

Roles and responsibilities in theatre management

March 2024

Collaboration, leadership and communication are essential to develop high-performing teams. If each person understands their responsibilities, they feel empowered to take ownership of their role and contribute to the team. This builds trust and respect and develops leaders who share responsibility. These are the key roles required to manage an efficient operating theatre.

Head of theatre suite		
Nursing	Medical – surgery	Medical – anaesthetics
<p>In collaboration with executive and medical staff, the nursing department is responsible for the overall management of resources, budget, quality improvements and performance in the operating theatre (OT).</p> <p>Review and analyse surgical service activity and resource distribution to assist planning for future service provision.</p> <p>Provide mentorship and support to the professional development of the nursing staff across the perioperative service.</p> <p>Coordinate the capital equipment list and collaborate with colleagues to prioritise and negotiate equipment.</p> <p>Actively promote cohesive teamwork by celebrating successes and encouraging high performers.</p> <p>Identify, explore and address the root causes of poor and declining performance.</p> <p>Promote quality activities and coordinate quality improvement projects within the department.</p> <p>Maintain communication and relationships with key stakeholders in the hospital and local health district.</p>	<p>Take an active role in the governance and management of OTs to ensure that the surgical care provided is patient centred.</p> <p>Ensure that processes and protocols reflect best surgical practice in the OT environment.</p> <p>Ensure that a professional and respectful work environment is maintained.</p> <p>Communicate with all surgical departments regarding issues of importance, such as adverse events, product safety issues, performance results and quality activities.</p> <p>Provide advice and direction regarding issues of surgical governance.</p> <p>Ensure an appropriate surgical workforce is available for the perioperative environment.</p> <p>Review and monitor services in collaboration with relevant stakeholders to achieve performance benchmarks.</p> <p>Ensure audit processes are in place to monitor and assess key quality and safety practices.</p> <p>Actively promote cohesive teamwork by celebrating successes and acknowledging high performers.</p> <p>Identify, explore and address the root causes of poor and declining performance.</p> <p>Advocate and liaise with hospital administration to ensure that the service is adequately staffed and equipped to provide a safe, efficient and effective working environment.</p>	<p>Take an active role in the governance and management of OTs to ensure that the anaesthetic care provided is patient centred.</p> <p>Ensure that processes and protocols reflect best anaesthetic practice in the OT environment.</p> <p>Ensure that a professional and respectful work environment is maintained.</p> <p>Communicate with the department of anaesthetics regarding perioperative issues of importance, such as adverse events, product safety issues and performance.</p> <p>Provide advice and direction regarding issues relating to anaesthesia and sedation governance.</p> <p>Ensure an appropriate anaesthetic workforce is available for the perioperative environment, including pre-admission, theatre and postoperative care.</p> <p>Review and monitor services in collaboration with relevant stakeholders to achieve performance benchmarks.</p> <p>Ensure audit processes are in place to monitor and assess key quality and safety practices.</p> <p>Actively promote cohesive teamwork by celebrating successes and acknowledging high performers.</p>

		<p>Identify, explore and address the root causes of poor and declining performance.</p> <p>Advocate and liaise with hospital administration to ensure services are provided in a safe, efficient and effective working environment.</p>
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Floor or duty coordinator		
Nursing	Medical – surgery	Medical – anaesthetics
<p>Ensure the provision of an appropriate and safe standard of clinical care.</p> <p>In collaboration with perioperative nurse unit managers, waitlist managers, surgeons, duty anaesthetist and patient flow team:</p> <ul style="list-style-type: none"> • coordinate daily activities of the operating suite • monitor patient flow against planned schedules • coordinate the efficient use of emergency and elective operating sessions • liaise with surgical and anaesthetic leads to manage emergency surgery effectively and efficiently • maintain open communication and promote teamwork. <p>Ensure resources are allocated effectively and efficiently to achieve optimal patient outcomes, including:</p> <ul style="list-style-type: none"> • identifying and escalating possible late starts and cancellations on the day of surgery via local escalation pathways • coordinate meal relief to minimise interruptions and delays to theatre lists. <p>Assist in achieving organisational key performance indicators</p>	<p>Ensure that all decisions are patient-centred decisions.</p> <p>Ensure that the operating environment and resources are being used effectively and efficiently to:</p> <ul style="list-style-type: none"> • resolve issues relating to urgent operating room access for acute care patients • promote peer-to-peer communication and collaboration in time-critical decision making related to theatre access • implement strategies for early identification and resolution of issues related to resource availability • provide leadership and mediation when there is disagreement among craft groups, without prejudice or bias. <p>Ensure that a professional work environment is maintained.</p>	<p>Ensure that all decisions are patient-centred decisions.</p> <p>Work collaboratively with multidisciplinary healthcare professionals and consumers to manage emergency surgery effectively and efficiently to:</p> <ul style="list-style-type: none"> • receive and prioritise referrals for emergency theatre access based on patient need • manage emergency surgery access, in collaboration with the surgical floor coordinator, where required • monitor progress of planned cases to identify risks of delay or cancellation • communicate with clinicians and administrators in the perioperative environment. <p>Delegate tasks and coordinate senior and trainee anaesthesia workforce activities.</p> <p>Troubleshoot issues relating to preoperative preparation, list management and postoperative care.</p> <p>Ensure resources are allocated effectively and efficiently to achieve optimal patient outcomes.</p> <p>Ensure that a professional work environment is maintained.</p>

