

# TRINITY MOTHER FRANCES HOSPITALS AND CLINICS

TYLER, TX

TRINITY MOTHER FRANCES IS A THREE-HOSPITAL SYSTEM THAT OFFERS A COMPREHENSIVE RANGE OF PRIMARY AND SPECIALTY SERVICES GENERATING \$600 MILLION IN NET PATIENT REVENUE.

“Huron’s expertise, strong processes, and emphasis on data and measurable outcomes were key to achieving our goals. The project improved access and led to increased efficiency, cost improvements and higher physician satisfaction. It was a very valuable engagement.”

**TERESA HALCOMB, R.N.**  
ASSOCIATE CHIEF NURSING  
OFFICER MOTHER FRANCES  
HOSPITAL - TYLER

## RESULTS AND BENEFITS

**16% increase**  
in utilization  
of the OR



**15% increase**  
of first case  
on-time starts  
in OR



**28-min average**  
OR turn-around time,  
down from  
high of  
31 minutes



## THE CHALLENGE

Building on a recently completed and very successful Huron patient access engagement, Trinity Mother Frances Hospitals and Clinics (TMF) turned its attention to the operating room (OR). TMF wanted to increase operational efficiency and effectiveness, improve OR access for independent surgeons and increase volume.

## OUR APPROACH

Huron worked with TMF to improve overall work and scheduling processes in the OR by establishing structures and tools to ensure patients are clinically and financially prepared for surgery. The engagement led to increases in utilization and customer satisfaction as well as fewer cancellations and denials. Huron also helped TMF implement improvements to OR governance that support TMF leadership as they work to sustain the improvements.

### Improving scheduling

By optimizing front end scheduling processes including intake, verification and minimum data requirements, Huron helped TMF improve scheduling efficiency and reduce cancellations. These and other steps led to a 15 percent increase of first case on-time starts in the OR as well as increased patient satisfaction.

### Measuring performance

Huron implemented tools to help TMF track key OR performance

metrics, including first case on-time starts, utilization, turnover times and case duration accuracy. Access to actionable data was critical to driving continued performance improvement. It also was valuable in driving surgeon culture change and improving accountability among surgeons and staff.

### Managing resources

Huron updated TMF’s system for allocating OR equipment, resulting in a more efficient use of resources and helping to avoid scheduling conflicts. Huron and TMF also continued to track the duration of procedures, resulting in less overtime for staff. Finally, Huron conducted an in-depth analysis of how and when surgeons used operating rooms, resulting in a 16 percent increase in utilization, with fewer delays and more accurate scheduling.

### Strengthening governance

To ensure these changes are sustained, Huron worked with TMF to reestablish and strengthen the perioperative governance committee, a group of leaders including surgeons, nurses and administrators, that is responsible for OR performance, policy enforcement, and continued collection of good data to institute and sustain change. Strong governance at TMF was key to the project’s success.