LeanTaaS

CASE STUDY

Novant Health OR: Improving Care from the Epicenter of the Pandemic

iQueue
FOR OPERATING ROOMS

Overview

Headquartered in North Carolina, **Novant Health** is a non-profit integrated healthcare network with 15 hospitals across multiple states that has 123 operating rooms and more than 680 clinics offering advanced medical treatments. Utilizing purposeful innovation is fundamental to Novant Health's strategy of delivering patients an exceptional healthcare experience.

Problem

Prior to COVID-19, **Novant Health** was faced with meeting substantial growth targets to scale their organization. Opportunities for growth included:

- Attracting community surgeons within a competitive market;
- Enabling Surgeons to find open OR time; and
- Streamlining the OR scheduling process to accommodate new surgeons within existing capacity.

As the pandemic advanced **Novant Health**, along with most hospitals across the country, faced a shortage of available operating room time, elective surgery backlogs, and low block utilization. Recognizing the highly competitive market, their system leadership needed a unified approach for making key decisions such as block time allocations, block release times, and streamlining operational improvements. System leadership was also seeking a credible "single source of truth" across all facilities for greater visibility and transparency into key metrics system wide.

Solution

In order to address needs for greater accessibility to operating room time as well as increased visibility and transparency into operating room utilization, **Novant Health** partnered with **LeanTaaS** and selected **iQueue** for Operating Rooms. The health system understood that deploying the software, despite the pandemic, was necessary and proceeded to remotely implement **iQueue** across its North Carolina facilities.

By deploying **iQueue** for Operating Rooms, **Novant Health** sought to increase surgeon engagement as well as the surgeon's accountability for use of their allocated time, add transparency related to data-driven decision-making, and build surgeons trust in the data. Novant Health's Surgical Services Leadership understood that the software and partnership would be a means to adopt a new, more surgeon centric framework for measuring OR utilization.

Results

In the seven months after launch, **Novant Health** experienced a 2.6% increase in case volume within existing capacity (despite the reduction in elective case volume driven by the pandemic) and a 3.8% increase in the number of OR minutes used across the system. They have also realized a 1% increase in both prime time and staffed room utilization and a 9% increase in volume from splitter surgeons across the most competitive market. Furthermore, **Novant Health** has increased surgeon engagement in their utilization: 55% of surgeons spend on average over 4+ minutes diving into data. Surgeons are also releasing block time that they know they will not utilize in advance of the auto releases, allowing other surgeons to claim the open time for more efficient patient access to the OR. During the seven-month partnership with LeanTaaS' **iQueue** for Operating Rooms software and team, **Novant Health** has realized a 6.15X ROI, along with a greater breadth of engagement from surgeons and their practice administrators.

↑2.6%
Increase in case volume

↑3.8%
Increase in OR usage in minutes

↑1%
Increase in Prime Time Utilization

↑1%
Increase in Staffed Room Utilization

↑9%
Increase in Splitter surgeon volume

55%
Surgeons engage in data, average 4:22 mins/session