

# 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.

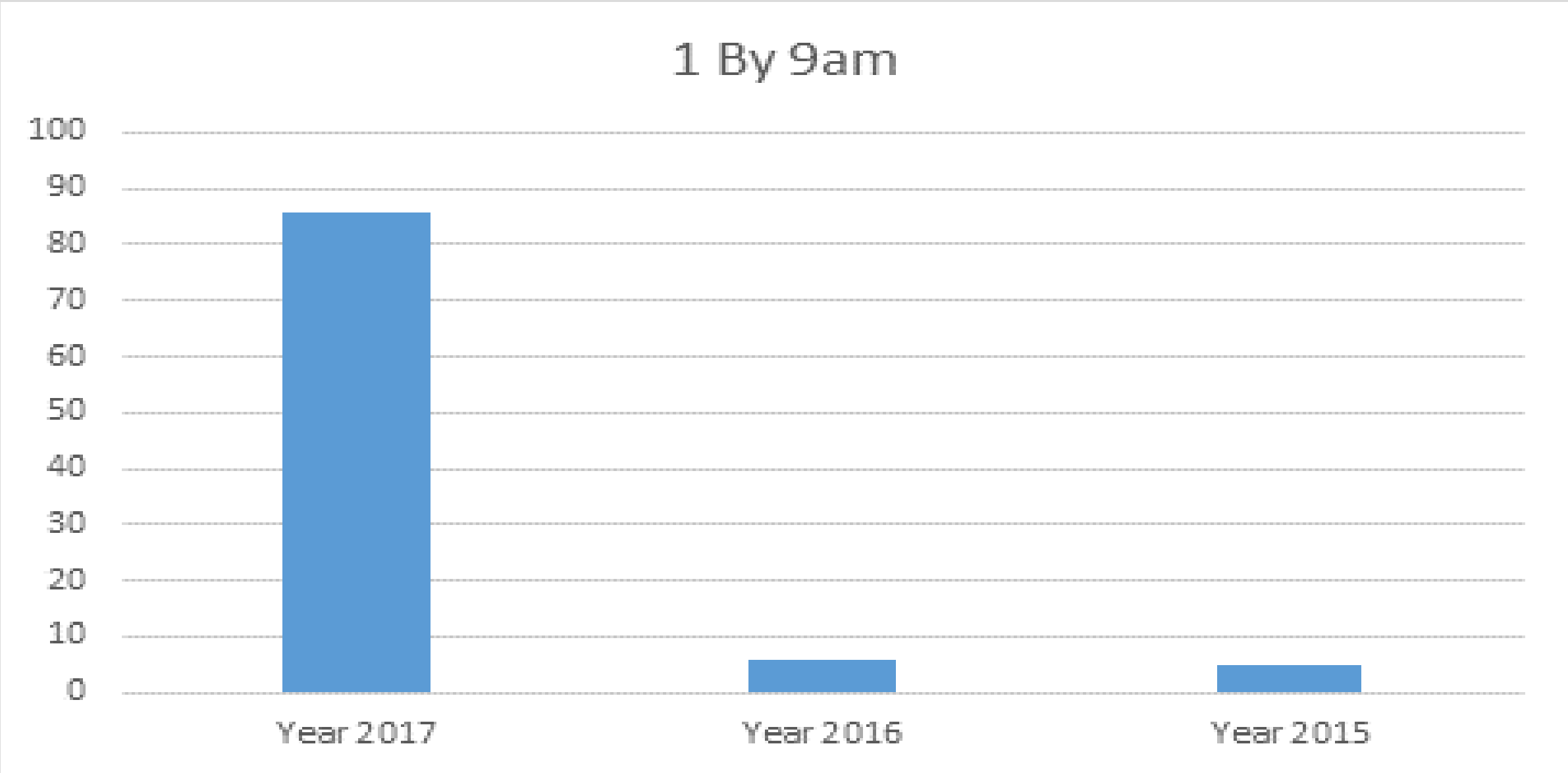
# This winter in Wagga Wagga we...

