

When the Heart and Soul of Hadassah and Intel Meet, Quality and Efficiency Soar

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Introduction: Medicine has undergone a huge leap forward over the past 60 years. However, while therapeutic modalities and medications improved; little has changed in the organizational structure of medical practices with many broken parts working in silos .

Over the past year a unique collaboration has been established between Hadassah Medical Organization (HMO), Jerusalem and Intel Israel. Many analogies can be made between a hospital and an Intel factory: both have input, output, systems, processes, specifications, clean rooms and pass-down procedures. A project team of physicians, nurses and administrators from HMO working together with engineers from Intel, have been working on improving the hospital quality and safety culture, fostering possibility thinking and collaboration.

Method: As a proof of concept, the team chose to tackle severe OR bottleneck - the Post Anesthesia Care Unit (PACU), where patient overload caused quality issues and daily surgery cancellations. Via a culture change, the team conducted direct observations, process mapping and data analysis to create a system for improving the flow and quality. In parallel, a hospital management team created the program vision and strategies .

Results: The changes implemented resulted in significant improvements, sustained over several months: 44% decrease in OR waiting time; 50% decrease in the number of patients waiting for PACU ; 45% increase in the release of patients till 12:00 in the orthopedic units; 32% improvement in the overnight patient release and 17% increase in the number of surgeries .

Conclusion: Phenomenal results were achieved in a relatively short intervention time demonstrating the huge potential if applied to the entire perioperative flow. The pilot was so successful that the methodology has now expanded to include the

entire perioperative process. A revolution in HMO's processes, quality, safety management and culture has started. It is clear that excellence in all parameters is a key for HMO's rejuvenation and the collaboration with Intel proves that quality and excellence can be exported to become "a way of life" in healthcare and not only an empty slogan.