



# Bay Medical turns to secure automation for improved OR supply management

Pyxis® Perioperative Solutions case report





Bay Medical is a 413 bed regional referral hospital in Panama City, FL, which serves seven counties and features the top rated cardiac program in Northwest Florida. An ongoing challenge for the hospital is managing high value supplies utilized during cardiac and orthopedic surgeries. Furthermore, since specialty inventory is kept in multiple locations, clinicians often spend their time searching for needed items.

Initially, an open scanning system was installed in the Bay Medical Operating Room areas to improve the supply management process. The system was a source of everyday conflict for staff in the OR, Materials Management, Supply Distribution and Administration. The OR staff didn't trust that supplies would be there when needed, or feel that the system would function as expected, and stock-outs on critical cardiovascular and other supplies were commonplace.

To offset their concerns with their existing open scanning system, the staff created their own makeshift materials management process. As Laura Lutz, RN, BSN, Interim Director of Surgical Services explained, "We seemed to have struggles with compliance using scanning to manage our inventory. I guess the overall fiscal responsibility of being able to make sure that we were managing the inventory, keeping accurate records and charging the patients correctly led us to trying to find a better way to do it. No one believed the philosophy 'If you scan it, it will come' because it never did."


## Supporting OR staff and creating surgical supply chain solutions

The decision was made to replace the open scanning system with secure supply automation systems in their main OR areas. Shortly thereafter, the Pyxis ProcedureStation™ system went live—with supplies divided roughly into Orthopedics, Cardiovascular, General Surgery and Bandages/Dressings.

The decision to implement the Pyxis ProcedureStation™ system effectively engaged all key stakeholders. As Greg Wheat, Director of Business for Surgical Services at Bay Medical, explains, "You heard it every day up here, some of the chronic problems they were experiencing. And even when I came to work here, they were having weekly meetings in the conference room down in Materials Management with two or three of the OR people and two or three of the materials services people—just to talk about problems in the OR supply distribution and to look for solutions and workarounds. I guess this shows how profound the issues were."

The pains of having an open scanning system were felt through the highest echelons of Bay Medical. As Brit Watts, Director of Operations Excellence, reports, "We found that in a number of different areas, not just OR, that we were missing charges. There were items that weren't being assigned to a given patient. We started looking for better ways to control inventory throughout the hospital—and the first thing we did was clean up storage areas, color coding stock items to make them more visible. We found in the OR, though, we had a lot of high-end items, far more so than in our other units. We were having some one-unit storage rooms losing \$19,000 in charges a month. We quickly realized that to control inventory in the OR it would take a lot more than just color coding, moving stock around and cleaning up. That's what drove us to consider the secure supply automation solutions."





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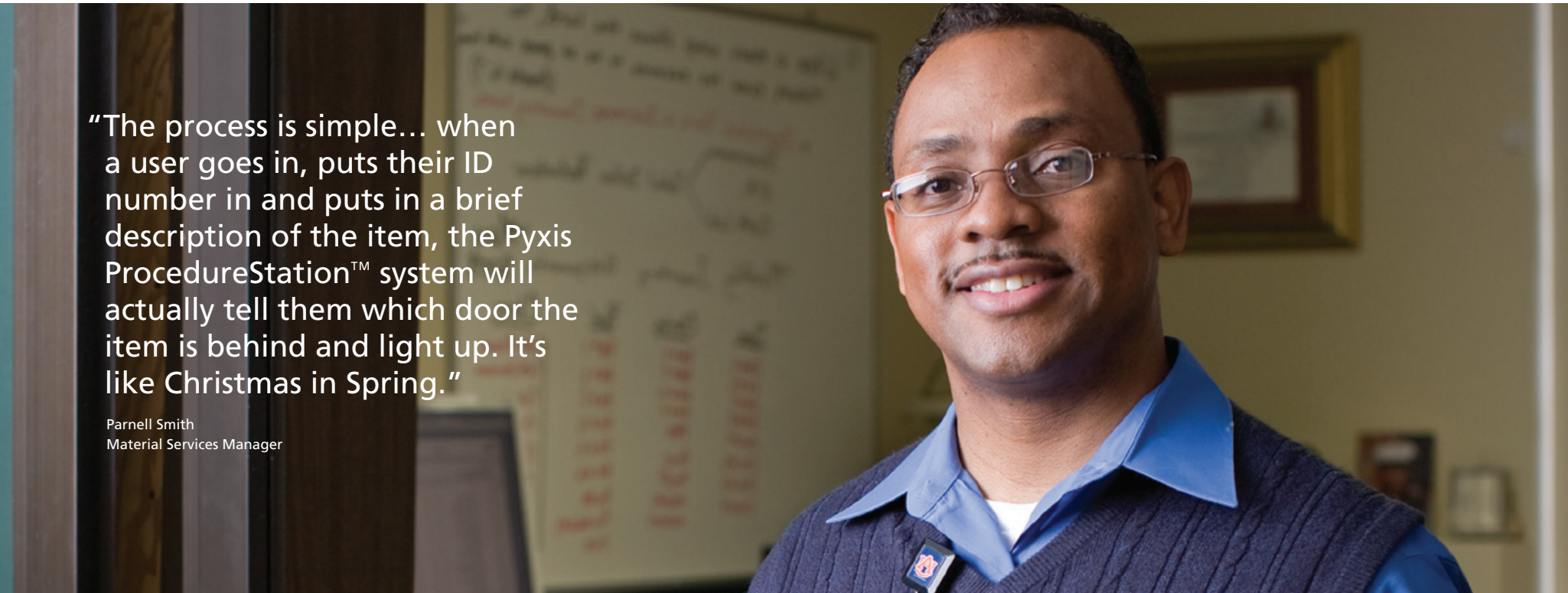
Dan Morgan  
Chief Financial Officer

Greg Wheat continues, “We didn’t go in to this just to achieve the obvious financial goals. The primary reasons for wanting to solve the problem were physician relations, stock-outs and staff morale. The problems we were having were creating huge physician trust and staff satisfaction issues all the time. That’s why administration wanted to dig into this thing and find a better solution.”