- 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



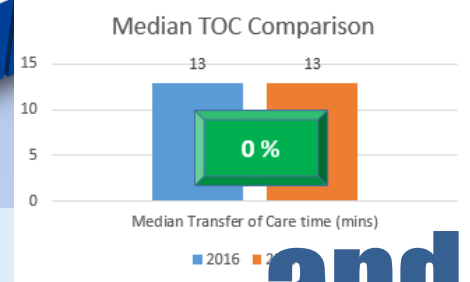
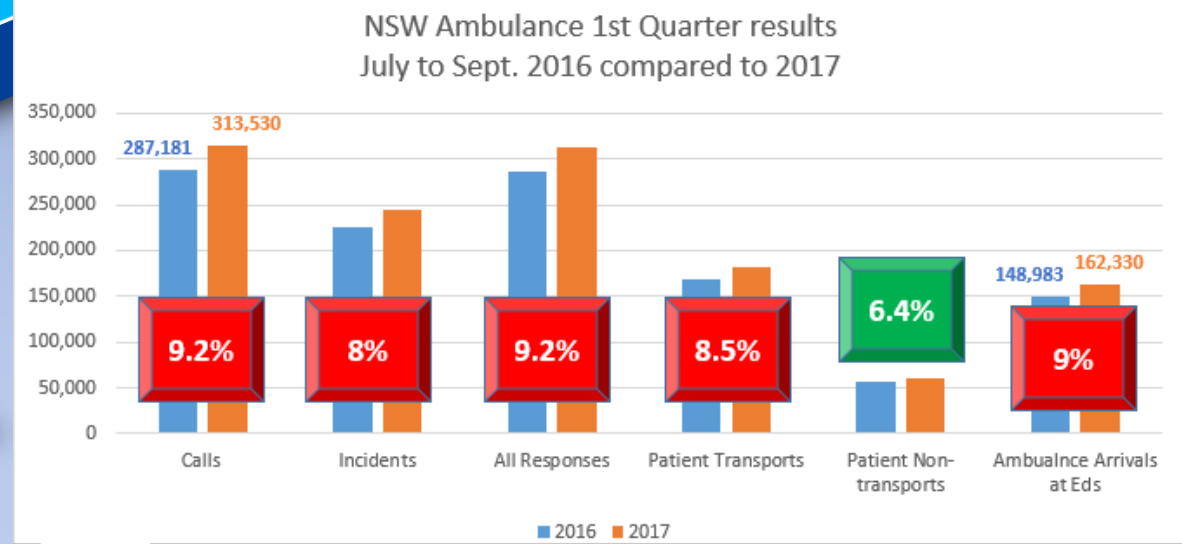
