

“Fly in Fly out Rural Hospital to Regional Medical Hub”

- Dr Pankaj Banga

**This is a story about
recruitment of Doctors at
Griffith Base Hospital**



***Fly In Fly out Rural
Hospital to Regional Medical Hub***

- Comments**
- Questions**

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This is a story about recruitment of Doctors at Griffith Base Hospital



Dr Pankaj Banga

**MBBS, FRACGP, FARGP & Grad Dip Rural
(Anaesthesia),**

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Senior Lecturer University of Wollongong

Director of Medical Services

**Griffith Base Hospital and Western Sector
of Murrumbidgee LHD**

Griffith Base Hospital and Western Murrumbidgee LHD



Griffith



Griffith town = 29,000

Griffith Base Hospital = 55,000



The Health Challenge at Griffith Base Hospital in 2011?



No Doctors !!!

Key Departments – Griffith Base Hospital

- 1. Emergency Department**
- 2. Medicine**
- 3. Surgery**
- 4. Obstetrics & Gynaecology**
- 5. Paediatrics**
- 6. Anaesthetics**
- 7. Director Medical Services**

1. Emergency Department – 20,000 patients/ year

**Director ED – vacant for 3 years. (Never had
Specialist)**

9 CMO Positions – Only 4 filled.



2. Medicine

No resident Physician for 4 years

CMO Medicine – vacant for 3 years



3. Surgery

We had 2 Surgeons – requirement for more



4. Obstetrics and Gynaecology

500 babies + Gynaecology work

1 Specialist

No female Gynaecologist



5. Paediatrics

**One Paediatrician catering to
a population of 55,000**

6 months for appointment



6. Anaesthetics

3000 Surgeries per annum

No Consultant for a decade



7. Director Medical Services

Vacant of 3 years

I commenced in December 2011

Summary of health challenge 2011:

- Patient satisfaction, safety, continuity of care**
- \$ 2.5 million per year = premium labor costs**
- Medical Administration = "locum management agency"**

How the innovation came around?

Did we have another option ?



Our Innovation

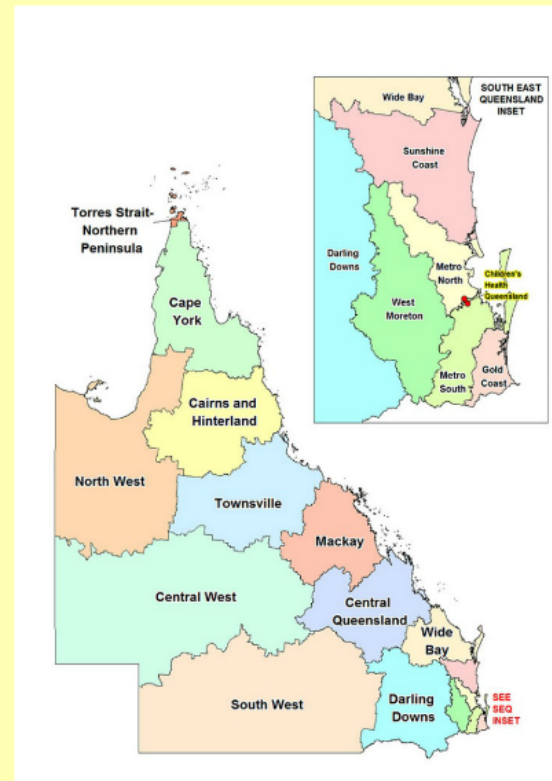
Key concepts :

1. "Concept of Rural"

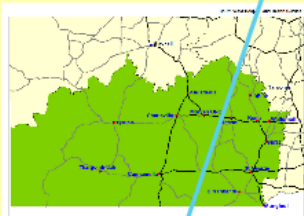
2. "If you always do what you've always done you'll always get what you've always got."

