

SWSLHD Experience

Tipping points / Triggers

Who Owns our RED?

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SWSLHD WoH Program Manager

Feb 2016



Health
South Western Sydney
Local Health District

What was the problem?

- Falling overall NEAT
- Poor admission NEAT (15-20%)
- Increase activity
- Poor Transfer of Care (TOC) 69%
- No of Patients spending >24hrs in our ED's – High
- Average Daily 0800hrs queue = 21 adult pts

Who Owns the RED?



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What was the Goal & What did we do?

- To improve safe and timely access to care
- Governance framework
 - Structure
 - People
 - Information
- Data
 - Know the data, communicate the data – transparency & ACT on the data – trusting it
 - Predicting capacity and demand
 - Daily monitoring and correction
- Escalation
- Strategies



What we did - Governance

- Weekly WoHP meeting
- Weekly WoH Advisory Meeting
- Weekly Capacity/Workforce Planning Meeting
- Weekly Emergency Department WoH Meeting
- Weekly LLOS Committee
- Twice daily Executive rounding in the Emergency Dept
- Twice daily Access Meeting (Inpatient Wards) 5 days - patient flow and staffing
- Executive PJB meetings
- Executive/ED Huddles



What we did – Data Predictions/Tipping points

- Inpatients with LOS > 9 days
- ED Accessible Bed Occupancy
- The ED Queue – yesterday's admissions still in ED
- Performance Discharge targets by Specialty/Ward
- ED tipping points



Reports Schedules

Facility Reports

EDD Compliance by Facility

Hospital Occupancy

Prediction Data Extract

User Access List

User Access Logins

Ward Reports

Specialty Reports

Waiting for What Reports

Transfers - IHT Reports

Transfers - MWT Reports

Transfers - DWA Reports

Executive Reports

Medical Assessment Unit Reports

Prediction Data Extract

Facilities:

(Select all)

- Bankstown / Lidcombe ...
- Bowral and District Hos...
- Braeside Hospital
- Camden Hospital
- Campbelltown Hospital
- Fairfield Hospital
- Liverpool Hospital

Date from: 01/02/2016

Date to: 03/02/2016

Format: Excel

Open Report

Report Information

Definition: Excel format of all predictive, actual and flow indicator data for a given date range extracted from the Demand and Capacity Predictive Tool.

Usage: For further analysis of historical actual and predictions to identify demand and capacity trends and patterns over time.

Prediction Data Extract.xls [Compatibility Mode] - Microsoft Excel

Home Insert Page Layout Formulas Data Review View PDF

Cut Copy Paste Format Painter Clipboard

Arial 10 Font

Wrap Text Merge & Center Alignment

General Number

Conditional Formatting as Table

Normal Good Bad Neutral Styles

Insert Delete Format Cells

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A1 Prediction_Data_Extract

1	2	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM	AN	AO	AP	AQ	AR
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Document map Campbelltown Hospital

Ready 100%



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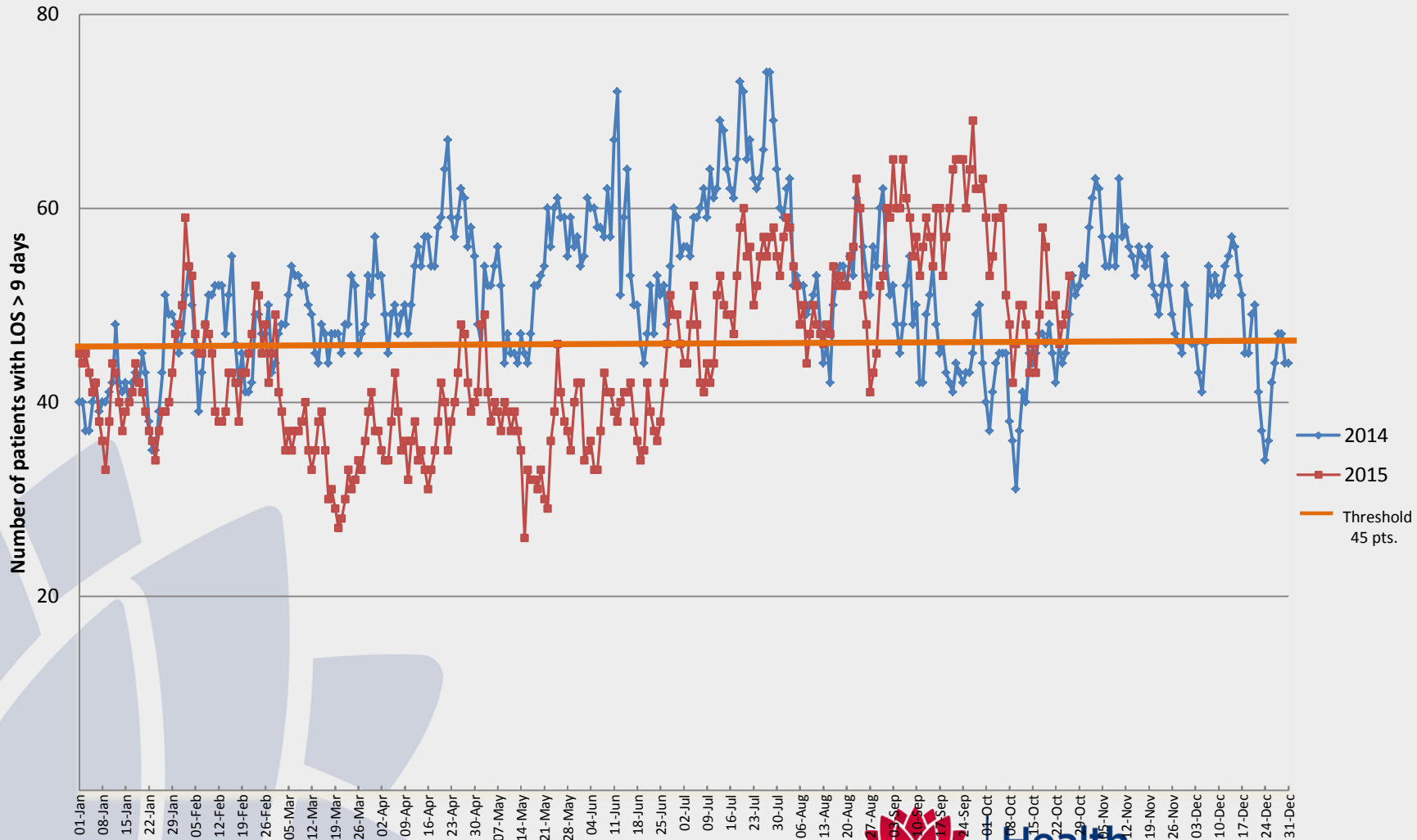
A34



