

# Bed Management Meeting Redesign, Wollongong Hospital.

Lisa Curtin, Patient Flow Manager Wollongong Hospital.  
November 2017.



**Health**  
Illawarra Shoalhaven  
Local Health District

# Our Story



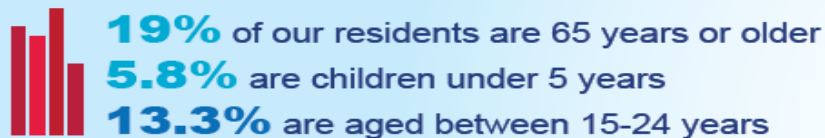
## Our Population



We have a total population of:  
**400,241 people**

*\*2015 estimated residential pop.*

More than **13,000** residents, or **3.4%** of our population, identify as **Aboriginal or Torres Strait Islander**



**18.4%** of the population were **born overseas**

On average, more than **6.7 million tourists** visit our District annually



## Projected Population

The population is projected to grow by **14%** by 2031 to

**456,790 people**



**65+**

People aged over 65 years are the **fastest growing age group.**  
By 2031 it is projected that 25% of our residents, more than **114,000** people, will be over 65.

## Our Health



On average, our LHD is **more disadvantaged** than the NSW population (*SEIFA ranking*)

Residents in our LHD are **more likely to be:**

Current smokers Risk drinkers Overweight or obese

**152,337** presentations to our **Emergency Departments**  
*(a 3.5% increase on the previous year)*



**35%** of our ED presentations are made by just 3% of our population



We had **336,413** overnight occupied bed days  
**1%** of our population account for **60%** of overnight bed days in our Hospitals *\*(2015-16)*

## Our Services



**8 HOSPITALS**

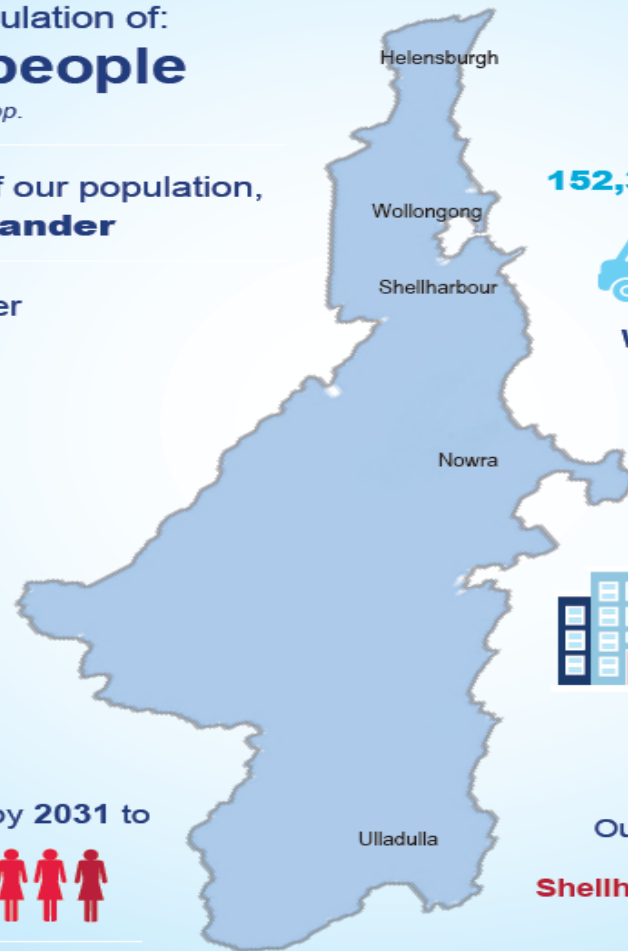
**45 Community Based Service Sites** and a **workforce** of more than **7300 staff**  
*(including 47% nursing, 15% medical, 9% allied health)*