Concept of Rural

South West Health Service District – Qld Health



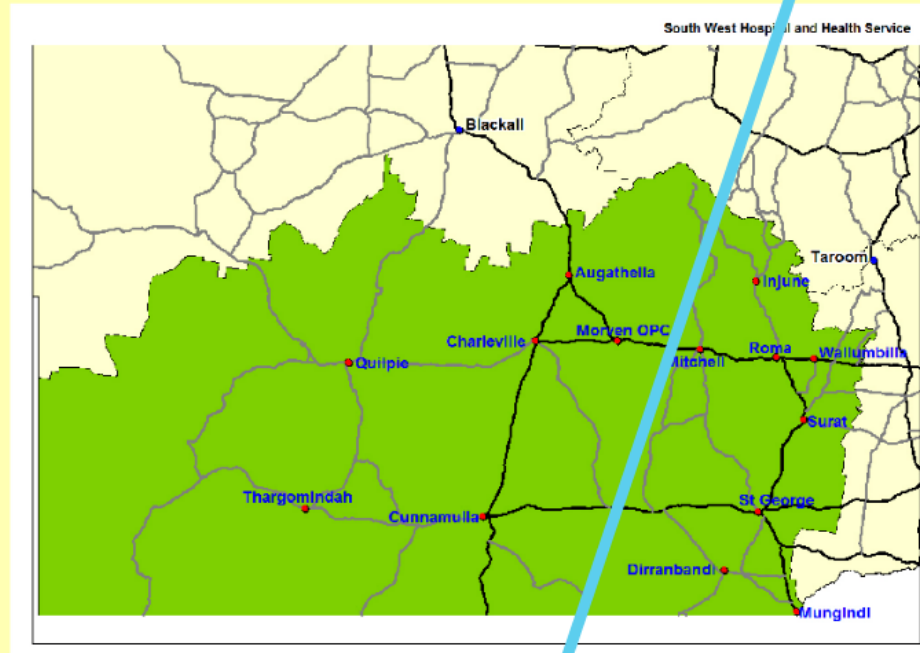
Charleville Health Service



Charleville CBD



Charleville Health Service



Charleville CBD



Concept of Rural Griffith NSW

Griffith Education



Griffith Sports



Griffith Culture -
Regional Theatre



Griffith Transport



Griffith Fine
Dining



Griffith Shopping
Centres



Griffith Wineries



Griffith Festivals -
"Lafesta"



Griffith Transport



**Griffith Shopping
Centres**



Griffith Education



Griffith Shopping Centres



Griffith Sports



Griffith Fine Dining



Shopping
res



Griffith Culture - Regional Theatre



Fine

Griffith Wineries



Griffith Festivals - "Lafesta"



Practical steps -1

Needs analysis - define workforce - 2/3 of medical positions were vacant

- created 4 new specialist positions (Anaesthesia, Surgery, O&G, Pediatrics)**

Practical steps - 2

Innovative advertisement

- NSW Health Website**
- Facebook**
- Specialist College websites/
newsletters**
- Locums/ word of mouth**
- Conferences**
- NSW Gov. agencies**
- Overseas**

Practical steps - 3

Eg. Advertising:



NSW Health Website

ANZCA Website

Practical steps - 4

When an applicant came across:

**Assess – qualifications, experience,
partner - job, children – education**

Family suitable for Griffith?

Practical steps - 5

When assessed as suitable:

1. Sell Griffith

Information about lifestyle, schools, employment opportunities, real estate, culture, cinemas, shopping, sports, restaurants, flights to Sydney etc.