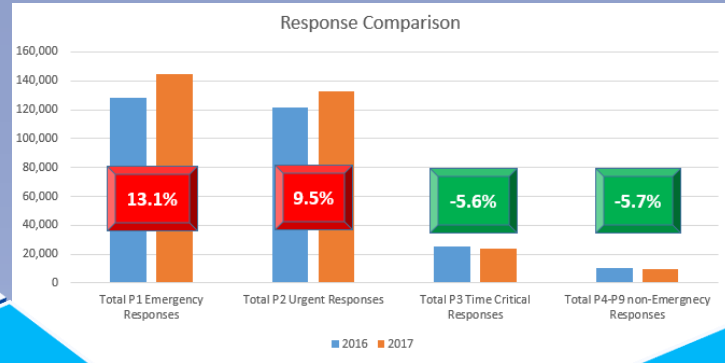
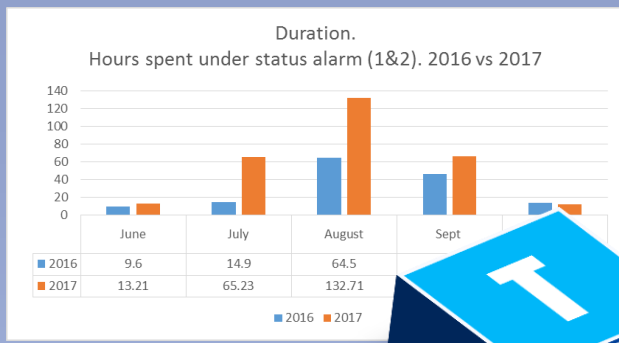
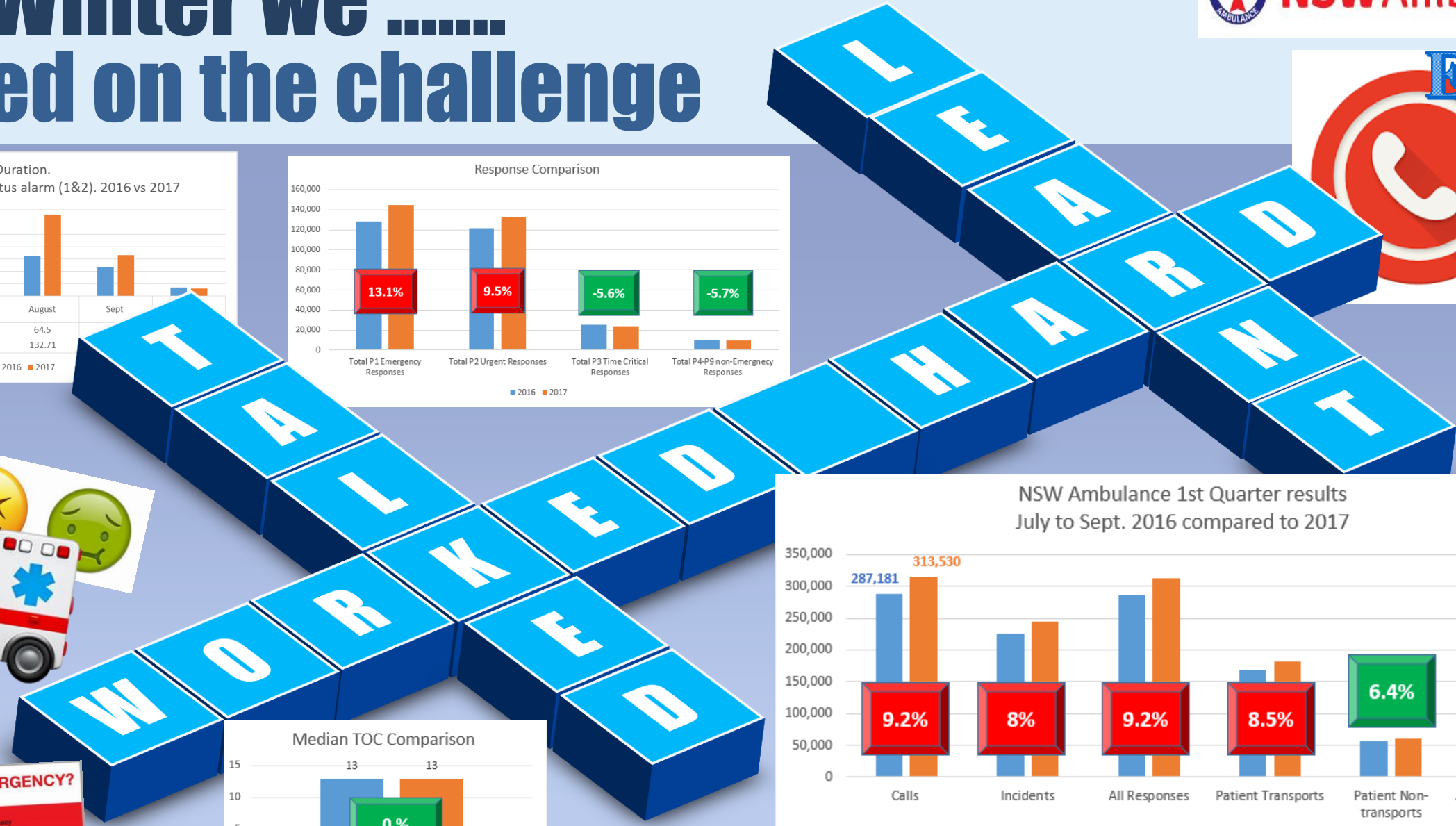
## This Winter We.....