## Geographic Location



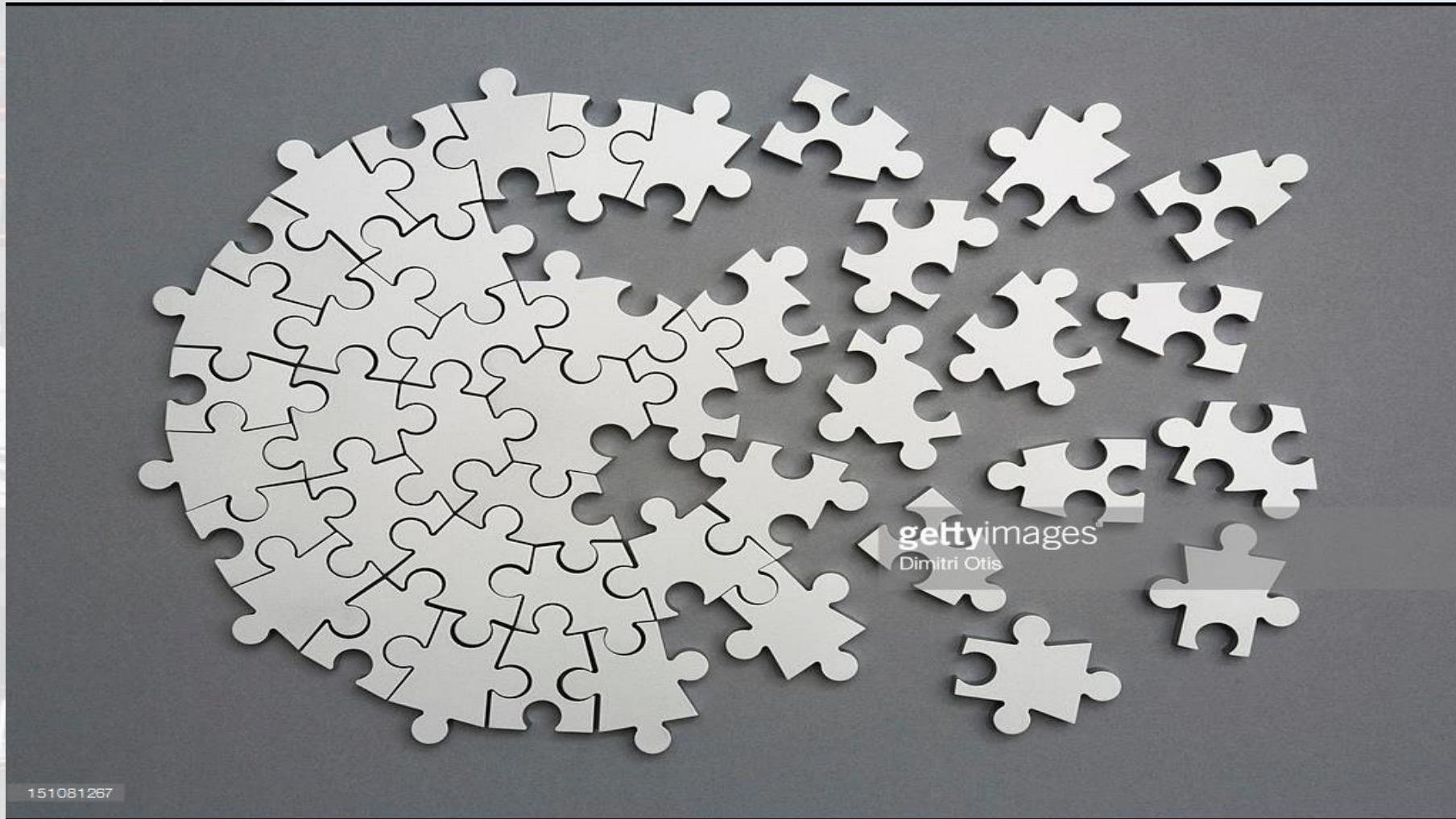
Our District covers a large geographic region extending along 250km of coastline and working across the **Wollongong, Shellharbour, Kiama and Shoalhaven** Local Government Areas



