

# We Are Going Home: Preop Delays after Dark

## Perioperative Services

Christine Cajigal MSN, RN, CPAN, Rosalind Morris MSN, RN, PHN, CPAN, CNML, Rusela Desilva DNP, RN, PHN, NEA-BC, CPAN, CAPA

Cedars Sinai Medical Center, Los Angeles

## Background

The Perioperative Services consist of seven PACU units that consolidate resources and staffing during the evening. However, communication gaps after hours between the Operating Room (OR) Command Center and Preoperative unit have led to increased complaints and staff dissatisfaction. These issues contribute to surgical delays, negatively affecting staff satisfaction, operational efficiency, and resource utilization. A literature review was conducted, and no studies have been identified that directly examine this area.

## Objectives

The purpose of this project is to decrease surgical delays after 6:00pm through a test of change in Preop between October 2024 and April 2025.

## Materials and Methods

A new process was implemented in the department to improve coordination and reduce delays.

- At 4pm, PACU triage calls the OR command center to determine how many preop patients remain scheduled after 6pm.
- PACU triage then informs the affected preop units to review those cases and ensure OR readiness. OR readiness entails; checking patient labs, consent, NPO status, and all required documents for surgery.

## Materials and Methods (continued)

- A preop nurse is assigned to cover preop between 6pm to 8pm across all units, until the evening staff arrives to resume preop after 8pm in our 24/7 PACU unit.
- Between 6pm to 8pm, the OR Command Center calls PACU triage directly for any patients to coordinate care.
- Additionally, data was collected to identify the cause of the delays.

Tools used included a flyer in all preop units with a QR code to record data directly into REDCaps

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Survey Timestamp (or Preop Delay)	Date	Which OR is the patient scheduled in?	Name of PACU Triage OR Command Center RN who called patient (if applicable)	Name of Preop Nurse	Surgeon's Name	Time surgery scheduled	Time Command Center/PACU Triage called OR	Time CTS was ordered	Time in Preop	Reason for Delay
10-14-2023 09:31	10-13-2023	5 OR (3)	Rosemarie Mateo	Kang, Christopher	Kang, Christopher	05:55	04:47	05:12	05:31	ER RN no give Map until 18:00
10-17-2023 19:53	09-22-2023	7 OR (5)	Command Center	Deaconcini	Deaconcini	19:00	17:31	18:00	18:21	ER RN E asked to transport
10-17-2023 19:55	09-22-2023	7 OR (5)	PACU triage	Ishizuka	N/A	N/A	18:46	18:54	19:19	None
10-17-2023 20:12	09-23-2023	5 OR (3)	Bernadette	Fleisher	N/A	00:42	N/A	01:12A	N/A	ER RN give map until 18:00
10-17-2023 20:13	09-23-2023	5 OR (3)	Josh	Hennessy	N/A	N/A	N/A	N/A	01:47	Transport
10-17-2023 20:14	10-10-2023	7 OR (5)	Crystal - triage	Barshad	N/A	N/A	18:57	19:00	19:48	Transport
10-17-2023 20:16	10-10-2023	5 OR (3)	Crystal - triage	Dellamora	N/A	N/A	19:10	19:15	N/A	clarified schedule needed 1 called
10-17-2023 20:18	10-11-2023	5 OR (3)	Tracy	A. Ko	N/A	N/A	18:00	18:51	19:03	COVID # provided to be reviewed by ER RN
10-17-2023 20:20	10-06-2023	5 OR (3)	Hemavarma	Dr. Alban	N/A	N/A	23:10	23:15	23:33	no delay stayed in PACU
10-17-2023 20:21	10-07-2023	5 OR (3)	Whitney	Voldonikolas	N/A	N/A	4:20A	4:51A	N/A	anesthesia
10-17-2023 20:23	10-09-2023	5 OR (3)	Triage -RDS	Chung/Dabb	N/A	N/A	1850	N/A	19:30	No delay common called at 18:50
11-14-2023 21:06	11-14-2023	5 OR (3)	Ross	Michael Larin	Stampanas	2000	1905	1920	1959	Transport