Within the OR, the shortcomings of their open-access environment were omnipresent. As Yvonne Riehm, Cardiac, Thoracic and Vascular Service Leader, offers, “We needed something. We really did.”

With the support of OR staff, several Pyxis ProcedureStation™ units were obtained. Implementation went quickly and smoothly, with the help of an engaged and

enthusiastic staff. As Dan Morgan, Chief Financial Officer at Bay Medical, explains, “The OR and clinical staff were involved in both picking and implementing the solution, which really built the groundwork for so many of the things that we’ve been able to do. We’ve been able to create a partnership between the clinical side and the materials/finance side, and it’s a win-win for both.” Greg Wheat elaborates, “This was easier to do than I thought it would be. Just because the operating room doesn’t stop for anything, we went live in phases. From the time the units got here, and we started loading them with supplies, it took a matter of a few weeks. It went pretty fast once we started doing it.”



“The process is simple... when a user goes in, puts their ID number in and puts in a brief description of the item, the Pyxis ProcedureStation™ system will actually tell them which door the item is behind and light up. It’s like Christmas in Spring.”

Parnell Smith  
Material Services Manager

## Remarkable improvements in process and inventory control

The Pyxis ProcedureStation™ system and new processes have helped transform the Central Core and Operating Room environments at Bay Medical. There have been significant improvements in many areas by containing the critical and costly items in a central, secure and organized environment. Staff have been able to reduce and more accurately manage the OR inventory. This has minimized stock-outs, improved workflow and helped bridge relationships between the Materials Management and OR teams, creating an optimized perioperative supply chain.

The new day-to-day supply management process has been embraced by the staff. As Parnell Smith, Material Services Manager, explains, “We know how satisfied our staff is with the Pyxis ProcedureStation™ system. They can call up an item by just abbreviating the description of the item and it actually brings the item up, which makes it a whole lot easier when you’re searching for an item. The OR staff are confident now that when they call an item up, the system will also tell them the location, particularly on the secure stations. The process is simple... when a user goes in, puts their ID number in

and puts in a brief description of the item, the Pyxis ProcedureSystem™ station will actually tell them which door the item is behind and light up. It’s like Christmas in Spring.”

Keeping track of available stock and workflow is much easier for Bay Medical staff now that the Pyxis ProcedureStation™ system is in place. As Eric Howell, Internal Auditor, explains, “My number one concern was getting an accurate picture of inventory for financial statements and getting our inventory under control. I want to know who’s using that system, when they’re using it, and what they’re taking. That’s been the key. The way the Pyxis ProcedureStation™ system is set up, it’s so easy now to just press a button. We have a summary report of every employee that has used the system for the week. I run a daily report that I can also pull for a whole week. These reports give the nurse manager an opportunity to evaluate nurse workflow.”






Pyxis ProcedureStation™ system main  
and auxillary units in sterile core

Bay Medical staff has grown so fond of the Pyxis ProcedureStation™ system that they cannot even fathom going back to their open scanning system. “I have a feeling that there would be a little mutiny from the staff and be traumatizing to the morale of the department if you took it out at this point. I would not want to have to work with another hospital that didn’t already have the Pyxis ProcedureStation™ system in place,” explains Laura Lutz. Adds Yvonne Riehm, “All of the supplies we need are in the Pyxis ProcedureStation™ system. If you still can’t find something and you don’t know where it is, you can use ‘find’ and it tells you where to go look for it. It just looks so much better, too. It’s clean and everything’s dust-free.”

The benefits of having the Pyxis ProcedureStation™ system in place have been validated throughout Bay Medical. Within the OR, the system has effectively transformed workflow and supply management. Yvonne Riehm elaborates,


“Having the Pyxis ProcedureStation™ system in the OR has been a very good thing. It helps you do your job, so you can take care of your patients instead of worrying about where your supplies are. You don’t have to think about what each doctor needs because everything they need is pretty much right there where you need it to be.” Brit Watts concludes, “Hands down, there’s nothing better than a secure system. You can’t control your inventory otherwise.”



A woman with blue eyes, wearing a red and white floral surgical cap and black scrubs, stands in an operating room. Surgical lights are visible above her, and medical equipment is in the background.

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Yvonne Riehm, RN, CNOR  
Cardiac, Thoracic and Vascular Service Leader

A man with light brown hair, wearing a green polo shirt, stands in a hospital hallway. In the background, a person in blue scrubs is walking away.

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than just color coding, moving  
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Brit Watts  
Director of Operations Excellence



“There is too much at stake here  
at Bay Medical to use open  
scanning systems in the OR.”

Greg Wheat  
Administrative Director/Surgical Services

## Bay Medical financial results

Increased revenue per supply dollar	31%
Decreased supply cost per procedure	5%
Decreased supply cost per OR hour	19%
Increased charge capture	21%

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Decreased total supply spend	<b>\$63,000 per month</b> <b>\$756K per year</b>
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<b>Total inventory reduction savings</b>	<b>\$208,736*</b>
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\*Individual results may vary.

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