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# Our Problem



# Feedback



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# The Solution

- RNSH site visit
- Executive sponsorship
- Revitalised AM Bed Management Meeting started April 2017.
- Reinforced importance of accurate EDD's & W4W's.
- ePJB MDT Meeting's held prior to AM BM> increased accuracy
- Expanded & reinforced attendance
- Live FirstNet reinforces ED capacity
- Collaborative approach to manage site demand



# Implementation

- Accelerating Implementation Methodology
- Executive Sponsors
- Stakeholders
- Communication
- Barriers





# Where we are now

- Operations Managers
- Bed Manager
- Operating Theatres NM
- NUM's (incl Paediatric and Maternity)
- ICU & ED
- Medical Imaging
- Cardiac Diagnostics & Endoscopy
- Transit Lounge & HiTH
- Discharge Planners
- ID CNC & Aged Care CNC
- Casual Pool Manager



# Where are we now

- PFP Bed Board, W4W & EDD, FirstNet, Rehab System
- Early identification of LoS issues
- Information Sharing e.g. Previous day D/C's, Outliers, Staffing, LHD's capacity.
- Communication platform
- Structured/Scripted.
- Patient Flow ePJB's rounding



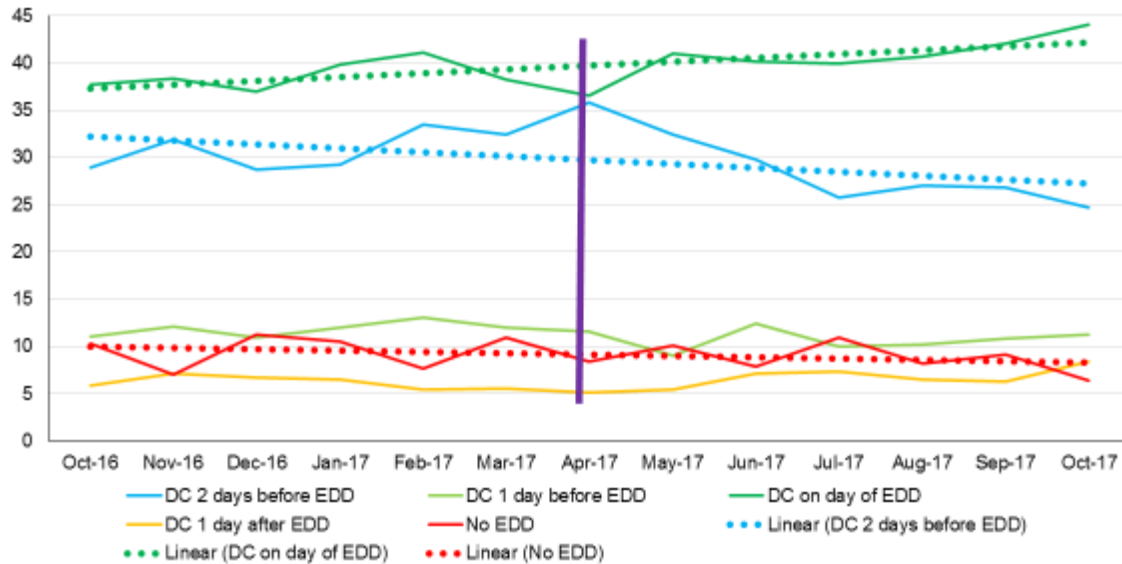


# Patient Flow Template

Ward	Emp	Def	Pot	SR	Prev	OT	am	pm	night	Spec	Out	Comments								
A5/COB																				
A4																				
B4W																				
B4E																				
B3E																				
C8E																				
C7W																				
C6E/CCU																				
C6W																				
C4W																				
C4E																				
C3W																				
<b>Total</b>																				
C2W	Pts		d/c		tci															
NNU	Pts		d/c		tci								BU	pts		staffing				
Paeds	Pts		d/c		tci								CDC	Echo		Angio	PPM	TOE	Staff	
ICU					tci								Transit Lounge		yesterday		staff	HITH		
OT	doop		E	T	r/v								Endoscopy		OP	IP			Staff	
Tel No.	<b>80175839</b>				<b>4200441649#</b>								In Pt bed							
<b>0900</b>	ED	pts		wtbs		Admit		<b>1230</b>	ED	pts		wtbs		Admit	unpl		<b>1430/ED</b>	pts	wtbs	
