

Background Information

It is an organizational expectation that patients are transferred out of the post-anesthesia care unit (PACU) within 45 minutes of receiving an assigned inpatient room. Transfer delays contribute to operating room (OR) holds and decreased patient flow. One of the most common reasons for delay is the PACU nurse not giving report and requesting transportation in a timely manner.

Objectives

- To establish clear guidelines for the PACU to inpatient transfer process in order to improve perioperative output.
- To create a culture of teamwork and shared ownership of outcomes amongst the PACU team.

Process of Implementation

The following guidelines were developed for the inpatient transfer process:

- PACU nurse to call report within 15 minutes of text notification of a room assignment, where transportation will also be requested.
- PACU to transfer the patient to the assigned room in the computer system once transportation arrives.
- PACU to assist their peers in completing the tasks above when needed.

To add a motivating factor, the organization launched the new M.O.V.E. (Movement to Optimize Volume and Efficiency) award, which is presented monthly to the sending unit with the highest percentage of patients transferred within 45 minutes.

Optimizing Patient Flow by Cultivating Teamwork

Cedars Sinai Medical Center, Los Angeles, California Moniece Webster, MSN, RN, CPAN, PHN 7th Floor Preop/PACU Team Lillyann Rowe, MSN, RN, CPAN, CCRN, PHN Rusela DeSilva, DNP, RN, PHN, NEA-BC, CPAN, CAPA

Movement to Optimize Volume and Efficiency

Improving hospital flow and capacity one step at a time

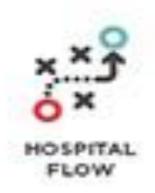
Everyone plays a role in optimizing patient flow and capacity management, so we want to recognize top performers in our journey.







EFFICIENCY AND ADAPTABILITY







The M.O.V.E. award recognizes contributions to improving hospital flow and capacity.

PROGRESSION

OF CARE

TOTI Dashboard

March 2024 (7-PACU)

Monthly TOTI Pct. Monthly TOTI Avg. Monthly Transfers

98%	22 55										
	FY22	FY23	FY24 to Date	2023-09	2023-10	2023-11	2023-12	2024-01	2024-02	2024-03	Rolling 6 Month Trend
Percent of Patients Meeting 45 Min Goal	91%	90%	95%	95%	92%	96%	97%	98%	93%	98%	95%
Average TOTI Time (minutes)	30	29	25	27	26	24	23	25	26	22	27
Fotal Cumulative Outlier Hours	46	41	10	1	2	1	0	0	2	0	1
Bed Approved (Clean) to CTS Pending (Ordered) (Average min)	15	11	7	9	9	5	8	6	6	3	9
Percent of Patients with CTS Ordered in 15 Minutes	59%	68%	76%	67%	72%	84%	79%	82%	75%	84%	67%
Percent of Patients Transported by CTS	88%	89%	91%	89%	90%	92%	97%	93%	91%	93%	89%
Fotal Transfers	1079	1119	701	63	100	75	70	94	67	55	

The TOTI (Toes Out Toes In) Dashboard displays the average transfer time and the percentage of transfers that meet the 45-minute goal.



ASSIGNMENT

Statement of Successful Practice

Establishing clear guidelines has been overwhelmingly successful for 7-PACU because it has won the most M.O.V.E. awards within the hospital. The average transfer time is a remarkable 27 minutes, and over 92% of patients meet the 45-minute goal each month. Surgeons, patients, and nurses report increased satisfaction. Surgeons appreciate the increased productivity and less OR holds. Patients appreciate less wait time in the recovery room. Nurses find the standardized guidelines useful to their practice. Nurses also look forward to celebrating unit-based successes each month with the M.O.V.E. award.



Implications for Advancing the **Practice of Perianesthesia Nursing**

Perioperative efficiency plays a critical role in optimizing patient flow and capacity management. Prompt transfers reduce OR holds and boost productivity. A standardized process and culture of shared responsibility and teamwork can facilitate the achievement of operational goals. Additionally, the bonus of a rewards system motivates staff and promotes engagement.



7 PACU celebrates winning the M.O.V.E. award.