- 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

Every **28** secs



**Is your URGENCY an EMERGENCY?**

- STOP** Visit your pharmacy or GP for minor ailments
- WAIT** Seek advice with healthdirect on 1800 022 222 for non-life threatening conditions
- GO** Call Triple Zero (000) immediately for life threatening conditions

Only 10% of calls to Triple Zero (000) are for life threatening conditions.

Make the right call

# and responded to the community

**ARRIVALS**

Car	Incident	Hospital
1636	11379	
1971	11410	
1626	11361	
1954	11352	
1960	11295	



NSW Health

IMPROVING ACCESS TO CARE



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.



**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

## 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	
Assessment	35
Treatment Complete	
Bed Requested	2
Bed Ready	1
Bed Not Ready	1
No Bed	1
<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
6	5	0

PTS	
In	Out
0	0

MH	
Total	>4 hrs
na	na

### 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>	
Specialist Area	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	
<b>Subtotal</b>	<b>136</b>	<b>20</b>	<b>8</b>		<b>144</b>	<b>120</b>	<b>24</b>		
<b>Total</b>	<b>438</b>	<b>28</b>	<b>16</b>		<b>454</b>	<b>418</b>	<b>36</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			Net Today	
Est	Actual	Rate	Estimate	Actual
76	18	24%	7	21

Surgical Bookings				Trauma Hours		IHT Transfers	
ENDO	DO	EDO	DOSA	Booked	Outstanding	In	Out
0	5	1	2	na	na	2	4

Disch Today		
Est	Actual	Rate
83	39	47%

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>
Specialist Area	SSU	1									6	
	Coronary Care										6	1
	Intensive Care											1
	Maternity		2									
	Mental Health											1
	Paediatrics			3								21
SAC		1		2							20	1
Transit Lounge		1								1		
<b>Subtotal</b>	<b>1</b>	<b>4</b>	<b>5</b>							<b>1</b>	<b>53</b>	<b>4</b>
<b>Total</b>	<b>2</b>	<b>21</b>	<b>11</b>		<b>1</b>	<b>2</b>		<b>3</b>	<b>2</b>	<b>16</b>	<b>81</b>	<b>42</b>



# 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- AHNM 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/Woolongaharra 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.
1. Review new admissions with senior members of the team.		<b>Core actions to be taken by the department when the LHD is at Level 2 (RED) escalation</b>
2. Organise patient investigations and inform senior members of team when results are available.		1. Continue Amber (Level 1) Actions
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 as appropriate.		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.
4. Review patients before discharge or as clinically indicated.		3. Identify discharges for next 24 – 48 hours and act on or escalate potential barriers to discharge to NUM.
5. Communicate and work closely with other clinical staff about team management and discharge plan.		4. Consider a stand down of administrative / training day for all medical staff.
6. Actively participate in multidisciplinary team meetings.		5. Teams to review discharge plans across all patients to facilitate additional discharge activity.
7. Ensure timely discharge summary completion and discharge medication sign off.		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>
		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

**Orders for Support Services**

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

**Current Filters**  
 Facility: Gosford  
 Order\_OrderMn...: Physiotherapy

**Order Summary Chart**

**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		1			
Medical 5	3	18		1			
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>

**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



**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 4:00:03 PM  
Emergency Department last updated: 8/11/2017 3:58:00 PM  
Inpatient Service last updated: 8/11/2017 3:59:00 PM

