

What Healthcare Organizations Should Plan For Next

ELECTIVE SURGICAL AND PROCEDURAL VOLUME

Due to COVID-19 concerns, healthcare organizations have had to defer such services as elective surgeries and procedures. The resulting financial instability for many organizations has required them to make difficult decisions, including furloughing staff. In light of the CMS recommendations to reopen facilities to provide non-emergent services, hospital leaders need to outline strategies and tactics to attract and accommodate patients who have deferred elective surgery and procedures in conjunction with state and local mandates.

DEMAND PLANNING

- Develop outreach scripting to address patient Covid-19 concerns
- Assess and project demand (e.g., timing, geographic considerations)
- Prioritize cases based on clinical need as well as potential for higher ROI
- Manage flexibility in OR schedule and clinic hours to balance physician OR and office time

CAPACITY MAXIMIZATION

- Utilize a capacity management tool to balance between demand and capacity
- Consolidate cases in one location, at hospital main OR or ASC, to reduce surgeon travel time and increase efficiency
- Consider the availability of adequate pre-operative space and recovery bays and evaluate alternate locations

RESOURCE PLANNING

- Increase workforce coverage to address all aspects of procedural services – Nursing, Supply Chain, Sterile Processing, Facilities and EVS
- Balance the need for required skill sets against potential burnout
- Coordinate anesthesiology availability

ENGAGEMENT

- Develop reopening plan focused on expanding hospital-based services to non-hospital-based facilities
- Communicate with patients on surgical or procedural processes and safety protocols
- Communicate daily with staff to provide key updates on protocols and processes

LABOR PLANNING

- Coordinate proactive approach to garner support from part-time, per-diem and other areas through a central staffing pool for Procedural Care Services
- Justify, thoroughly document and centrally manage premium labor costs

CAPACITY & DEMAND

- Assess pre-crisis capacity and whether it is optimized
- Consider extended hours of operation on weekdays and weekends
- Assess availability of closed OR and procedural rooms that can be opened to manage the surge

FINANCIAL BENEFIT

- Explore reimbursement and emergency/relief funds related to lost volume
 - Funding for providers
 - Funding for medical supplies
 - Suspension of Medicare sequester
 - Health extenders