

## Appendix A

### Responses to Questionnaire Distributed after Phase I Implementation

**1. Did you experience any improvement (or other changes) in your work due to the recent creation of specific rooms for add-on cases? If yes what kind of improvement? Please refer to the weekends (been in place since July) and the weekdays.**

“This is the best thing for ortho since I have been here. With the additional add on rooms and our new first available surgeon policy, we almost always get our add-ons done in the early AM, which makes our families very happy. The weekends are unbelievably good. We get our case done early, and patients don’t have to wait NPO until the evenings to have their surgery. This has made call much less stressful for my surgeons and myself. The OR is now happy to let us do our add on cases on weekends and the hostility has been virtually eliminated.”—Orthopedic Surgeon, Division Director

“It is my impression that we are able to get add on cases accomplished in a more timely manner.”—General/Thoracic Surgeon, Attending

“Improved access, less waiting time on weekends and on the weekdays.”—Pediatric Surgeon, Attending

“Fewer cases are being left over for the evening.”—Orthopedic Surgeon, Attending

“Add-on list tends to run much smoother at this time.”—ENT Surgeon, Attending

“I have only had two opportunities to appreciate the impact of this change. In one instance, no add on room was available and both patients had to wait 4 hours until an OR was available. In the other instance, a room was available within 30 minutes.” —Pediatric Surgeon, Attending

“The weekends have been much better since we are no longer expected to wait in single file for our add-on cases when there are a large volume of them.—General Surgeon, Attending

“I feel there is an improvement in our time and efficiency when assigning staff. We assign add on staff the day before, instead of “pulling” staff from rooms. Knowing that we are opening 2 rooms in the morning is easier and more predictable.”—OR Nurse

**2. Is it easier to schedule add-on cases now, compared to the old system? If yes, what specifically is easier?**

“Yes. We don’t have to fight to get cases added on nearly as much.” —Orthopedic Surgeon, Division Director

“Yes. Less delay, less haggling to get cases done.” —General/Thoracic Surgeon, Attending

“I believe that we are better able to serve the add on patients now... There are not as many days when there are 12 add-ons at 6:15 in the morning.”—OR Nurse

**3. Have your add-on patients been able to have their surgeries more quickly than before the changes? If yes how do you think it influences the quality of care? Are there specific examples you can share of add-on patients being able to have their surgeries more quickly after the changes?**

“Yes much more quickly. Yes...just look at today. Dr. A was on call last night and had 2 level E patients that needed surgery. The OR offered him a 7:30 start, and because he had a Mason Clinic this AM he asked me to staff cases. Both cases were done by about 11:00 AM, and one patient was able to be discharged. These were difficult ORIF of a GSW to forearm, and an ORIF of an ankle fracture-dislocation. Skilled nurses were available to assist and cases went very well.” — Orthopedic Surgeon, Division Director

“Definitely. I think emergency cases now happen in an urgent manner—rather than waiting hours for an OR.” —General/Thoracic Surgeon, Attending

“Yes, less waiting, less getting sick while waiting. This is of course better care.” — Pediatric Surgeon, Attending

“Add-on patients have been able to get surgery earlier in the day than before. There are fewer complaints about being hungry all day.” —Orthopedic Surgeon, Attending

“The family satisfaction with their experience is better than it used to be.” —ENT Surgeon, Attending

“In the one instance mentioned above, the change had a significant impact (for the positive) on the quality of care perceived by the attending staff and by the family.”

—Pediatric Surgeon, Attending

**4. Do you think that the change has influenced parents’ satisfaction with their child’s care? (e.g., as a result of a decreased waiting time for surgery)**

“We have not had anywhere near the patient complaints or physician complaints. Physician and Family satisfaction has skyrocketed. As[k] our ortho nurse specialist how much time she had to spend comforting patients and families during the prior all day waiting process.” —Orthopedic Surgeon, Division Director

“Yes—more efficient OR means patients get to surgery in a more timely fashion.”

—General/Thoracic Surgeon, Attending

“Yes.” —Pediatric Surgeon, Attending

“As a general rule I believe the new system is satisfying most families and patients.”—OR Nurse

**5. What impact have these changes had on your or your colleagues level of satisfaction with OR operations? Please describe.**

“Less stress, delay, frustration.” —General/Thoracic Surgeon, Attending

“Better access, less waiting, can get cases done sooner in general.” —Pediatric Surgeon, Attending

“More operations during the day—instead of night time—seems well received so far.” —Orthopedic Surgeon, Attending

“Getting the add-on list done during the day has been nice.” —ENT Surgeon, Attending

“Considerable impact for the positive.” —Pediatric Surgeon, Attending

“The sometimes extreme pressure we felt from dissatisfied surgeons and/or families has seemed to greatly decrease. We have more options now. Earlier, there was no where to go with cases!”—OR Nurse

**6. What do you think has been the impact of these changes on other OR professionals (i.e. nurses, anesthesiologists)? Please explain.**

“Anesthesia team more willing to do cases knowing we have guidelines—not dependent on surgeon availability or convenience (seems to have been major gripe).” —Orthopedic Surgeon, Attending

“It has likely decreased the number of times they are asked (forced) to stay late.” —ENT Surgeon, Attending

“As a general observation, nursing staff “on call” are not staying as late due to add-ons remaining at change of shift.”—OR Nurse

**7. Are there any other comments you would like to make about the creation of the add-on rooms?**

“Let’s fine-tune it—but overall a Big Step in the right direction.” —Orthopedic Surgeon, Attending

“Don’t stop here.” —ENT Surgeon, Attending

“...Life just seems to be significantly more peaceful at the front desk since the creation of the add on rooms. This says to me that for the most part, we have surgeons, families, and other staff who are more content. There are always “those days” that are not good, but they seem fewer and fewer as time goes on.”—OR Nurse