentation: Reaching New Partnership Heights with Clinician/Business Manager Collaboration

The perioperative environment is a dynamic patient care setting that requires leaders to demonstrate skill sets that are clinical as well as operational and financial. In cases where you have a Nursing Director and Business Manager, it's critical that each role is learning from the other to ensure success of the facility. Renee Hildebrand and Nikhil Singal know firsthand the value of this partnership and will share with you a unique perspective on the successful collaboration of clinical and business backgrounds and ways you can adapt this relationship into your perioperative suite.



Renee Hildebrand, MSN, CNOR, RNFA
Director of Perioperative Services
Houston Methodist Willowbrook Hospital



Nikhil Singal, MHA
Director of Operations
Sutter Center for Psychiatry

9:00 am – 10:00 am



Do It Right the First Time—Exploring the Benefits of Eliminating Tray Errors

Preventable instrument tray errors cause unnecessary risk to an organization. Instrument tray errors can also contribute to OR room delays, case cancellation, and—when bio-burden is present—breakdown of the sterile field and wasted supplies. The average cost of processing one instrument tray is roughly \$58, so it can be costly when a tray is not prepared correctly and cannot be used. During this session, the speakers will share how improving the process for surgical instrument preparation can reduce cost and how you can adopt this process for use in your OR.

Stephen Kucinski, BA, Clinical Informatic Specialist for Perioperative Services, *Thomas Jefferson University Hospital*

Stephanie R. Landmesser, MSN, RN, CNOR, CCNS, Clinical Nurse Specialist, *Thomas Jefferson University Hospital*

Monica Young, DNP, MBA, RN, CNOR, NEA-BC, FACHE, Vice President Perioperative Services, *Thomas Jefferson University Hospital*



Fear Isn't Free: Reduce Waste and Save Through Physician Preference Card Standardization

In an effort to reduce expenses in their perioperative suite, Lopez and Linnenkugel took on standardization of physician preference cards. Join them as they share the process they used, first standardizing the laparoscopic appendectomy and laparoscopic cholecystectomy cards for their six acute care surgeons, which saved their OR \$91,000 per year. Since implementation, they have expanded to four other general procedures and additional service lines. During this presentation, they will describe their process for standardizing physician preference cards, including what worked, what roadblocks were faced, and how they conquered fear of change in the OR.

Cassidi Linnenkugel, MSN, BSN, RN, CNOR, Assistant Surgery Business Manager, *UMC Health System*

Marc Lopez, MSHA, CMRP, Surgery Business Manager, *UMC Health System*



A LEAN Approach to Eliminating Waste

Many hospitals mistakenly focus on reducing the cost of supplies and labor without considering inefficiencies and associated collateral costs. As a proven model across industry, LEAN is an innovative strategy that helps continuously enhance processes to eliminate waste and achieve quality of care objectives, improve patient and worker safety, quicken delivery of medical services, and lower costs. Taking all of this into consideration, Seltzer will discuss how to evaluate OR practices and quality to identify waste generators and value-add opportunities through LEAN implementation.

Judith Seltzer, MS, BSN, RN, CNOR, Clinical Director, Surgical Services, *Molnlycke Health Care*

10:00 am – 10:30 am

Morning Networking Break

10:30 am – 11:30 am



Thinking Outside the Box to Efficiently Manage Supply Chain

Opening minds to not only think outside the box, but get rid of the box altogether can create efficiencies in supply chain management. Using 2 bin/Kanban, along with RFID and RPA, eliminates time that has been needed for stocking and figuring out what has been used in a case—getting rid of what is a “have to” and moving to a “need to.” People often focus so much on cost, they forget about the costs that go into getting the product into the OR. Take home the tools necessary to reduce those costs in your perioperative suite and to offset the costs of the “must have” products physicians often demand.

Burdette Brown, BS, *Northfield Hospital and Clinics*

Scott Edin, Vice President and Chief Financial Officer, *Northfield Hospital and Clinics*



Gains Over Pains for Instrument Standardization

Hospitals nationwide have thousands of unique instrument trays that take up valuable real estate on their shelves. Trays are cluttered with rarely used instruments that are placed “just in case” they are needed. Such excess wastes time in terms of table setups and instrument reprocessing, and it has a domino impact on OR and sterile processing department budgets. Across our multiple locations in northeast Ohio, we process more than 50,000 instruments daily, and up to 50% of these instruments were going unused during surgical procedures. We developed a “team of teams” approach that led to one setup per procedure for an enterprise of more than 15 hospitals/ambulatory surgery centers. Join us to discover improved outcomes related to cost avoidance and efficiency.

