

# Winter Rapid Fire

Illawarra Shoalhaven LHD – Alex Smeaton

Murrumbidgee LHD – Kate Woodward

Southern NSW LHD – Mathew Stephenson

NSW Ambulance – Brett Tinker

Central Coast LHD – Alan Davidson

RPA – Dorcas Eddy

# ISLHD Winter 2017

- Hub & Division Winter Strategies – Strategies and extra funding approved pre winter – funded surge capacity, weekend Physio hours increase, extra ComPacks etc.
- Home Ward Strategy – Wollongong Hospital
- Length of Stay Project – Wollongong & Shoalhaven Hospital
- District Patient Flow Teleconference time change
- District STEP plans revised
- Development of Daily Access report – Shoalhaven Hospital
- TimED Project – (Med Reg review process and ward transfer of patients) Shellharbour Hospital
- District wide twice daily flow updates – after hours ambulance delay reporting process

## Winter 2018

- Winter 2018 executive working party established – earlier approval of winter strategies to aid recruitment
- Patient Flow Collaborative to continue on improvements at Wollongong

# This Winter in Wagga Wagga

**we.....**

- Predicted an increase of acute admissions
- Increased activity for overnight beds by 13% Oct 2017 & 12% in 2016/17  
= 25% activity increase in two years
- Increased transfers in compared to previous year.
- Experienced a decrease in private patients wanting to transfer to the Private facility.

# This winter in Wagga Wagga we...

- Implemented the 1 x 9, 2 x 10 etc initiative in August
- It's a Philosophy - not a KPI
- Made it fun and competitive
- Engaged medical staff
- Defined ward processes
- We worked as a team

# This winter in Wagga Wagga we ..

- Created capacity early
- Increased utilisation of our Transit lounge early
- Reinforced the importance of EDD accuracy
- Encouraged good discharge practices
- Took a team approach and healthy competition
- Supported hospital wide KPI's
- Improved relationships with patient transport

- Acknowledge – Prince of Wales

### 1 By 9am

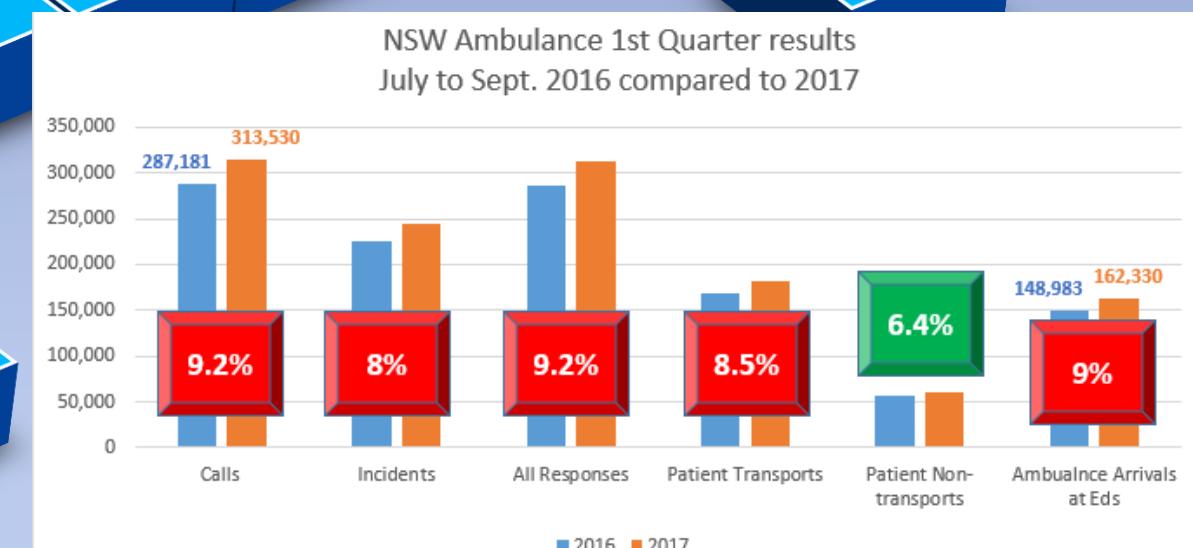
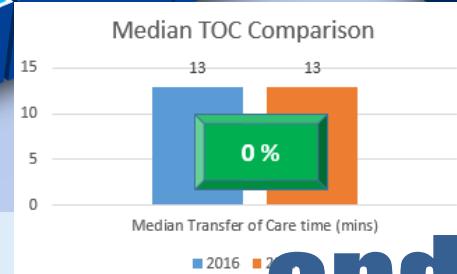
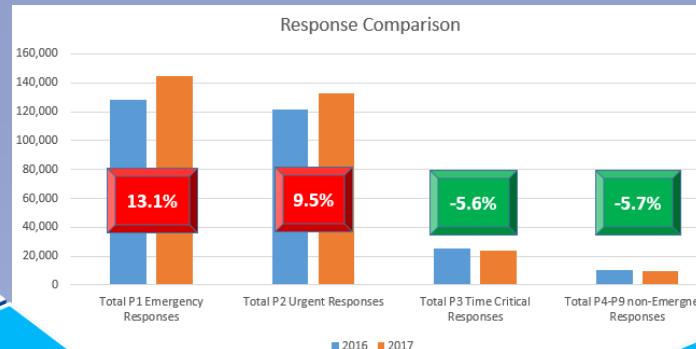
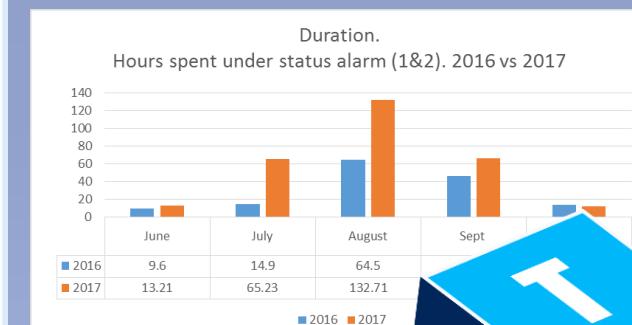


