

## **MULTIDISCIPLINARY APPROACH TO MAXIMIZING THROUGHPUT IN THE SURGICAL SERVICES SETTING**

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**Background Information:** Department Goals were not being met. The OR, PACU and Day Surgery units were working in silos and unable to see how their workflow was impacting each other.

**Objectives of Project:** A multidisciplinary team was formed consisting of the OR Director, Assistant Nurse Managers, Managers, Anesthesiologist, RNs from OR, DS and PACU, patient care specialist, Business Office Supervisor, Patient Access Manager and quality department to participate in a Rapid Performance Improvement Project using Lean Principles.

**Process of Implementation:** The process was broken down into a two steps, taking place 6 months apart. We started with the PACU where the OR holds (OR nurse waiting for PACU nurse to take over care of the patient) were averaging 30 a month and holding up the OR. The team met, objectives were defined and a Boot Camp was held for all nurses to learn the new process and define roles. Staff was assigned a bay and a light system was developed to allow the OR nurse to see the next bay available. The next phase was to improve the flow in the Day Surgery and improve 1<sup>st</sup> start times. We began registering patients in the Preop room, redefined the RN role to take care of the patient pre and post op and began bedside handoff with OR and PACU with the family present.

**Statement of Successful Practice:** Over the last year we have decreased OR holds, improved customer service scores, decreased Turn around Time for the OR and improved our 1<sup>st</sup> start times.

**Implications for Advancing the Practice of Perianesthesia Nursing:** To improve overall efficiency of the Surgical Services department each area has to come out of their silos and work together. It took leadership and staff from each discipline of surgical services to come together to achieve measurable improvement in surgical services overall goals.