2. Invite to Griffith with family

3. Interview and paperwork – without wasting even a single day

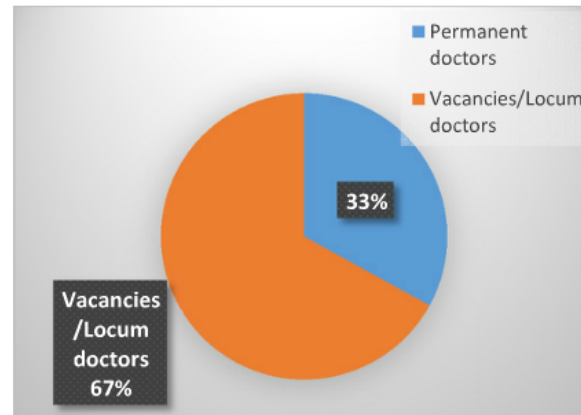
Practical steps - 6

**Issues arising - discussed on an urgent basis
with local executive / district executive -
sorted out immediately**

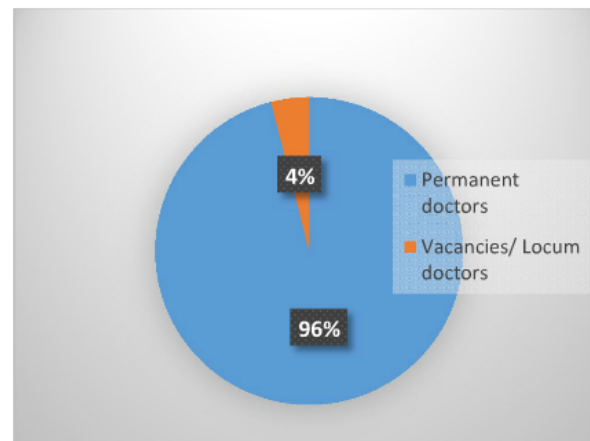
Teamwork

Results achieved -1

2011 – Medical Workforce:



Now – Medical Workforce:



Results achieved - 2

Department	Permanent Doctors in 2011 (FTE)	Permanent Doctors 2013 (FTE)
	Specialists Others	Specialists Others
Emergency Department	6	1 + 11
Medicine	0.75 + 2	1.75 + 3
Surgery	2 + 1	3.25 + 2
O & G	1	2 + 2
Paediatrics	1	2
Anaesthesia	0.5	1 + 0.5
Director Medical Services	0	1

Results achieved - 3

Highlights:

1. All 12 ED positions filled. Specialist in Emergency - first time in a decade.
2. Resident Physician - after 4 year gap. CMO in Medicine filled.
3. Third Surgeon position - created and filled. 4th regular VMO.
4. Second O&G consultant position created and filled. (First female O&G - Western Sector).
5. Second Paediatrician position - created and filled.
6. Consultant Anaesthetist - First in a decade.

Results achieved - 4

Additional/ New Services started at Griffith Base Hospital

1. Public Physician services.
2. Additional Public Obstetrics and Gynaecology service.
3. Additional Public Surgical service (including breast cancer services).
4. Additional Public Paediatric service.
5. Specialist Anaesthesia service.
6. New Public Orthopaedic clinic.

Results achieved - 5

Clinical KPIs - Among the top in state - Off stretcher time, NEAT, NEST, Hand Hygiene, Sepsis Program

Teaching - 14 medical students, all doctors involved.

Financial results - \$ 1.5 million per year saving after:

1. Paying for 16 FTE new doctors – including 4 new specialist positions
2. New services

Regional Medical Hub - 1(FTE)

1. ED = 1 + 11 = 12
2. Medicine (includes Cardiology, Respiratory, Endocrinology, General) = 1.75 + 3 = 4.75
3. Surgery = 3.25 + 2 = 5.25
4. O&G = 2 + 2 = 4
5. Paediatrics = 2
6. Anaesthesia = 1 + 0.5 = 1.5
7. Director Medical Services = 1

