

## **PACU THROUGHPUT AND CAPACITY INITIATIVE TO INCREASE THE AVAILABILITY OF PACU BEDS AND DECREASE OPERATING ROOM TO PACU HOLDS**

Team Leaders: Kelly Connolly MSN RN, Nurse Manager,  
Dawn Brundage BSN RN CPAN, Staff Nurse III

Boston Children's Hospital, Boston, Massachusetts

Team Members: Lori Arsenault MSN RN CNOR NE-BC, Perioperative Nurse Director,  
Katherine Tecci MBA, Director of Business Operations, Perioperative Services,  
Debra Lajoie PhD MSN RN LNC, Director of Nursing Research

**Background Information:** Operating room (OR) holds can impact quality and safety and dissatisfies patient, family and staff. The purpose of this project was to reduce OR holds. This poster will describe the journey of a tertiary urban academic hospital.

**Objectives of Project:** Using an interdisciplinary Lean Six Sigma approach, Nursing, Perioperative/Perianesthesia Leadership, Anesthesia and surgeons partnered to analyze and develop a new process to reduce and/or prevent OR to PACU holds. The goal of this project was to standardize this process using the best evidence to improve safety, quality and patient, family and staff satisfaction while controlling costs.

### **Process of Implementation:**

The following interventions were included in the implementation of this initiative:

- We conducted a literature search and created a process map of the current process to identify areas for improvement.
- We developed a project plan and conducted a root cause analysis for every hold. Data and frequent huddles and debriefings were used to improve communication and collaboration across the perioperative continuum.
- Standardized processes for communication were developed and a new tracking board was implemented.
- A Resource Nurse position was created to facilitate all PACU in-patient admissions and discharges.

### **Statement of Successful Practice:**

- OR to PACU holds are now a rare event.
- Pre and post data will be presented.
- A staff satisfaction survey currently in progress-data will be presented.
- A reduction in holds improves patient and family satisfaction, maximizes OR efficiency and reduces the amount of unbillable OR hours, thus reducing costs.

**Implications for Advancing the Practice of Perianesthesia Nursing:** Successful throughput involves staff input at every level of the care continuum. Multidisciplinary stakeholder and leadership support is essential for success.