Carol Pehotsky, DNP, RN, CPAN, ACNS-BC, NEA-BC, Associate Chief Nursing Officer, Surgical Services and Senior Director, Surgical Nursing, Main Campus, *Cleveland Clinic*

Mark Taylor, MD, FASE, Chairman of Enterprise Surgical Operations, *Cleveland Clinic*

Rebecca Urban, M.Ed, Project Manager, *Cleveland Clinic*



Value to the MAX: Improving Your Service Contracts

“Would you like the protection plan with your purchase?”

From toasters to tomography, service contracts come in as many flavors as the devices they cover. Their value to the healthcare organization can be equally varied. Determining that value takes into consideration many variables beyond cost, such as risk of downtime, noncovered expenses, and service alternatives. Join team members from Perioperative Clinical Engineering at Massachusetts General Hospital as they discuss how they manage \$4.5 million annually in equipment service contracts using various tools and techniques to maximize value and meet customer expectations.

Brian McLaughlin, MS, MBA, CCE, Perioperative Clinical Engineering Manager, *Massachusetts General Hospital*

Ramakrishna P. Parchuri, MS, Clinical Engineer-Systems Lead, *Massachusetts General Hospital*

12:15 pm – 12:45 pm

Dessert with Exhibitors

12:45 pm – 1:45 pm



Big Things Start Small: How Profitable Service Lines Flourish in a Community Hospital

Community hospitals present unique challenges for perioperative leaders charged with developing, growing, and sustaining profitable service lines. For example, limited analytical resources can hamper the ability to make informed, data-driven decisions; limited purchasing power can curtail the ability to force cost-cutting concessions from vendors; and the small number of ORs and available staff can constrain growth strategies. Nonetheless, growth and profitability in the community setting can be achieved. In this session, you will learn how a small community hospital increased case volume by 33% while simultaneously reducing materials expenses by 6% and nursing overtime expenses by 7%.

Shane Doherty, Perioperative Services Materials Manager, Manager of Contract Procurement, *Heywood Healthcare*

Rozanna Penney, CRNA, MSNA, CRNA, Director of Perioperative Services and Chief CRNA, *Heywood Healthcare*



Sustainable Gains Follow Meaningful Change in Supply Management Mindset

Expectations for providing high-quality care despite reimbursement reductions require perioperative services leaders to think differently about their systems and make meaningful changes to meet demands but also allow flexibility. A broader, more holistic approach to a clinically integrated supply chain, as opposed to a symptomatic, siloed method that only focuses on immediate needs, is imperative to your organization's success. Join Betty Jo Rocchio and Thomas Redding as they present real-world case studies to illustrate how thoughtful, integrated change can lead to sustainable gains.

Thomas Redding, BS, Managing Director, Healthcare, *St. Onge Company*

Lynn Sandoval, Executive Director Procedural Optimization, *Mercy Hospital*

11:30 am – 12:15 pm

Keynote Luncheon & Award Presentation: Ingredients for Success in Outpatient Total Joint and Spine Procedures

An increasing number of total joint and spine surgical procedures are being performed on an outpatient basis. Ambulatory total joint arthroplasty (TJA) and spinal procedures have demonstrated greater patient satisfaction and lower overall procedure costs. What are the key ingredients for ongoing success with these procedures? Join veteran nurse leaders Judy Pins, MBA, BSN, RN, and Terry Aitable, MSN, RN, CNOR, as they explore the factors influencing the movement of these procedures to the ambulatory setting, patient selection criteria, and strategies for building a successful ambulatory perioperative team.



Terry Aitable, MSN, RN, CNOR
Director of Sales and Marketing
Pfiedler Education



Judith Pins, MBA, BSN, RN
President
Pfiedler Education

Sponsored by:





A New Vision of Sterilization: How a Different Pathway Can Conquer Resistant Pathogens

Research has shown that some pathogens are resistant to high-level disinfection (HLD). Additionally, processing semi-critical devices in HLD has resulted in infectious outbreaks. As such, an alternative means of microbial destruction is needed. Some industry leaders recommend transitioning semi-critical items from HLD to sterilization when possible. Shifting to a greater level of quality typically comes with a high cost, but this advancement may not come with a high price tag and may reduce labor time. During her presentation, Susan Klacik, BS, CRCST, CIS, SHL, ACE, FCS, will discuss how transitioning from HLD to sterilization will improve patient care.

