

How to Train for the Unknown: Opening a New Ambulatory Center with a New Model of Care

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Background Information: New York-Presbyterian Healthcare System (NYP) built a new ambulatory center in 2018 – the David H. Koch Center (DHK). The new ambulatory surgery and endoscopy departments created a new model including pre-operative and post-operative services within the same architectural and geographical footprint. The new model of care meant that the registered nurses (RN) moving to the new departments would be working as pre-operative and post-operative nurses simultaneously. How can a perioperative department train RNs working in isolated environments to successfully and competently care for the perioperative patient comprehensively from admission to discharge?

Objectives of Project: Our aim was to develop competencies and training plans for RNs currently working in either the preoperative or postoperative units to eventually work in the new building and departments as pre- AND post-operative nurses. The task of cross-training nurses while continuing to run existing units at the main campus was a challenge. The project was crucial to the launch and ongoing success of NYP's efforts to treat a growing ambulatory population.

Process of Implementation: The first goal was to determine the staffing needs of the new building. Working closely with finance and human resources was crucial in developing a shifting of staff plan from the main campus to the new ambulatory center. After staff were identified as shifting, needs assessments highlighted the orientation and training requirements for each RN. Relying on relationships with other departmental leadership, cross-training plans were created to maintain operations of existing units while orienting shifting nurses. Utilizing a reversed timeline from opening of the building backwards through the existing months prior to opening proved successful in allowing adequate time for the RNs to receive appropriate orientation.

Statement of Successful Practice: Working with an interdisciplinary team led by Nursing Education was crucial to the success of this monumental feat. A primary nursing Pre/PACU model improved continuity of care. DHK has been open for six months and ongoing education and reinforcement will continue.

Implications for Advancing the Practice of Perianesthesia Nursing: With healthcare advancing toward an increase in outpatient procedures, research and recommendations of ASPAN standards should be conducted for free standing ambulatory centers. If longitudinally successful, utilizing a pre- and post-operative model of care could save resources both tangible and abstract.