

Optimizing Patient Flow by Cultivating Teamwork

Team Leader: Moniece Webster MSN RN CPAN PHN
Cedars-Sinai Medical Center, Los Angeles, California

Team Members: 7th Floor Preop/PACU Team, Lillyann Rowe MSN RN CPAN CCRN PHN,
Rusela DeSilva DNP RN PHN NEA-BC CPAN CAPA

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 of Project:

- 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.

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.