Susan Klacik, BS, CRCST, CIS, SHL, ACE, FCS, Clinical Educator, International Association of Healthcare Central Services Materiel Management (IAHCMM)

2:00 pm – 3:00 pm



Power and Perils of Data Analytics

Does having more data and information help make better decisions? Data on case volumes, utilization, turnover, surgical yield, cancellation rates, delay reasons, and scheduling inaccuracy are now instantly available in most organizations. However, decision makers are often unable to use these reports to identify areas for improvement. The second level of analysis that is needed for informed decision making is either unmet or produces analytical results that are unverifiable and therefore unusable. This presentation, using real-life examples, will highlight the value as well as pitfalls of analytics.

Vikram Tiwari, Associate Professor of Anesthesiology, Director Surgical Analytics, Vanderbilt University Medical Center



Keeping Up with Perioperative Change: Understanding and Evaluating Evolving Safety and Quality Indicators

Increasing regulatory requirements and organizational pressure to improve performance within surgical and interventional services make surgical quality reporting more important than ever before. Growth in ambulatory volume and patient comorbidities, along with a drive toward zero harm, have increased attention on quality reporting and actionability for healthcare organizations nationwide. Classen and Higman will provide strategies for improving your organization's quality measures and diagnostics, including ensuring their relevance to operational and financial goals.

Julie Classen, MSN, RN, Manager, Clinical Advisory Services, Press Ganey
Adam Higman, MS, BS, DHA, FACHE, Partner, Press Ganey



Value-Based Education for Clinicians

Everyone in perioperative services—leaders, supply chain managers, business office staff, and clinical staff—needs to understand value-based purchasing. Many find the concept confusing because they struggle with the notion that healthcare is a business. Effective mentoring can help bridge gaps in understanding, and new ways of presenting information to staff can facilitate learning. During this presentation, these educational approaches will be discussed along with the many resources available to you.

Claire Everson, RN, CNOR, CCAP, Education Coordinator, SurgeryDirect, LLC

3:00 pm – 3:30 pm

Afternoon Networking Break

3:30 pm – 4:30 pm



How Nimble Is Your Staffing Model?

Staffing to a block duration can be inefficient. Uncontrolled variables such as increased case complexity and unexpected staff absences can cause chaos. Leaders from Penn Medicine—Pennsylvania Hospital used data analytics to measure the efficiency of matching staffing against an optimized OR schedule, which allowed them to predict staffing hours to case hours and determine a productivity score. By matching staff to case demand, they realized a 6.4% labor savings and improved productivity. Learn how you can do the same at your facility!

Megan E. Sanders, BS, Business Manager, Penn Medicine—Pennsylvania Hospital

Frances J. Strauss, MSN, MBA, MHA, RN, CNOR, NE-BC, Clinical Director, Penn Medicine—Pennsylvania Hospital



Family Plan Optimization Block

The Baystate Medical Center had poorly utilized blocks and realized something needed to be done. As such, they redesigned their processes by using “family” block innovative concepts, which increased utilization by 22% within 3 months of implementation. Join these leaders as they discuss their move from an antiquated block system to this new design, and learn how you can adopt a similar model.

Elizabeth J. Casey, MSN, RN, CNOR, Vice President of Surgical Services, Baystate Medical Center



A Success Story: Joint Bundles

Virtua Health has been participating in the Centers for Medicare & Medicaid's voluntary bundled payment program since April 2015. Through physician gain sharing, care redesign, and management of post-acute services, more than \$20 million has been saved and clinical outcomes have improved. Case studies will be shared during this session to demonstrate individual processes, scenarios, and lessons learned that can be implemented upon return to your facility.