## This Winter We.....

- Had Residential Age Facilities – “Lockdown” to both new residents and the return of existing residents due to flu
- Contacted Public Health – Offered Education May 2017 – Very small uptake – provided with education material
- Eurobodalla – NP Age Care took Education Resources into Residential Age Facilities – Provided Education
- Return of existing residents facilitated



# This Winter we ..... worked on the challenge



## and responded to the community



THIS WINTER WE.....

...MET BOB

(and started talking to each other)



Health  
Central Coast  
Local Health District



# What was the problem?

- Winter Debrief 17<sup>th</sup> October 2016 priority indicated a need to review our Demand and Escalation plans.
- Linked to this was a clear need to address communication between facility management and ground level staff.



# Are we communicating or informing?

- WHY are we escalating? – **BOB/Demand Escalation Text**
- WHAT needs to be done? – Demand and Escalation Plan
- WHO needs to do it? – Demand and Escalation Plan
- WHEN do we need to do it by? – Demand and Escalation Plan
- HOW will we do it? **BOB/Demand and Escalation Plan**



Please enact your escalation plan according to action card.- Focus on discharges required. Currently tracking 30 short of target.

LHD | Gosford | Wyong | Gosford Wards | Wyong Wards | ED Reports | Inpatient Reports | Support Services



## Gosford Hospital - Business Operations Board

### NSW Ambulance

In Transit			Duration in ED		
On Jobs	Booked	Enroute	Arrived	30-60 min	60+ min
na	0	1	1	1	0

### Emergency Department

Patient Location and Duration							
	0-1hr	1-2hr	2-3hr	3-4hr	4+hr	Occupied	Avail
Resus				2	1	3	0
Acute	1	1	2	3	7	14	1
Paed Acute		2				2	5
Fast Track	1	1	2		1	5	0
Trolley Bay	2			1		3	1
Waiting Room						na	
House Dr	4	3	3	1		11	na
Other		1				1	na
Amb Bay	1					1	na
<b>Total</b>	<b>7</b>	<b>10</b>	<b>7</b>	<b>7</b>	<b>9</b>	<b>40</b>	

### Patient Status

Waiting to be seen	15:00 - 15:48	6
Assessment	14:00 - 14:59	10
Treatment Complete	13:00 - 13:59	11
Bed Requested	12:00 - 12:59	12
Bed Ready	11:00 - 11:59	11
Bed Not Ready		
No Bed		
<b>Total</b>	<b>40</b>	

