

# Emergency Shines

**Susan Pearce**  
**Deputy Secretary**  
**System Purchasing and Performance Division**  
NSW Ministry of Health  
October 2016



**Health**



**Over 2.7 million ED attendances annually**





# Over 600,000 emergency transports to hospital



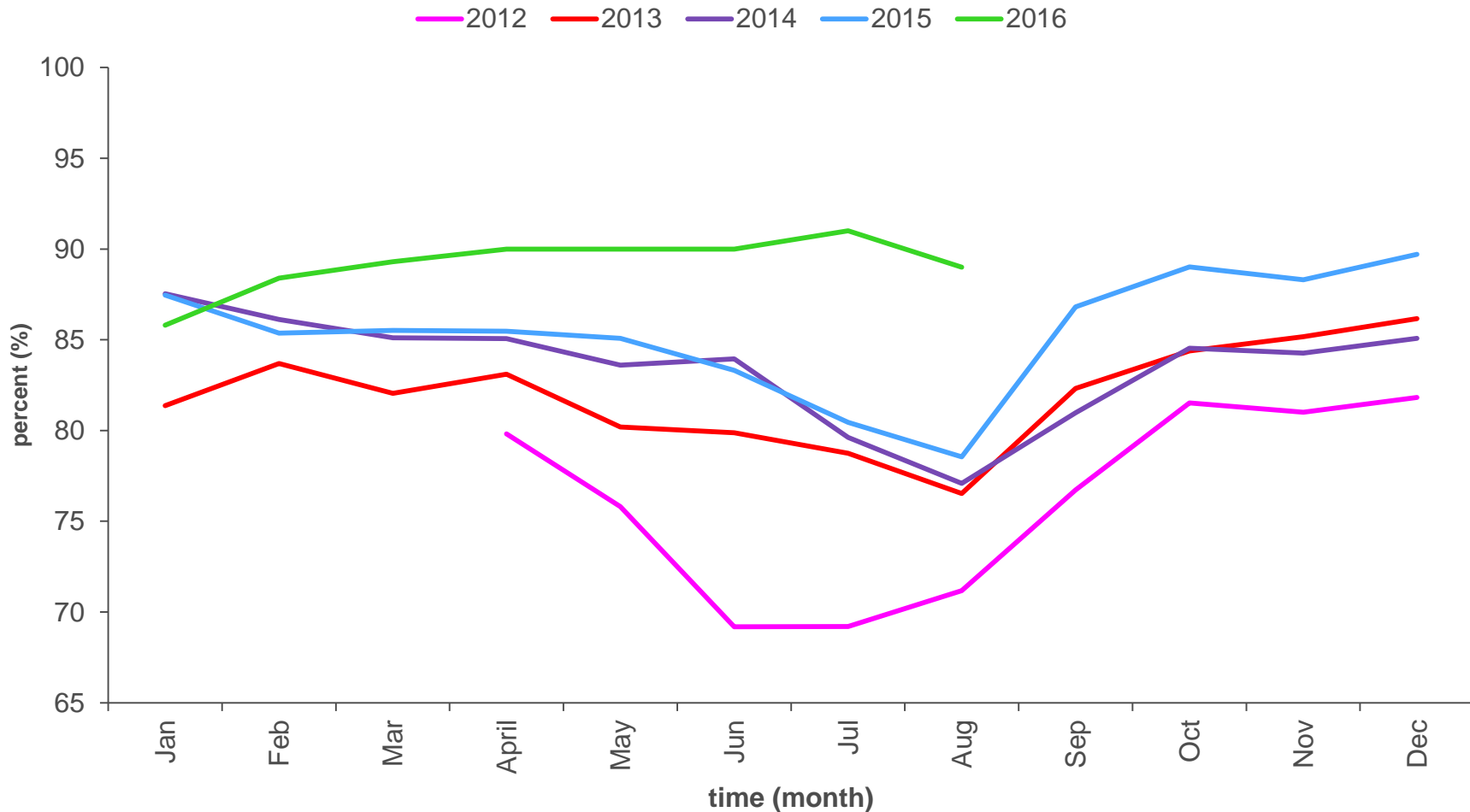
aim:

