

# Effective Operational Management in the Cardiac Catheterization Laboratory (Review paper)

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## Objectives

To provide a framework to monitor and improve operational efficiency of cardiac catheterisation labs, in accordance with insurers moving toward payment determined by quality measures bundled per episode of care.

## Study design

Retrospective.

## Materials and methods

- Outline a management method based on the Nadler-Tushman Congruence Model, by which companies can assess whether its key elements are aligned with its strategy
- Propose standardised metrics for the cardiac catheterisation lab
- Assist in understanding balance sheets
- Describe cost-saving measures
- Provide examples of strategies used to save supply expenses

## Key results

- It is important for cardiac catheterisation labs to do public reporting in order to showcase their commitment to transparency and quality improvement
- The Nadler-Tushman Congruence Model model consists of the study of the following elements: **Executive leadership** (cardiac catheterisation lab director), **critical tasks** (have a full understanding of the duties of all employees and of the care delivery process), **formal organisation** (hierarchy between lab and parent institution, number and roles of employees, incentive system...), **people** (need the correct mix of different skills), **culture** (need to develop healthy work culture, provide a good reward system and equal opportunities), and **strategy** (make decisions regarding business strategy, define a clear mission statement)
- Define metrics to measure cardiac catheterisation lab efficiency, such as: case volume, room utilisation, productivity per full-time employee, patient and employee satisfaction
- Reducing supply costs by considering revenues and expenses. Use EBITBA to monitor financial performance.
- Effect supply savings by limiting the variety of products and not overstocking (consolidate cardiac catheterisation lab inventory) and set up cost awareness programs displaying costs per case and material used to give the power to make financial decisions

## Conclusions

- Operational efficiency is of increasing importance in cardiac catheterisation labs as insurers move away from a fee-for-service model
- Therefore, labs have to identify inefficiencies using a systematic approach: The Congruence Model
- It is important as well for catheterisation labs to report using standardised metrics, such as the ones mentioned in this paper.