<p>relating to surgery and perioperative care.</p> <p>Provide leadership, mentorship and support to perioperative staff.</p> <p>Escalate issues to the perioperative nurse manager where required.</p>		<p>Escalate issues to the director of clinical governance or general manager, as required.</p>
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Additional roles	Duties
<p>Elective surgery coordinator</p>	<ul style="list-style-type: none"> • Proactively monitor waiting lists and theatre availability. • Escalate demand and capacity issues to operational and strategic management committees to inform theatre template planning and session allocations. • Review data entry for theatre bookings so it is consistent and accurate. • Monitor and provide expert advice on best practice management of elective surgery waiting lists to ensure treatment within clinically recommended time frames. • Monitor and improve waitlist management measures, e.g. alignment of local processes with the NSW Health Elective Surgery Access Policy Directive PD2022_001 requirements and accuracy of allocated clinical urgency categories. • Orientate new staff about elective surgery referral and bookings processes. • Monitor the booked and actual indicator to ensure booking practices maximise available theatre time and provide advice to drive improvements. • Monitor cancellation rates for failure to attend to ensure booking confirmation processes are effective.
<p>Data manager</p>	<ul style="list-style-type: none"> • Responsible for the coordination, support, enhancement and ongoing management of data and data sets within the OT management information system, including inventories for prosthetics and high-cost consumables. • Produce standard reports for operational and strategic purposes, including weekly performance reports and reports on data quality, providing information for analysis and publication as required. • Actively participate in the development and tracking of performance indicators. • Provide education and training to staff to ensure consistency and accuracy in the application of codes, time stamp definitions and data entry. • Provide expert advice and support in data management as well as coordinate the dissemination of changes to processes. • Coordinate ongoing systems management, development, testing and implementation of changes.
<p>Pre-admissions manager</p>	<ul style="list-style-type: none"> • Coordinate, manage and review pre-admission processes to ensure services are effective in optimising the patient's fitness and readiness for surgery. • Provide expert advice on best-practice standards when reviewing models of care for pre-assessment. • Review and monitor cancellations relating to pre-admission processes, e.g. unfit due to condition or preparation, no longer requires treatment.

Admissions manager	<ul style="list-style-type: none"> • Coordinate, manage and review the admission process for patients to ensure effective patient flow where patients are processed and ready for surgery without delay. • Review admission times to ensure they enable timely access to the OT. • Manage and review delays, ensuring any anticipated delays are communicated to patients to keep them informed about their journey. • Monitor cancellation rates on the day of surgery for patient-related reasons to ensure admissions processes are patient focused and appropriate.
Bookings officer	<ul style="list-style-type: none"> • Receive referrals for admission, place on the individual surgeon's or the hospital's waiting list and allocate to operating lists in line with clinical urgency and order of addition to the list. • Liaise with booking office, surgeons, nurse manager perioperative, director of anaesthetics and director of clinical services. • Liaise with patients, doctors, theatre staff and manager in relation to booking patients within the recommended timeframes, escalating potential breaches. • Mail information to patients regarding surgical bookings and ensure they have adequate notice of their date for surgery. • Prepare paperwork and bookings for pre-admission clinic. • Unresolved issues are escalated to the perioperative nurse manager.
Perioperative nurse manager	<ul style="list-style-type: none"> • Oversee operational activities and compliance with standards, policy and procedures for all activities conducted within perioperative during normal hours. • Manage the business processes of the service and regularly report on them. • Liaise with the executive managers as necessary to provide advice and seek direction where initial approaches to resolve a complaint or problem is insufficient. • Ensure the service is working in accordance with annual targets and objectives and work with the operations manager and team to take corrective action, as required. • Ensure the service works within a quality management framework and strategies relevant to compliance with the National Standards for Safety and Quality in Healthcare, and the Australian College of Perioperative Nurses Standards are fully implemented and regularly monitored. • Ensure there is an annual education plan for all departments and that this is being delivered regularly to meet the needs of staff and patients.

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