Kathleen Gillespie, MBA, RN, NE-BC, Assistant Vice President, Orthopedic Service Line, Virtua Health

Christine Gordon, MBA, BS, Director of Reimbursement, Virtua Health



4:45 pm – 5:45 pm



A Surgeon's Take on Case Receipts

A few years ago, Blake Stock implemented a surgical case receipt initiative at the University of California San Diego and published in the Journal of Surgical Research. During this presentation, Dr. Kaplan and Blake Stock will outline just how this development impacted two orthopedic sports procedures at Baptist Medical Center's Orthopaedic Institute. Join them as they discuss adoption of a surgical case receipt from the viewpoint of a surgeon. Dr. Kaplan will explain how the surgical case receipt resulted in cost savings, enhanced communications, and improved culture.

Kevin Kaplan, MD, Team Physician Orthopedic Surgeon,
Jacksonville Jaguars/Baptist Medical Center

Blake Stock, MBA, CPM, Senior Program Manager,
Ambulatory Care Network, Providence Health and Services



Loan Star: A "How To" Guide

Massachusetts General Hospital strives to improve the timeliness and accuracy of its loaner request-to-fulfillment process. By channeling existing loaner instrument requests to a proactive vendor inventory management system, OR leaders there are able to track accountability, regulate the loaner sets that are delivered, and streamline communication. Join Meaghan Gray and Ryan Brumit as they discuss implementation of their loaner instrument program and the improvement initiatives that have made their process and assets work for them.

Ryan Brumit, MBA, Program Manager, Pre-Procedure Systems,
Massachusetts General Hospital

Meaghan Gray, Director, Sterile Processing,
Massachusetts General Hospital



Use of A3 Methodology Improves Performance

A structured problem-solving approach called A3 Methodology was used to improve performance in a presurgical testing department. To make this happen, a patient-friendly scheduling system for providers was developed to increase staffing efficiency and productivity as well as enhance the patient experience. By doing this, the speakers were able to reduce patient wait times by 50%, and both operational production and staffing efficiency increased in a practice that has 20,000+ yearly visits. Hear their success story as they discuss a step-by-step approach for using the A3 Methodology to meet your departmental and organizational goals.

James Rudy, Director of Industrial Engineering, *Northwell Health*

Michelle Williams, MSN, ANP-BC, Manager, *Northwell Health*

6:00 pm – 8:00 pm

Evening Activity



THURSDAY, JANUARY 30

7:30 am – 11:00 am

Registration Open

7:30 am – 9:00 am

Breakfast Keynote: Increasing OR Access, Accountability, and Transparency at Duke University Health Care System

Even with the best block allocation in place, demand for OR time fluctuates. Historically, there has been no proactive creation of more open time, no visibility or notification of available time, and no ability to electronically request such time. This leaves a significant amount of unused block time, with some blocks abandoned while new surgeons struggle to find the block time they need. Leaders at Duke University Health System have successfully leveraged electronic health record (EHR) data to improve OR access through mobile and web technologies. Join Melissa Pressley, BS, management engineer at Duke University Health System, and Ashley Walsh, MHA, director, client services for LeanTaaS, to learn how surgeon-centric metrics and reporting have increased accountability, and helped surgeons better understand the "why" behind OR metrics.



Melissa Pressley, BS
Management Engineer
Duke University Health System



Ashley Walsh, MHA
Director of Client Services
LeanTaaS

Sponsored by:  **LeanTaaS**
Better Healthcare Through Math



9:00 am – 10:00 am

DATA, DATA, DATA—So What?

Common targets for increased efficiency include improvements in block utilization, scheduling, first case on-time starts, turnaround times, and preference card accuracy. However, collecting data points does not necessarily translate to using them effectively to change processes. Leaders must be able to identify the purpose of the data points, what information they provide, and what else might be needed that isn't currently being collected. The leaders of this presentation will share how to do that while interpreting data. Join them as they examine data collection methods and how to develop dashboards with the data that are most necessary for process change.

Rebecca Klungreseter, MSQSM, MAEd, BSN, RN, CNOR, CPAN, CAPA, NEA-BC, Perioperative Consultant, *Whitman Partners*

Sheila Stein, CNS, RN, FNP-BC, RNFA, Surgical Services Interim Director, *Cayuga Medical Center*



Turnover? And I Don't Mean Pastry!

In 2017, Rosemary Roesler and Susan Johnson of Banner Health placed performance indicators for orthopedic turnover times. By doing this, their leadership team was able to highlight the goal of improved orthopedic turnover and efficiencies among all specialties in the service line. They found that engaging the team in perfecting turnover time quickly became a fun competition for the teams to see who could do it faster, better, and more safely. During this presentation, the speakers will discuss the skill set needed to remove barriers and change the "business as usual" perception of many surgeons and anesthesiologists.