>4	>24		Longest				Amb	>4	>24		Longest		Amb	Admit	unpl					
Surg	o/c				ICU		Surg	o/c				d/c today		>4	>24		Amb			
Emp	Def		Pot	MRO		HITH		Def	Pot		TCI		TCI							
TCI					ICU	pts		R/v's		Out		ICU		pts						
T/f Out									Issues				R/v's/Out							
												def		pot						
Prev day d/c								ISLHD				Sx		o/c						
Staff	ED				Wd		Level:						Staff		Tansport					
Issues												Issues								

# Impact

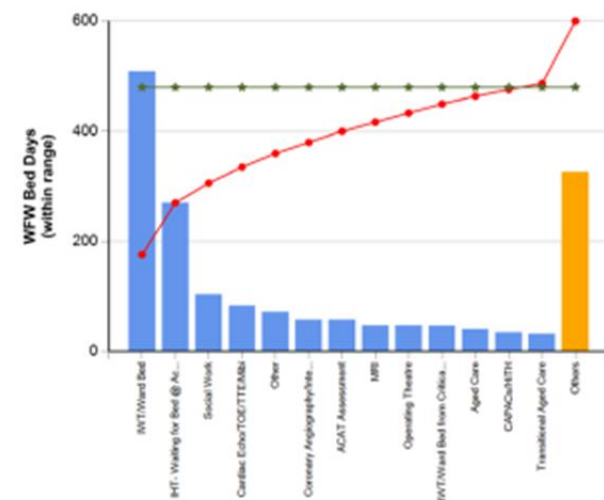
WH EDD Accuracy %



WH Waiting for What Reason Delay Bed Days – Sept 2017

Waiting for What Bed Days

Wollongong Hospital (Illawarra Shoalhaven LHD)



- IWT: 509 bed days/**182 bed days W4W closed.**
- IHT-Awaiting Bed @ Accepting Facility: 270 bed days.
- Consults-Social Work: 104 bed days/**86 bed days W4W closed.**
- Cardiac Diagnostics-Echo/TOE/TTE/Mibi: 83 bed days/**63 bed days W4W closed.**
- Diagnostics/Treatment-Other: 72 bed days/**64 bed days closed.**(EEG, Biopsy, PET, MBS, Radiotherapy).
- Cardiac Diagnostics-Angio/Intervention/PPM: 58 bed days/**34 bed days closed.**
- Out of hospital referral-ACAT: 58 bed days/**35 bed days closed.**
- Diagnostics/Treatment-MRI: 48 bed days/**36 bed days W4W closed.**
- Diagnostics/Treatment-OT: 48 bed days/**42 bed days W4W closed.**
- IWT-Crit Care: 47 bed days/**17 bed days W4W closed.**
- Aged Care Consults: 41 bed days/**29 bed days W4W closed.**
- **Total bed days W4W closed: 858 bed days.**

“Thank you for listening to us, we now have more time to spend preparing for the day”.  
 NUM, medical ward.



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# Lessons Learned

- Culture, Leadership, Governance & Sponsorship
- Collaborating/Integrating with other Projects
- Following Project Management Methodology



# Next steps.....

- Sustain structure & efficiency
- Using PFP prior to BM with G2G
- Utilise predictive data from PFP
- Embed 1 by 9 Project
- Maintain Home Ward focus
- Refocussing on strategy rather than reactional operations





Thank you.

Main Entry

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