### Arrivals Pattern

15:00 - 15:48	6
14:00 - 14:59	10
13:00 - 13:59	11
12:00 - 12:59	12
11:00 - 11:59	11

### Orders

Reviews	CT	XRay
na	na	na

### Short Stay Unit

Bed Base	Patients	>24 hrs	In	Out	Total	>4 hrs
6	5	0	0	0	na	na

### PTS

In	Out	Total	>4 hrs
0	0	na	na

### MH

In	Out	Total	>4 hrs
0	0	na	na

**GOS Level 1**  
Set at 8/11/2017 9:52:00 AM

**Demand Management Plan**

NSW Ambulance last updated: 8/11/2017 3:48:52 PM

Emergency Department last updated: 8/11/2017 3:48:00 PM

Inpatient Service last updated: 8/11/2017 3:46:00 PM

### Inpatient Services

Bed Accessibility - Overnight & Reserved Patients									
		Bed Base	Surge Beds	Surge Open	Capped	Beds	Occupied	Available	On Leave
Acute	Medical	148	8	8		156	150	6	
	Aged Care	62				62	59	3	
	Surgical	92				92	89	3	
	<b>Subtotal</b>	<b>302</b>	<b>8</b>	<b>8</b>		<b>310</b>	<b>298</b>	<b>12</b>	
	SSU	6	4			6	6	0	
	Coronary Care	8				8	8	0	
	Intensive Care	14	2			14	10	4	
	Maternity	28	2			28	20	8	
	Mental Health	30				30	30	0	
	Paediatrics	22	8	8		30	23	7	
	SAC	24	4			24	22	2	
	Transit Lounge	4				4	1	3	
	<b>Subtotal</b>	<b>136</b>	<b>20</b>	<b>8</b>		<b>144</b>	<b>120</b>		
	<b>Total</b>	<b>438</b>	<b>28</b>	<b>16</b>		<b>454</b>	<b>418</b>		

Medical Speciality - Overnight				
		Outliers	LOS >6days	ISO
Incl	Aged Care	13	39	6
	Kids & Family		1	
	Medical	11	65	13
	Surgical	11	41	17
	<b>Total</b>	<b>35</b>	<b>146</b>	<b>36</b>
Excl	Mental Health		23	1
	<b>Total</b>		<b>23</b>	<b>1</b>

### Admit Today

Est	Actual	Rate	Estimate	Actual
76	18	24%	7	21

### Net Today

Est	Actual	Rate	Estimate	Actual
83	39	47%	6	1

### Surgical Bookings

ENDO	DO	EDO	DOSA
0	5	1	2

### Trauma Hours

Booked	Outstanding
na	na

### IHT Transfers

In	Out
2	4

### Disch Today

Est	Actual	Rate	Estimate	Actual
83	39	47%	6	1

### Outgoing Patients - Overnight Patients

	Discharge Signed Off	Discharge Confirmed	Discharge Potential	Discharge 10am	Guardian	NDIS	Other Facility	Nursing Home	EDD Today	No EDD	EDD Expired
Acute	Medical	1	6	4			1	1	6	19	12
	Aged Care	2	2	2			1		1	7	
	Surgical	9		1			1	1	8	9	19
	<b>Subtotal</b>	<b>1</b>	<b>17</b>	<b>6</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>15</b>	<b>28</b>	<b>38</b>
	SSU	1							6	6	1
	Coronary Care										
	Intensive Care										
	Maternity										
	Mental Health										
	Paediatrics										

# Staff consult laminated action cards

## DEMAND AND CAPACITY PLAN

[Central Coast LHD Demand and Capacity Plan.pdf](#)

## ACTION CARDS

- [1. PFM Action Card.pdf](#)
- [2. DONM- AHN M Action Card.pdf](#)
- [3. District PFM Action Card.pdf](#)
- [4. Executive DCO Action Card.pdf](#)
- [5. Divisional Management Teams Action Card.pdf](#)
- [6. ED Clinical NUM Action Card.pdf](#)
- [7. NUM In-Charge Action Card.pdf](#)
- [8. ONM Action Card.pdf](#)
- [9. Inpatient Medical Staff Action Card.pdf](#)
- [10. DCS- Co Directors- HODs Action Cards.pdf](#)
- [11. Operating Theatres Action Card.pdf](#)
- [12. Pharmacy Dept Action Card.pdf](#)
- [13. Imaging and Pathology Action Cards.pdf](#)
- [14. Allied Health Action Card.pdf](#)
- [15. Environmental Services Action Care.pdf](#)
- [16. Infection Control Action Card.pdf](#)
- [17. Hospital in the Home Action Card.pdf](#)
- [18. STCT Action Card.pdf](#)