Susan A. Johnson, MSN-NL, RN, NEA-BC, RN Director, *Banner Health*

Rosemarie Roesler, MSN, RN, CNOR, CSSM, Senior RN Manager, *Banner Health*



The Revolving Door: RN Retention

Froedtert Hospital recently completed a building project that transformed and expanded OR capacity. Current case volumes increased substantially, along with the full-time equivalents (FTEs) to support growth. Take their lessons learned to decrease RN staff turnover by redesigning your onboarding process, developing OR-specific initial preceptor training, and creating a structure to identify the emotional and learning needs of new employees.

Mary J. Haines, MHA, BSN, BS, Director of Surgical Services, *Froedtert Hospital*

10:15 am – 11:15 am



Decode the Mystery of Block Scheduling: Align Block Time to Financial Performance

Block time traditionally has been allocated based on legacy "ownership," historical case volume, and utilization metrics. These metrics are often reviewed quarterly or semi-annually, but what if they were examined more often? Jessica Goldbeck, MHA, will discuss a framework for reviewing block utilization monthly and a tool she used to align block allocation with budgeted volume expectation. She will also share a methodology for right sizing blocks as well as how block performance relates to utilization, mission, and margin. You'll leave this session prepared to create synergies between your block committee and clinical, service line, and financial leaders.

Jessica M. Goldbeck, MHA, Director, Perioperative Business Operations, *Northwell Health*



Cost Control: Understanding the Hidden Cost of Implants

Rising supply chain costs and perpetual new implants make it hard to control costs. At the same time, new reimbursement models are putting pressure on hospitals to reduce expenses for high-volume, high-cost procedures in such areas as cardiology, orthopedics, and neurosurgery. Many healthcare leaders do not manage physician preference items (PPIs) effectively because the team lacks the time, staffing, or knowledge to oversee the hundreds of PPIs under its purview. During this session, the speakers will reveal loopholes that can lead to price increases and offer cost control strategies for you to implement in your perioperative suite.

Girard Senn, MS, RN, Director, *Pinnacle Healthcare Consulting*



Measure to Manage Quality Vendor Services

Knowing how to justify, operationalize, and leverage a vendor partnership is key to upgrading sterile processing procedures and departments. In this session, you'll learn how to justify capital expenditure for a non-revenue-producing department to meet immediate use sterilization standards. McMeen will identify the components of the quality management system you need to plan, implement, evaluate, and continuously improve an outsourced sterile processing department

Patricia McMeen, BSN, RN, CNOR, Director Surgical Services, *Erlanger Health System*



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To inquire about available exhibit and sponsorship opportunities, contact **Nancy Iannotta** at 203-899-8429 or niannotta@accessintel.com.

General Information

HOTEL

Bonaventure Resort and Spa
250 Racquet Club Rd
Weston, FL 33326

PHONE: +1 (954) 228-9030



2020 OR Business Management Conference attendees will receive a discounted rate of \$169.00 per night (+ applicable taxes) at the Bonaventure Resort & Spa. Reservations can be made online at <https://2020.orbusinessmanagementconference.com/hotel-information> or by calling the hotel at (954) 228-9030 and referencing the **2020 OR Business Management Conference**.

The deadline to secure the discounted hotel rate is **Friday, January 10, 2020** or until the hotel sells out.

PARKING AT THE HOTEL

- Complimentary Self-parking
- Valet parking is \$14/day

WHY ATTEND

The **OR Business Management Conference** is the premier conference for operating room business managers, directors, VPs and perioperative services professionals. Join over 450 business management leaders of the perioperative suite who understand exactly what you experience every day at your facility. Don't miss this valuable opportunity to hear from leading industry experts about best practices for effective staffing, supply chain management, new uses of OR technology, overall financial management of the OR and much more. Plan to send your entire team!

Our agenda is jam-packed with five keynotes, five breakout tracks, and 36 breakout sessions. You'll also receive over **40 take-home tools** to help you implement the best practices, tips, and strategies from the conference in your own OR as soon as you get back to work!

