IMPROVING PATIENT READINESS FOR THE OPERATING ROOM USING LEAN PRINCIPLES

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Background:
Through the Lean process, we identified a patient arrival metric for Preoperative Holding (patient arrives within 45 minutes of being placed on-call). Following data collection, we identified barriers to meeting our goal. Partnering with one of our inpatient units (an orthopedic/trauma high volume customer), we met to define patient readiness for the operating room.

Objectives of Project:
- Meet the metric of patient arrival in Preoperative Holding within 45 minutes of being placed on call
- Identify barriers to patient readiness
- Define patient readiness
- Improve communication
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Process of Implementation:
Using Lean principles (daily huddles, everyday Lean ideas [ELIs], GEMBA), we identified problems and developed countermeasures:
- Preoperative Holding and inpatient staff met to establish mutual objectives;
- Analyzed the patient preparation process and transfer process using Value Stream Mapping;
- An online staff survey identified non-standard work that impeded patient readiness and transfers;
- Work group met to define patient readiness standard, including patient and room preparation; and
- ELI generated by clerical staff suggested changing inpatient nurse contact process.
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Statement of Successful Practice:
We regularly meet our metric of getting patients to Preoperative Holding within 45 minutes with improved communication between the perioperative, perianesthesia, and inpatient staff. This has created trust with staff and increased efficiency.

Implications for Advancing the Practice of Perianesthesia Nursing:
LEAN principles can be used to develop standard work processes and resolve patient care issues in the perianesthesia setting. The process engages all staff to identify problems and develop countermeasures to improve their ability to provide safe, efficient patient care.