Central Coast LHD ACTION CARD		Core actions to be taken by the department when the LHD is at Level 1 (AMBER) escalation
<b>Inpatient Medical Staff</b>		1. Continue Green (Level 0) Actions.
<b>Accountable To:</b> Manager, Medical Workforce and Education Unit <b>Location:</b> Gosford/Wyong/Wyong Jetty		1. Junior MO's to liaise with ward NUM's to confirm barriers to possible discharges and action or escalate solutions. Discuss with Registrar and consultant as needed to expedite discharge.
<b>Role Description:</b> Ensuring senior clinical engagement for the Demand and Capacity Plan.		2. Prioritise and complete discharge summaries in consultation with NUM's.
<b>CORE ACTIONS:</b> Remember that the action card listings are not exhaustive		3. Trainees of Specialist Teams with patients in ED to attend ED for immediate review of patients.
<b>Core actions to be taken by the department when the LHD is at Level 0 (GREEN) escalation</b>		4. All teams to reallocate patients or junior Medical Staff to rebalance patient loads among clinicians.
		<b>Core actions to be taken by the department when the LHD is at Level 2 (RED) escalation</b>
1. Review new admissions with senior members of the team.		1. Continue Amber (Level 1) Actions
2. Organise patient investigations and inform senior members of the team when results are available.		2. All requests for specialty review in ED are to occur within 45minutes, if this is not possible admission to wards will be expedited in line with the unplanned admissions policy.
3. Prepare discharge summaries for patients likely to be discharged in the near future to facilitate early discharge and monitor ED. Escalate any delays to patient flow to either the NUM or DCS appropriate.		3. Identify discharges for next 24 – 48 hours and act on or escalate potential barriers to discharge to NUM.
4. Review patients before discharge or as clinically indicated.		4. Consider a stand down of administrative / training day for all medical staff.
5. Communicate and work closely with other clinical staff about patient management and discharge plan.		5. Teams to review discharge plans across all patients to facilitate additional discharge activity.
6. Actively participate in multidisciplinary team meetings.		6. Consultants are to be called to assist in discharge activities. If this is not feasible then they are to empower the advanced trainee's to discharge with DCS support.
		<b>Core actions to be taken by the department when the LHD is at Level 3 (BLACK) escalation</b>
7. Ensure timely discharge summary completion and discharge medication sign off.		1. Continue Red (Level 2) Actions

# Support Services (AH, Imaging, Pathology)

LHD | Gosford | Wyong | Gosford Wards | Wyong Wards | ED Reports | Inpatient Reports | **Support Services**

**NSW Health Central Coast Local Health District**

**GOS Level 1**  
Set at 8/11/2017 9:52:00 AM

**WYG Level 0**  
Set at 8/11/2017 8:30:00 AM

**Demand Management Plan**

NSW Ambulance last updated: 8/11/2017 3:52:56 PM  
Emergency Department last updated: 8/11/2017 3:53:00 PM  
Inpatient Service last updated: 8/11/2017 3:51:00 PM

### Orders for Support Services

**Current Filters:**  
Facility: Gosford, Physiotherapy  
Service: Physiotherapy

**Service:** Physiotherapy, Continuing Care, Dietitian, Imaging, Occupational Therapy, Pathology, Pharmacy, Social Work, Speech Pathology

**Transfer of Care:** 10am, Code Brown, Confirmed, Guardian, No Discharge, Nursing Home, Other Facility, Potential, Signed Off, Tomorrow

**Facility:** Gosford

**Order Summary Chart:**

Ward	Ordered	In Progress
Surgical 2	2	22
Medical 5	2	18
Medical 4	1	16
Medical 6	1	15
Medical 1	1	15
Surgical 3	1	12
Medical 2	1	10
Surgical 1	1	10
Intensive Care	1	8
Medical 3	1	8