**90%**

Transfer of  
Care

within 30 minutes

# NSW monthly Transfer of Care performance year-on-year comparison 2012- 2016



# Premier's Priority: Improving Service Levels in Hospital Service Levels in Hospitals

*State-wide target: 81% of patients through the ED within four hours by 2019*



# 2016 NSW Innovation and Health Symposium: Festival of Contagious Ideas

## Emergency Treatment Performance at Sydney Local Health District and Royal Prince Alfred Hospital

Prepared by

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Director Operations, SLHD  
Care, SLHD  
General Manager, RPA  
Clinical Director, RPA

**Professor Paul**

Clinical Director, Critical  
Executive



**Health**  
27 October 2016  
Sydney  
Local Health District

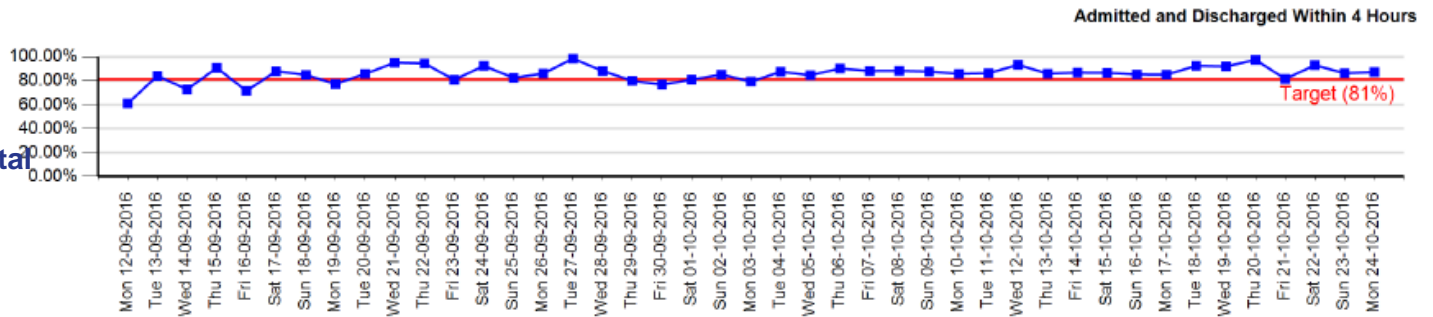
# ETP – what worked

- Communication and Governance
  - Daily ETP teleconference – chaired by the Chief Executive
  - Daily reports/ STARS
  - Director of Operations Electronic Dashboard
- Operational
  - ETP Coordinators – senior nurse managers
  - District Non-Emergency Patient Transport Coordinator
  - Twice-daily ‘bed huddles’
  - Priority discharge protocol
- Our Staff
  - Winter Games
  - Regular updates and acknowledgement by the Chief Executive, SLHD, and Director of Operations, SLHD and General Manager, RPA
  - Visibility