Survey Posted in All Preops

Record ID	Survey Identifier	Survey Timestamp	Record ID	Date	Which OR is the patient scheduled in?	Name of PACU Triage OR Command Center RN who called for the patient (if applicable)	Name of Preop Nurse	Surgeon's Name	Time surgery scheduled	Time Command Center/PACU Triage called for the patient	Time CTS was ordered	Time in Preop	Reason for Delay
1		10-24-2024 20:55	188329	10-24-2024	5 OR (3)	Yolanda	Albert	Baum	2005	1944	2039	20:54	New labs ordered at 20:05, ER RN request time to do it, Consent signed 20:25, OR have or clean unable to request transport until 20:30
2		12-31-2024 11:34	20251474	12-30-2024	4 OR (1)	4 OR (1)	Samy Hossainfar	Burt, Rebecca	1540	?	?	1:01	Surgery prior delayed and anesthesia
3		01-27-2025 20:07	188370	01-27-2025	6 OR (4)	George Kabb	Stevens	Schwartz, Raymond	1950	1850	1905	20:02	transport delay greater than 45 minutes. Patient was also city pain when transporter arrived to room. Transporter had to wait for floor nurse to medicate patient.
4		01-28-2025 04:47	20277593	01-28-2025	8 OR (6)	Angela Qujada	Angela Qujada	Tan	0300	0155	0155	0240	Transport. R RN transported at, testing, and Tolu site
5		02-11-2025 20:04	188370	02-11-2025	6 OR (4)	George Kabb	Nancy Webster/Charlan Carter	Christopher Ng	1950	1850	1848	1943	Transport
6		03-26-2025 05:42	188830	03-24-2025	5 OR (3)	Whitney	Albert	Barnapas	0100	0100	0045	0138	Consent not signed wants to talk to me first
7		03-26-2025 05:55	188848	03-24-2025	5 OR (3)	Whitney	Albert	Barnapas	0300	0300	0339	0352	Order placed 0300, RN need time to get Russian interpreters, Nurse busy with other patients
8		04-01-2025 19:12	2029430	04-01-2025	4 OR (1)	4 OR (1)	Megan	Rogee	17	?	?	2:00	Surgeon late in case and anesthesia assignment
9		04-05-2025 07:03	188370	04-04-2025	5 OR (3)	Bernadette	Albert	Calderon, Owen	2004	2005	2001	20:36	The patient was scheduled for surgery at 20:04 but was not requested for pickup until 20:05. Due to a previous case running longer than expected, resulting in an initial 45-minute delay. Although transport was requested at 20:01, the lab reported ordered until 20:00, causing further delay in patient movement. After contacting the transport team, pickup was initiated at 20:30, and the patient arrived in pre-op at 21:36. The surgeon and anesthesiologist arrived at 22:00, and the patient entered surgery at 22:00. Overall, the surgery was delayed by 1 hour and 52 minutes, primarily due to the prolonged previous case and the delayed transport planning and execution.

RedCaps Survey Results- Post-intervention

## Results

- Pre-intervention data was collected between October 2023 to November 2023 for a total of 11 delays over 1 month.
- Post intervention data was collected between October 2024 and April 2025 for a total of 7 delays over 7 months.
- 10/1/2024 -11/30/2024 – 1 delay
- 12/1/2024 – 1/31/2025 – 3 delays
- 2/1/ 2025 – 3/31/2025 – 3 delays

With the decrease of reported delays over an extended period of time, our test of change made notable progress in improving the timely transfer of patients to the OR.

## Conclusions

Structured communication between OR Command Center and PACU triage during after hours encourages better coordination and effective use of resources. Ensuring patient chart readiness decreases potential delays and unused OR time. Thus, effective communication was key in ensuring best patient outcomes, improving staff satisfaction, and maximizing the use of resources and time.

## Acknowledgements

We would like to acknowledge OR ANM, Bichot Garcia for an amazing collaboration with PACU leadership to create this test of change. We would also like to acknowledge all the Preop/PACU staff that contributed to this test of change to make it a great success.



Survey Posted in All Preops