Total = 30.5

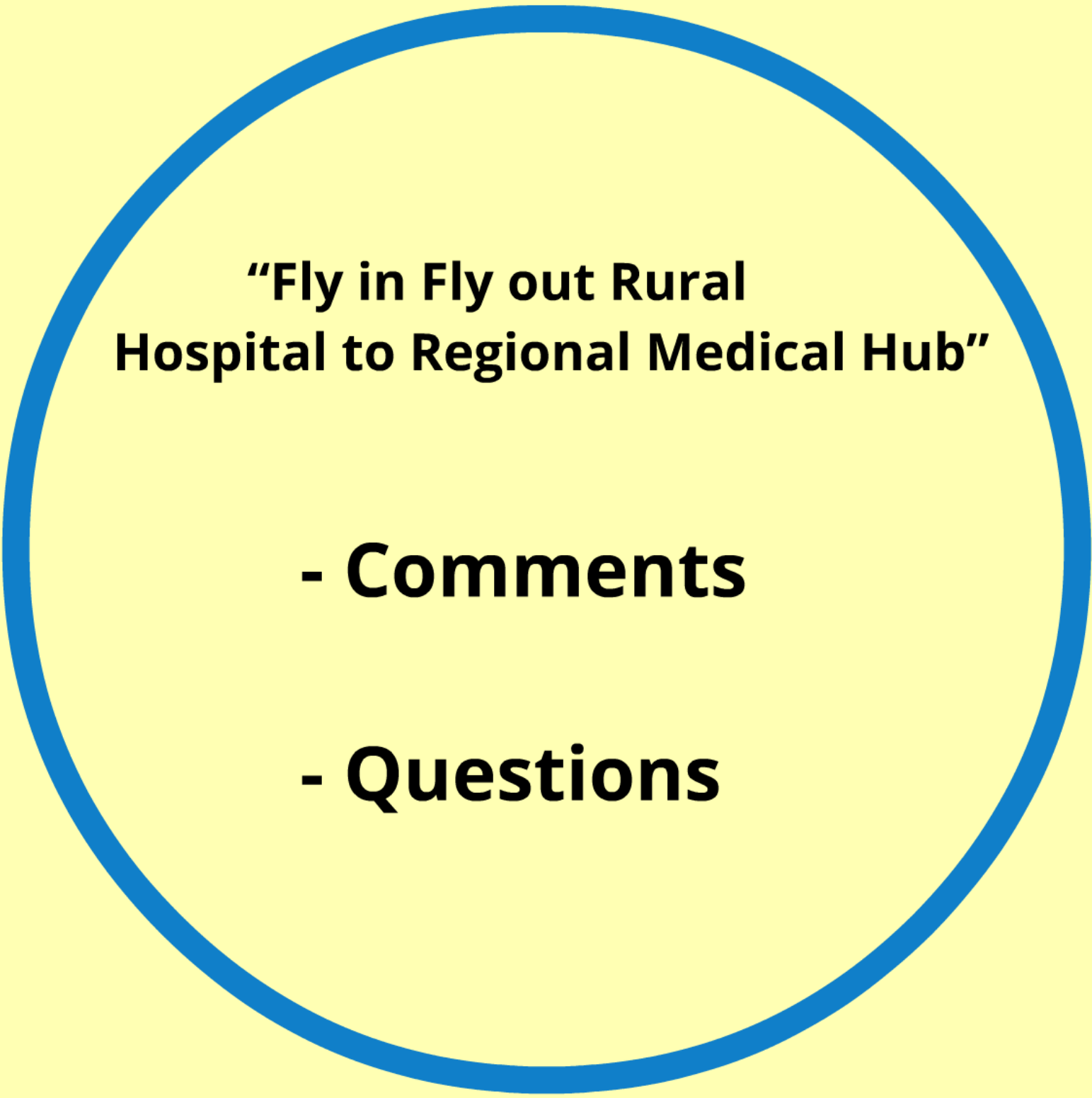
Regional Medical Hub - 2

Regular Visiting Specialist Services:

Ophthalmology, Urology, ENT,
Rheumatology, Paediatric Surgery,
Medical Oncology, Rehabilitation,
Palliative care, Orthopaedics etc.

Key Learnings

- 1. "Rural" areas have much to offer**
- 2. "If you always do what you've always done you'll always get what you've always got"**



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