**Order & Outgoing Summary:**

Ward	Ordered	In Progress	Signed Off	Confirmed Discharge	Potential Discharge	10am Tomorrow	Code Brown
Childrens			2				
Coronary Care			1				
Intensive Care			8				
Medical 1	1		14				
Medical 2	1		9				
Medical 3			6				
Medical 4			17				
Medical 5	3		18				
Medical 6			15				
Medical 7			2				
Medical 8			1				
Mental Health			1				
<b>Total</b>	<b>9</b>	<b>140</b>			<b>6</b>	<b>1</b>	

**Order Detail:**

Service	Facility	Ward	Room	Bed	MRN	Patient	Transfer of Care	Order Date	Estimated Date of Departure	Ordered	In Progress
Physiotherapy	Gosford	Medical 6	07	016			No Discharge	Wed 01 Nov 17	Tue 14 Nov 17		1
Physiotherapy	Gosford	Medical 2	004	011			No Discharge	Wed 01 Nov 17	Mon 13 Nov 17		1
Physiotherapy	Gosford	Medical 1	06	013			No Discharge	Tue 31 Oct 17	Mon 06 Nov 17		1
Physiotherapy	Gosford	Surgical 2	008	017			Other Facility	Sun 08 Oct 17	Thu 12 Oct 17		1
Physiotherapy	Gosford	Medical 5	01	004			No Discharge	Sat 04 Nov 17	Mon 13 Nov 17		1
Physiotherapy	Gosford	Medical 6	01	004			No Discharge	Mon 06 Nov 17	Sat 11 Nov 17		1
Physiotherapy	Gosford	Surgical 2	012	028			No Discharge	Wed 18 Oct 17	Fri 10 Nov 17		1
Physiotherapy	Gosford	Surgical 2	06	015			No Discharge	Wed 08 Nov 17	-		1
Physiotherapy	Gosford	Medical 2	002	003			No Discharge	Wed 01 Nov 17	Fri 10 Nov 17		1
Physiotherapy	Gosford	Medical 6	002	008			No Discharge	Tue 07 Nov 17	Mon 13 Nov 17		1
Physiotherapy	Gosford	Surgical 1	008	018			No Discharge	Sun 05 Nov 17	Fri 10 Nov 17		1
Physiotherapy	Gosford	Surgical 3	009	023			No Discharge	Wed 01 Nov 17	Fri 10 Nov 17		1
Physiotherapy	Gosford	Medical 4	013	028			No Discharge	Sat 04 Nov 17	Fri 10 Nov 17		1
Physiotherapy	Gosford	Medical 3	06	014			No Discharge	Wed 11 Oct 17	Sun 29 Oct 17		1
Physiotherapy	Gosford	Surgical 2	004	006			No Discharge	Wed 08 Nov 17	Sat 11 Nov 17		1
Physiotherapy	Gosford	Childrens	15	038			No Discharge	Wed 08 Nov 17	-		1
Physiotherapy	Gosford	Medical 1	06	012			No Discharge	Sat 28 Oct 17	Mon 06 Nov 17		1
Physiotherapy	Gosford	Surgical 1	009	024			Tomorrow	Wed 08 Nov 17	Mon 06 Nov 17	1	
Physiotherapy	Gosford	Surgical 1	012	029			No Discharge	Mon 06 Nov 17	Wed 08 Nov 17		1
Physiotherapy	Gosford	Medical 1	010	022			No Discharge	Wed 08 Nov 17	Wed 15 Nov 17		1
<b>Total</b>										<b>9</b>	<b>140</b>