WHO SHOULD ATTEND

Participants include business managers, OR directors, OR managers, supply chain managers, materials managers, and others involved in the business decisions that drive the OR's economic, quality, and technical development.

GROUP PLANS

When two-four people register in a group, each additional person will receive 15% off the cost of registration. If you are interested in sending five or more people to the conference, take advantage of our group plan options for discounted rates of up to \$476 per person. For additional information, please contact Janaki Rao at 301-354-1519 or jrao@accessintel.com.



SPECIAL REQUIREMENTS

If you require special accommodations to fully participate, please attach a written description of your needs with your registration form. Specific questions can be directed to clientservices@accessintel.com or 1-888-707-5814.

CANCELLATION/REFUND POLICY

All cancellations must be made in writing and are subject to a \$300 service fee (per attendee). Registrants who cancel before December 30, 2019 will receive a refund of payment minus the service fee. Non-payment or non-attendance does not constitute cancellation. If for any reason Access Intelligence decides to cancel or postpone this conference, Access Intelligence is not responsible for covering airfare and other travel costs incurred by the clients. Refunds due to registrant error will be charged a \$199 processing fee. Discounts will not be applied to current registrations.

Registration Form

1. CONTACT INFORMATION

Name _____
Title _____
Facility _____
Address _____
City _____ State/Province _____
Zip/Postal Code _____ Country _____
Phone _____ Ext _____
Fax _____
Email _____
(Required to confirm registration)

FOUR EASY WAYS TO REGISTER



Mail this completed form to:
Client Services
OR Business Management Conference
9211 Corporate Blvd, 4th Floor
Rockville, MD 20850



Web:
www.ormanager.com/managementconference



Phone: **1-888-707-5814**



Fax this completed form to:
301-309-3847

When faxing or mailing, please photocopy the form for each registrant.

2. REGISTRATION & FEES

Package	Advanced Rate (Ends Dec. 20, 2019)	Regular Rate
<input type="checkbox"/> Conference Only	\$1,145	\$1,245
<input type="checkbox"/> Pre-Conference Workshop — The Big Four: Key Components to Optimizing Your Perioperative Business Savvy + Conference	\$1,345	\$1,645
<input type="checkbox"/> Pre-Conference Workshop — Business Case Formation: Surgical Service Line + Conference	\$1,345	\$1,645
<input type="checkbox"/> Pre-Conference Workshop Only <ul style="list-style-type: none"><input type="radio"/> The Big Four: Key Components to Optimizing Your Perioperative Business Savvy<input type="radio"/> Business Case Formation: Surgical Service Line	\$745	\$895

Register with at least 2 or more people and get 15% off additional registrations in your group with VIP code GROUP

3. PAYMENT INFORMATION

- ☐ Check Enclosed ☐ **PO/Bill Me**
☐ Credit Card: ☐ Visa ☐ MasterCard ☐ American Express ☐ Discover

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Card Number _____

Signature _____

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Name as Shown on Card _____

4. CREATE YOUR PROFILE

1. How many years have you attended OR Business Management Conference?

- ☐ First-Time Attendee ☐ 8-10 years
☐ 1-3 years ☐ 11 or more years
☐ 4-7 years

2. What best describes where you are employed?

- ☐ Ambulatory Surgery Centers
(Free-standing, In-hospital or Office-based)
☐ Academic Hospital
☐ Community Hospital
☐ Tertiary Hospital
☐ VA Hospital
☐ Children's Hospital
☐ Clinic
☐ Manufacturer/Vendor
☐ Other _____

3. What best represents your job position?

- OR, Nursing, Surgical, Perioperative
☐ Manager
☐ Director
☐ VP
☐ Admin Specialist/Director
☐ Coordinator
☐ Business Manager
☐ Educator/Staff Development

OR Industry
☐ Consultant
☐ Student
☐ Sales/Marketing Representative
☐ Other _____

4. What role(s) do you play in purchasing new products and services at your institution? (Please check all that apply)

- ☐ Recommend new products
☐ Specify suppliers to evaluate products and services
☐ Member of purchasing/evaluation committee
☐ Final decision making authority on purchases
☐ I do not play a role in purchasing decisions

5. What products do you plan to purchase over the next 12 months?

- ☐ IT/Electronic ☐ Supplies
☐ Capital Equipment ☐ Positioning
☐ Instrumentation ☐ Other _____

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