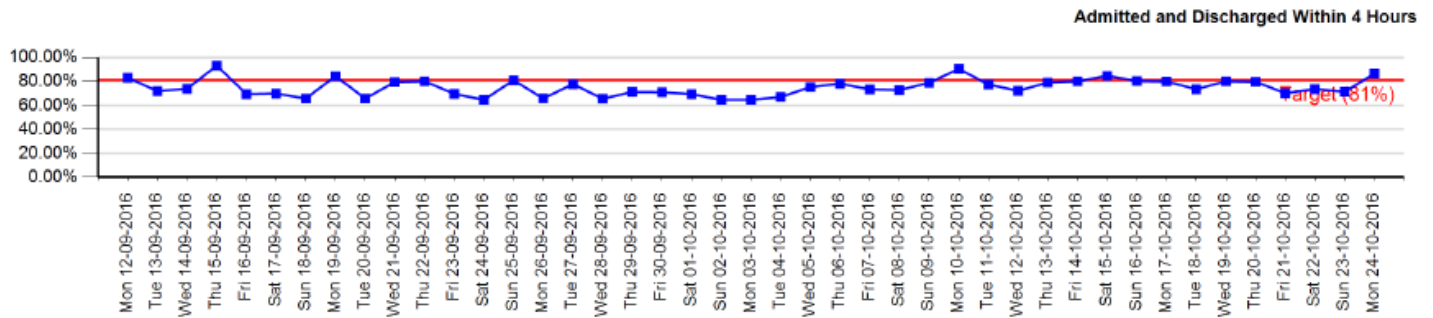


# ETP – Data

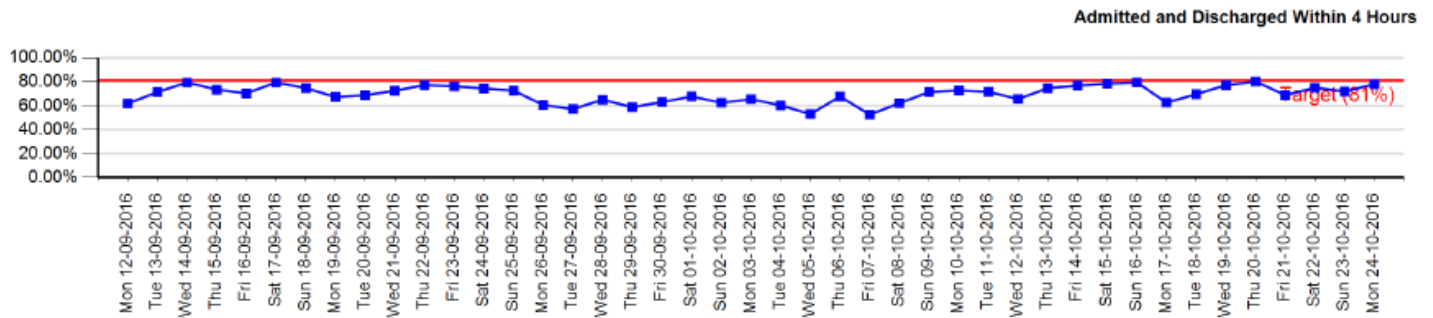
## Canterbury Hospital



## Concord Hospital



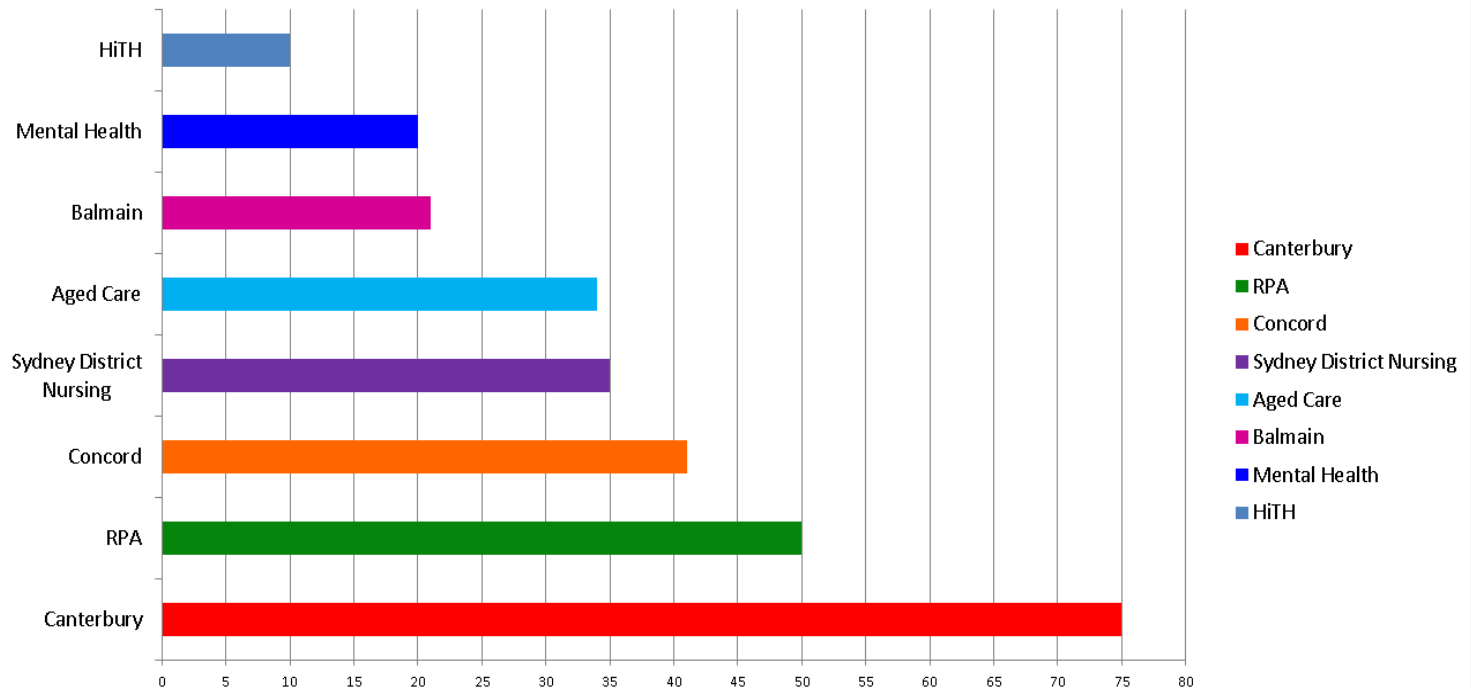
## RPA Hospital






# Winter Games


Scoreboard - ETP Winter Games  
Round 7: 29 August - 04 September 2016




# Transfer of Care – a partnership with the NSW Ambulance Service

Ambulance Release Teams(ART)  **Improved**

RPA ToC Performance (91%)  **Improved**

SLHD ToC Performance (94%)  **Improved**

Paramedic hours 'back on the road'  **Improved**





Health  
NSW Ambulance

# Working in partnership to improve Emergency Ambulance availability





# Systems Performance Improvements

- ART Decommissioning
- Improved Response Performance
- Improved communication
- Improved engagement





# External communication and Engagement

## Ambulance Arrivals Board Automated Delay SMS

**NSW Ambulance** | Data Latency: 15s | History | Passwords | Configure | Logout

Overview | Map | South Eastern Sydney LHD | Prince of Wales | St George | Sutherland | Sydney | Sydney LHD | Canterbury | Concord | Concord - Mental Health | Professor Marie Bashir Centre | Royal Prince Alfred | St Vincent Health Network | St Vincents | St Vincents Private

### Combined Overview

#### ENROUTE

Car	Incident	Destination	Distance	ETA
1649	10514	Prince of Wales	2.7 km	3 mins
1526	10531	Concord	1.2 km	<2 mins
1969	10555	Royal Prince Alfred	2.6 km	3 mins
1443	10527	Prince of Wales	<1 km	<2 mins
1648	10525	St George	1.8 km	2 mins
1619	10513	St George	1.7 km	2 mins
5119	50161	Prince of Wales	12.3 km	13 mins
1803	10465	St George	<1 km	<2 mins

#### ARRIVALS

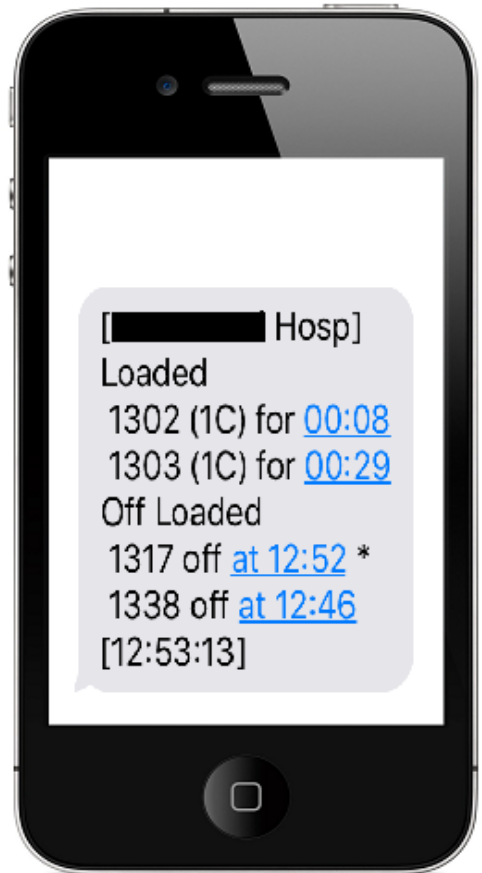
Car	Incident	Hospital	Waiting Time
1424	10536	Royal Prince Alfred	00:02:52
1654	10483	Royal Prince Alfred	00:05:16
1438	10534	Prince of Wales	00:10:14
1432	10479	Royal Prince Alfred	00:15:13
1638	10512	St George	00:24:05
1457	10453	Royal Prince Alfred	00:26:43