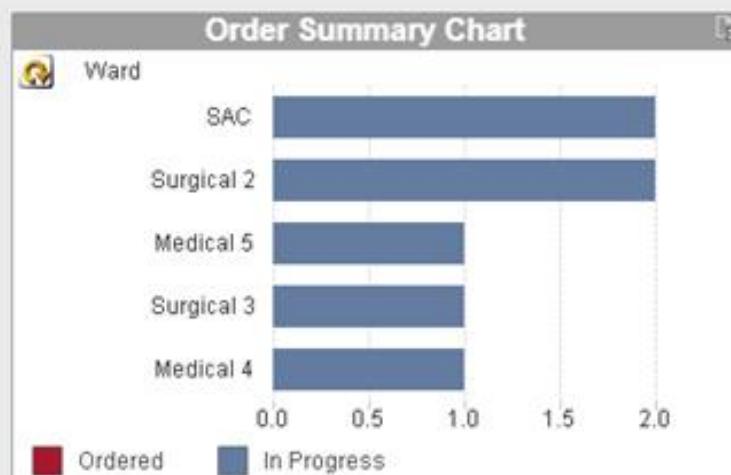
## Orders for Support Services

Current Filters	
Facility	Gosford
Order_10amFlag	Confirmed, Potential
Order_OrderMn...	Physiotherapy

Service
Physiotherapy
Continuing Care
Dietitian
Imaging
Occupational Therapy
Pathology
Pharmacy
Social Work
Speech Pathology

Transfer of Care
10am
Code Brown
Confirmed
Guardian
No Discharge
Nursing Home
Other Facility
Potential
Signed Off
Tomorrow

Facility
Gosford
Wyong
Long Jetty
Unmapped
Woy Woy



**Order & Outgoing Summary**

Ward	Ordered	In Progress	Signed Off	Confirmed Discharge	Potential Discharge	10am Tomorrow	Code Brown
Medical 4			1		1		
Medical 5			1		1		
SAC			2		1	1	
Surgical 2			2		2		
Surgical 3			1		1		
<b>Total</b>			<b>7</b>		<b>6</b>	<b>1</b>	

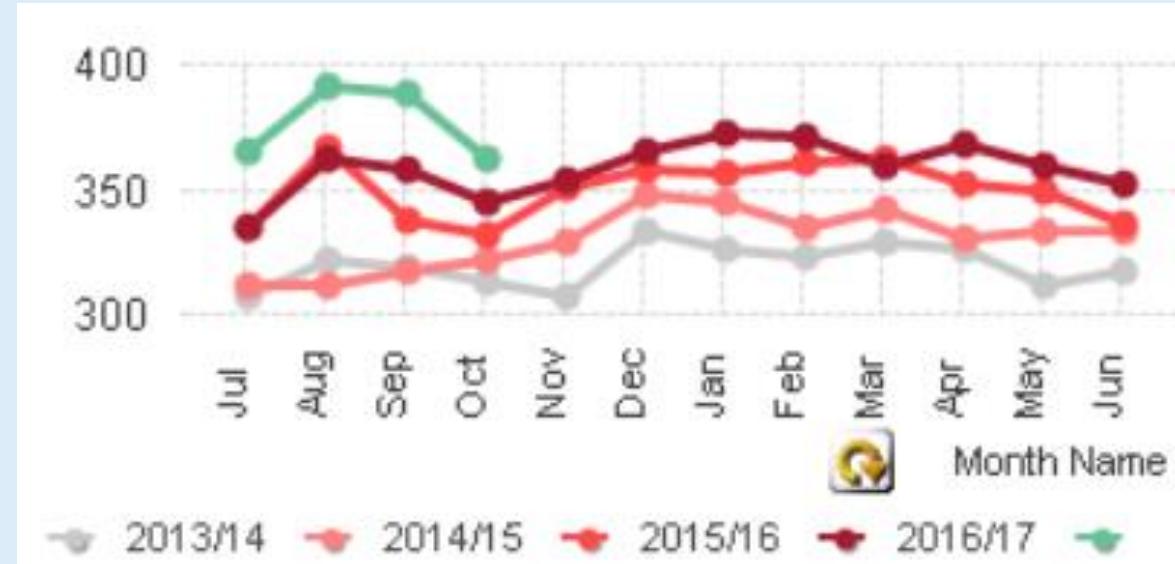
**Order Detail**

Service	Facility	Ward	Room	Bed	MRN	Patient	Transfer of Care	Order Date	Estimated Date of Departure	Ordered	In Progress
Physiotherapy	Gosford	Medical 4	016	034			Confirmed	Wed 01 Nov 17	Wed 08 Nov 17	1	
Physiotherapy	Gosford	Surgical 2	011	023			Confirmed	Wed 25 Oct 17	Mon 06 Nov 17	1	
Physiotherapy	Gosford	Medical 5	07	013			Confirmed	Sun 05 Nov 17	Fri 10 Nov 17	1	
Physiotherapy	Gosford	SAC	05	011			Potential	Tue 07 Nov 17	-	1	
Physiotherapy	Gosford	SAC	07	026			Confirmed	Wed 08 Nov 17	-	1	
Physiotherapy	Gosford	Surgical 2	004	007			Confirmed	Sun 05 Nov 17	Thu 09 Nov 17	1	
Physiotherapy	Gosford	Surgical 3	05	010			Confirmed	Tue 26 Sep 17	Thu 09 Nov 17	1	
<b>Total</b>										<b>7</b>	

