

Home Study Program

Educating perioperative managers about materials and financial management

The article "Educating perioperative managers about materials and financial management" is the basis for this *AORN Journal* independent study. The behavioral objectives and examination for this program were prepared by Rebecca Holm, RN, MSN, CNOR, clinical editor, with consultation from Susan Bakewell, RN, MS, BC, education program professional, Center for Perioperative Education.

Participants receive feedback on incorrect answers. Each applicant who successfully completes this study will receive a certificate of completion. The deadline for submitting this study is April 30, 2008.

Complete the examination answer sheet and learner evaluation found on pages 817-818 and mail with appropriate fee to

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BEHAVIORAL OBJECTIVES

After reading and studying the article on materials and financial management for perioperative managers, nurses will be able to

1. describe difficulties that perioperative managers experience when assuming materials management responsibilities,
2. discuss lessons learned from the market analysis survey of surgical services managers in the Navy,
3. identify requirements for implementing a course in materials and financial management,
4. explain the cost:benefit ratio of providing this course, and
5. identify civilian sector applications.

MANAGEMENT



This program meets criteria for CNOR and CRNFA recertification, as well as other continuing education requirements.

A minimum score of 70% on the multiple-choice examination is necessary to earn 3 contact hours for this independent study.

Purpose/Goal: To educate perioperative nurses about options in materials and financial management education.

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Educating perioperative managers about materials and financial management

Eric Davis, RN

Supplies and equipment in the OR can account for more than 50% of a hospital's inventory assets and costs.¹ As a whole, however, the health care industry only allocates approximately 21% of its total costs to supplies. In comparison, the manufacturing industry allocates 50% to 70%.² Consequently, the OR is an area ripe for cost cutting strategies and standardization,³ and hospital chief executive officers are starting to treat ORs like businesses.⁴

Surgical services departments often are managed by experienced perioperative nurses who have strong clinical knowledge of surgical procedures and an understanding of the need for the myriad materials and equipment required for surgery.⁵ Now, however, these managers are being called upon to have not only superior clinical skills but equally superior business skills.⁶ In addition, a surgical services director can spend up to 50% of his or her time dealing with supply issues.⁷ Unfortunately, in the majority of ORs, including those in the US Navy, managers have no formal training in materials or financial management, even though they are responsible for one of the most costly clinical areas in the hospital.

COLLABORATING WITH MATERIALS MANAGERS

It can be difficult for a surgical services manager to transition from the clinical environment to an administrative position without the tools necessary to perform the job. Many managers assume that the materials management department will ensure that all material issues are handled efficiently and effectively. The majority of materials man-

agement executives, however, have no health care experience and are not knowledgeable about the unique requirements of modern surgical suites, including the desire to keep large inventory levels on hand.

Many hospital executives may ask their materials managers to get more involved in managing inventory levels in the OR as a way of controlling expenses;⁸ however, this can lead to conflict with surgical services managers who want to maintain control and autonomy in their area. A survey conducted in 1998 reveals that the OR's top need from the materials management department is improved response time, while materials manager's top need from the OR is to reduce current inventory levels.⁹ This difference in departmental objectives is why perioperative nurses routinely order and store extra supplies—especially critical or unique items—as a way to avoid the purchasing process.

MANAGEMENT



ABSTRACT

- **ONE OF THE MOST resource intensive areas in many hospitals is the OR, which often accounts for more than 50% of a hospital's materials management budget.**

- **SURGICAL SERVICES MANAGERS often have no formal training in materials and financial management, but they are held accountable for one of the most costly clinical areas in the hospital.**

- **A PROGRAM PROPOSED for Navy perioperative nurse managers is a five-day course that covers the basics of Navy medical materials and financial management as they apply to the OR. Application strategies for the civilian sector also are discussed. AORN J 81 (April 2005) 801-812.**

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