#### DELAYED AVAILABLE

Car	Incident	Destination	Elapsed Time
1640	10470	St George	00:04:27
1446	10477	Prince of Wales	00:04:54
1425	10432	St Vincents	00:29:05

#### BOOKED TRANSFERS

Patient First Name	From	Destination	Status	More Info
Koula	Wessider Av	Prince of Wales	Arrived - Car 1128	More Info
Geoffrey	Ferrdale Nh	St George	Waiting	More Info
Anthony	Gertrude	St Vincents	Waiting	More Info





# Internal communication CADLink “Update”

# TOC Escalation Flowchart

Home 113 Notifications

**PT Paul Tonge** @ptonge  
Shift Role: SAFF Manager (@sapman)

**Roles**

- @sapman
- @tpfc
- @hmsysd: Ken Warden
- @hmms: Jonathan Tunhavasana
- @hmcc1: Maxine Beer
- @hmcc2
- @hmss: Ken Warden
- @hmis: Rob Murray
- @hmssw: Stewart Clarke
- @hmrbm: Katherine Thomas
- @hmms: Katherine Thomas
- @ddoms
- @ddomsse
- @ddoms: Steven Green

**255 Post**

**SG Steven Green** @stgreen • 2016-10-24 07:12:19 • 2 hours ago  
Now fulfilling role: Duty DOM Sth West Syd (@ddoms)

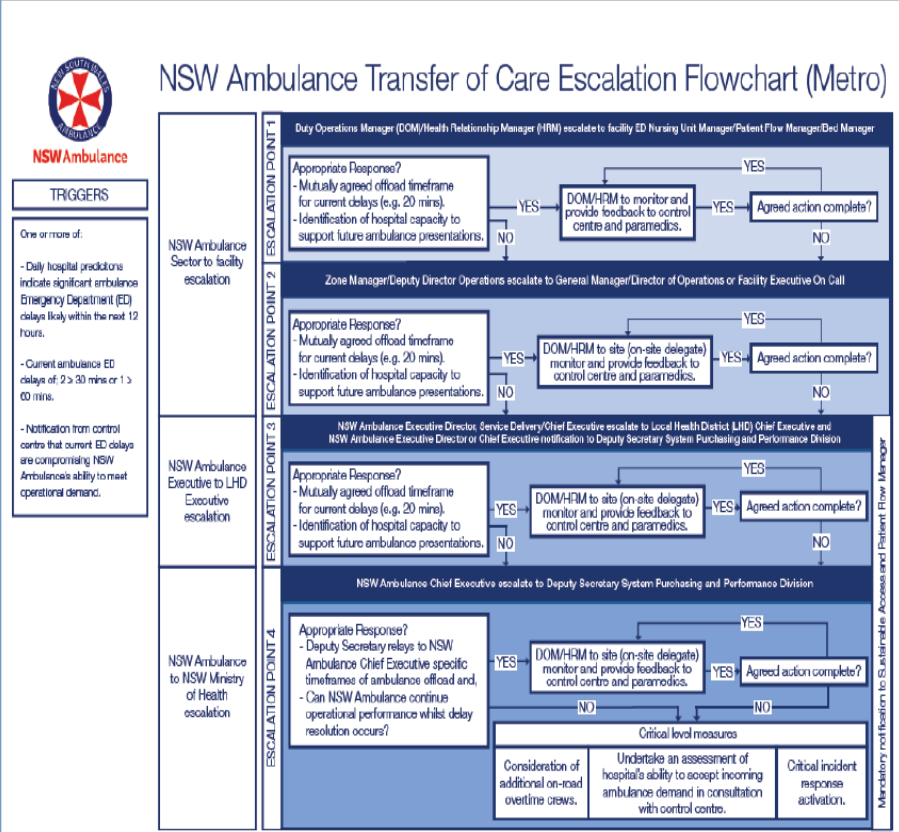
**WC Wayne Casey** @wcasey • 2016-10-24 00:48:00 • 2 hours ago  
Now fulfilling role: Sydney SCCO (@sydcco)