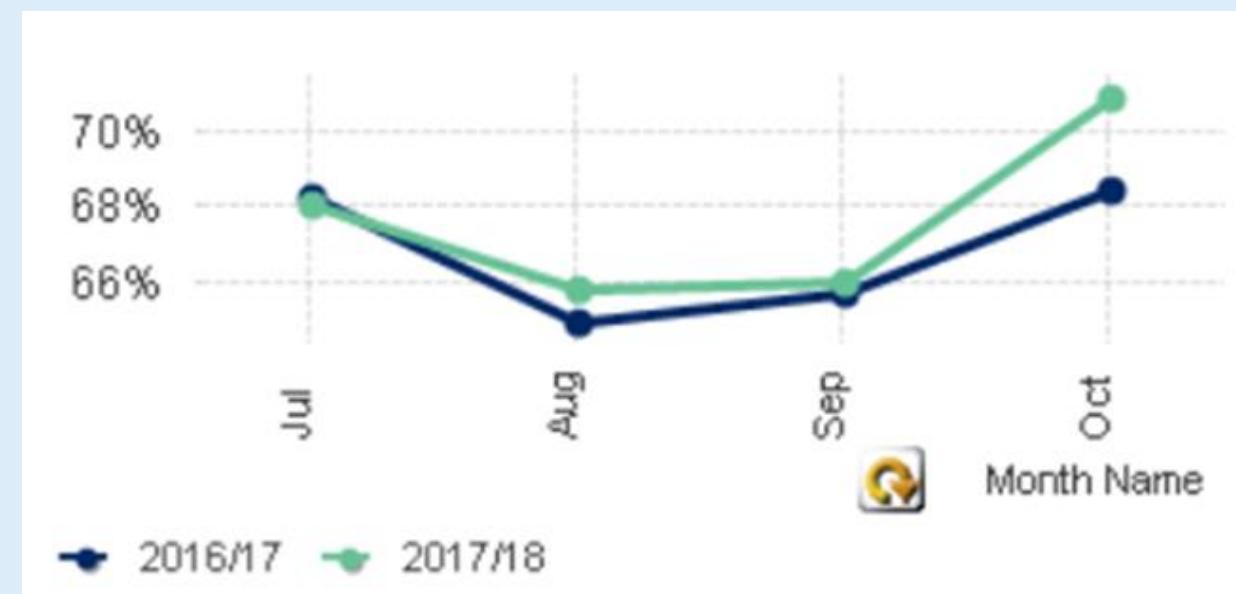
# Medical Teams review their patients

Clinician & Patients											
Ward Summary	Facility	Medical Speciality Group	Medical Speciality	Clinician	Ward	MRN	Patient	Discharge Status	Patients	Outliers	LOS days
Clinician	Gosford	Aged Care	Geriatrics		Medical 6			DischargeConfirmed	1		2
Clinician & Patients	Gosford	Medical	Cardiology		Coronary Care			DischargeConfirmed	1		
Outliers	Gosford	Medical	Cardiology		Coronary Care			DischargeConfirmed	1		1
LOS >6days	Gosford	Medical	Cardiology		Coronary Care			DischargeConfirmed	1		2
ISO	Gosford	Medical	Cardiology		Medical 3			DischargeConfirmed	1		6
Admissions Today	Gosford	Medical	Medicine		Medical 3			DischargeConfirmed	1		1
Discharges Today	Gosford	Medical	Neurology		Medical 8			DischargeConfirmed	1		7
Surgery	Gosford	Medical	Neurology		Discharge Lo...			DischargeConfirmed	1		8
	Gosford	Medical	Neurology		Medical 5			DischargeConfirmed	1		2
	Gosford	Medical	Neurology		Discharge Lo...			DischargeConfirmed	1		6
	Gosford	Medical	Oncology ...		Medical 2			DischargeConfirmed	1		3
	Gosford	Medical	Renal Medi...		Medical 3			DischargeConfirmed	1		5
	Gosford	Medical	Respiratory...		Surgical 1			DischargeConfirmed	1	1	3
	Gosford	Medical	Rheumatol...		Medical 6			DischargeConfirmed	1	1	2
	Gosford	Surgical	Orthopaedics		Surgical 1			DischargeConfirmed	1		6
	Gosford	Surgical	Orthopaedics		Surgical 2			DischargeConfirmed	1		5
	Gosford	Surgical	Orthopaedics		Surgical 2			DischargeConfirmed	1		8
	Gosford	Surgical	Orthopaedics		Surgical 2			DischargeConfirmed	1		9
	Gosford	Surgical	Surgical		Medical 8			DischargeConfirmed	1	1	12
	Gosford	Surgical	Surgical		Discharge Lo...			DischargeConfirmed	1		16
	Gosford	Surgical	Urology		Surgical 1			DischargeConfirmed	1		2
	Gosford	Aged Care	Geriatrics		Medical 6			DischargeGuardian	1		54
	Gosford	Aged Care	Geriatrics		Medical 6			DischargeGuardian	1		43
	Gosford	Aged Care	Geriatrics		Medical 6			DischargeNursing...	1		18
	Gosford	Aged Care	Geriatrics		Medical 6			DischargeOtherFa...	1		14
	Gosford	Aged Care	Geriatrics		Medical 1			DischargeOtherFa...	1		65
	Gosford	Medical	Neurology		Medical 6			DischargeOtherFa...	1	1	12
	Gosford	Medical	Rheumatol...		Medical 6			DischargeOtherFa...	1	1	3
	Gosford	Surgical	Orthopaedics		Surgical 2			DischargeOtherFa...	1		7