## Orders for Support Services

**Current Filters**  
Facility  Gosford  
Order\_10amFlag  Confirmed, Potential  
Order\_OrderMn...  Physiotherapy

Undo  Redo

- 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**

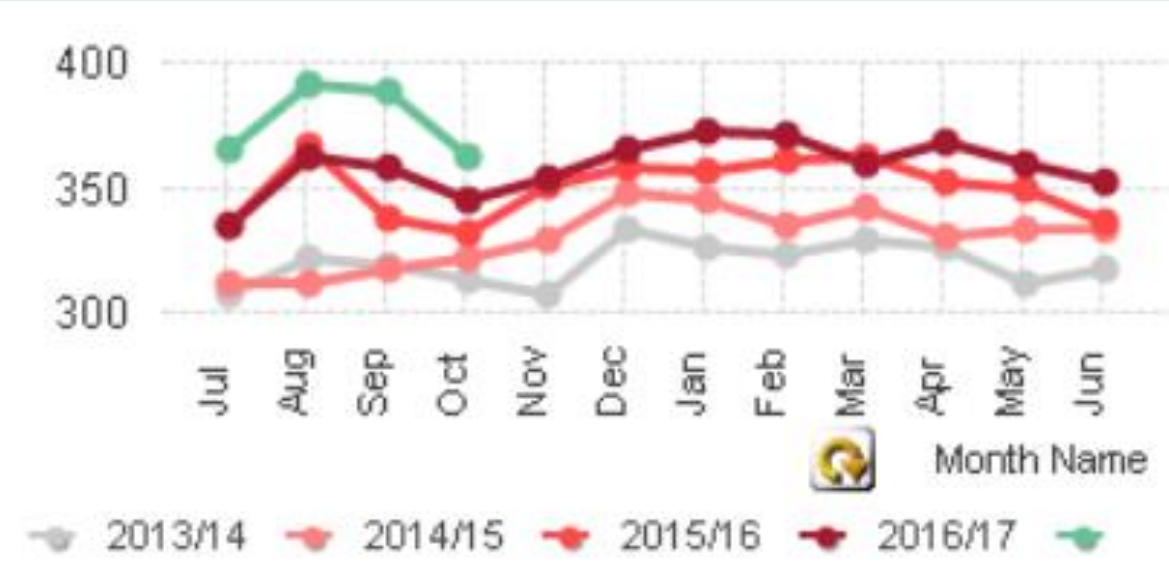
Service	Facility	Ward	Room	Bed	MRN	Patient	Transfer of Care	Order Date	Estimated Date of Departure	Ordered	In Progress
Physiotherapy	Gosford	Medical 4	016	034			Confirmed	Wed 01 Nov 17	Wed 08 Nov 17		1
Physiotherapy	Gosford	Surgical 2	011	023			Confirmed	Wed 25 Oct 17	Mon 06 Nov 17		1
Physiotherapy	Gosford	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

Ward Summary	Clinician & Patients										
Medical Speciality	Facility	Medical Speciality Group	Medical Speciality	Clinician	Ward	MRN	Patient	Discharge Status	Inpts	Outliers	LOS days
Clinician	Gosford	Aged Care	Geriatrics		Medical 6			DischargeConfirmed	1		2
Clinician & Patients	Gosford	Medical	Cardiology		Coronary Care			DischargeConfirmed	1		
	Gosford	Medical	Cardiology		Coronary Care			DischargeConfirmed	1		1
Outliers	Gosford	Medical	Cardiology		Coronary Care			DischargeConfirmed	1		2
	Gosford	Medical	Cardiology		Medical 3			DischargeConfirmed	1		6
LOS >6days	Gosford	Medical	Medicine		Medical 3			DischargeConfirmed	1		1
ISO	Gosford	Medical	Neurology		Medical 8			DischargeConfirmed	1		7
	Gosford	Medical	Neurology		Discharge Lo...			DischargeConfirmed	1		8
Admissions Today	Gosford	Medical	Neurology		Medical 5			DischargeConfirmed	1		2
Discharges Today	Gosford	Medical	Neurology		Discharge Lo...			DischargeConfirmed	1		6
Surgery	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



**Health**  
Sydney  
Local Health District

# 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.



Health  
Sydney  
Local Health District

# New Initiatives this Winter



## **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)

## **Fast Track 2**

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



## **Weekly Data Reports**

Sent to HoDs and NUMs on ETP & EDD accuracy.



**Health**  
Sydney  
Local Health District

# 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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