**MA Monica Arnold** @mamold • 2016-10-24 06:46:01 • 2 hours ago  
Now fulfilling role: Northern DCCO Reg (@nthregdcco)

**JM Jennifer Matland** @jmatland • 2016-10-24 06:14:54 • 3 hours ago  
Now fulfilling role: Sydney DCCO South (@sydsthdcco)

**WP Warren Phillips** @wphilips • 2016-10-24 06:08:06 • 3 hours ago  
Now fulfilling role: Sydney DCCO North (@syndhdcco)

**LC Lloyd Chatfield** @lchatfield • 2016-10-24 05:54:40 • 3 hours ago  
Now fulfilling role: Southern DCCO (@sthdcco)





Health  
NSW Ambulance





Health  
NSW Ambulance





# STRATEGIC CONTEXT

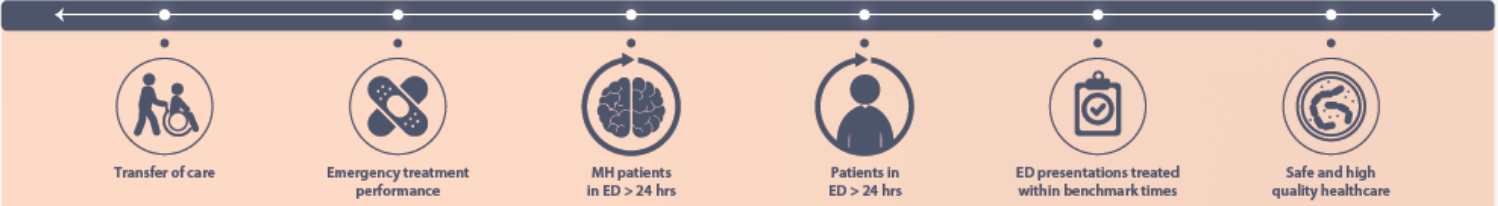
Premiers priorities  
Better value care reforms

Election commitments  
Mental health reforms

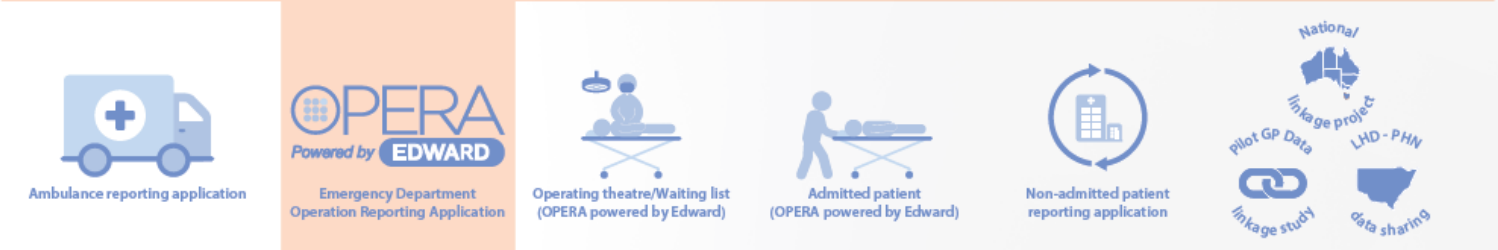
Financial management transformations  
Patient safety first reforms

## Delivering better value care

STRATEGIC SYSTEM  
MANAGER DASHBOARDS  
"TIGHT"



OPERATIONAL  
PERFORMANCE REPORTS  
"LOOSE"



REAL TIME  
FOR IMMEDIATE ACTION



Clinic  
Community



# Emergency Department Arrivals Board

*Supporting the Premier's Priority – Improving Service Levels in Hospitals (ie: Emergency Treatment Performance)*



Leveraging local innovation and ingenuity



Partnering with state-wide programs to deliver real time data for the system (ex: *eMR Connect Program*)



Embedding a User Experience (UX) design approach



Focusing on information for the purpose of immediate action in line with our CORE values



Delivering for the system but enabling continued local innovation through customisation