	Gosford	Surgical	Orthopaedics		Surgical 2			DischargeOtherFa...	1		9
	Gosford	Kids & Family	Obstetrics		Maternity			DischargePotential	1		2
	Gosford	Kids & Family	Obstetrics		Maternity			DischargePotential	1		3
	Gosford	Kids & Family	Obstetrics		Maternity			DischargePotential	1		3
	Gosford	Kids & Family	Obstetrics		Maternity			DischargePotential	1		2
<b>Total</b>									<b>99</b>	<b>33</b>	

# Effect on performance



Notable Increase  
in Presentations to  
ED across LHD.



Stable or improved ETP!

# Current feedback on the system

**“BOB rocks!”**

Martin Malone - Director of Nursing and Midwifery Gosford

**“BOB has been instrumental in directing staffing resources across the sites.”**

Andrew Davison - Director of Allied Health | Allied Health

**“It is a fabulous system”**

Kate Baker - Director of Social Work | Allied Health



# This Winter @ RPA We...

Prepared by:  
**Dorcas Eddy**

*Manager, Operational Strategy and Performance , WoHP Lead*  
November 2017



# Statistically challenging!

Compared to Winter (Jul – Sept 2016)...

**+6**

More ED Resus  
Patients on average  
per day.

**309%**

ED Resuscitation  
Occupancy

**+14**

More patients in ED.

**+43**

More patients in our  
wards on a daily  
basis.

**38**

Additional patients in  
our wards above our  
bed base each day.

**+18**

Additional Geriatric  
patients on a daily  
basis.



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# New Initiatives this Winter



## Fast Track 2

Commenced a second Fast Track Model After Hours for ambulatory patients mainly in Triage 4 and 5.



## Weekend Discharge

- EDD & W4W Refresher to all wards in June 2017.
- EDD Planning on Thursday
- Weekend List on Friday – Distributed to HoDs and Executive
- Support Staff on Weekends (Pharmacy and Allied Health)

## Weekly Data Reports

Sent to HoDs and NUMs on ETP & EDD accuracy.



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# New Initiatives this Winter



## P3 Redirects

P3 Ambulances were redirected to the hospital with the most capacity within the LHD.



## LHD Approach

Commenced a LHD Demand Management Unit.



## RACF

Commenced new redesign project on services provided to RACF.



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# Thank you and questions?



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