Prediction

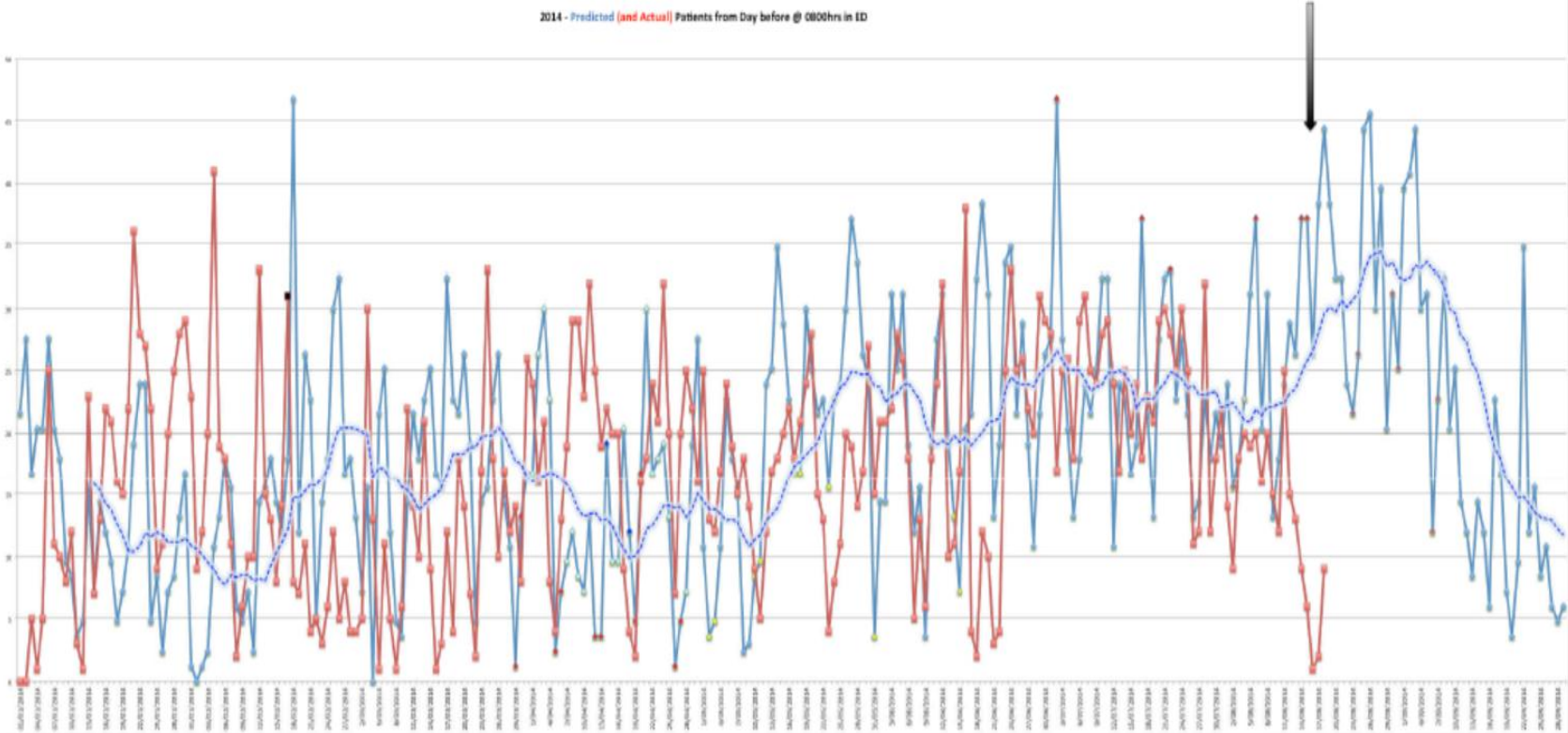
	A	B	C	D	E	F	G	H	I	J
1	Prediction Data Extract									
2	For the Period 01/02/2016 to 03/02/2016									
24	Prediction	Empty Available ED accessible beds at 7am		27	16	22				
25	Prediction	Ideal Buffer Beds								
26	Prediction	Planned Booked Admissions		6	10	6				
27	Prediction	Predicted admissions via ED		58	55	56				
28	Prediction	Predicted Beds Available		84	75	79				
29	Prediction	Predicted Beds Required		89	79	72				
30	Prediction	Predicted Direct Admissions		2	3	2				
31	Prediction	Predicted Discharges		57	59	57				
32	Prediction	Surge beds occupied		3	1					
33	Prediction	Unstaffed beds in use								
34	Prediction	Yesterday's Admissions still in ED		20	10	8				
35	Flow Indicator	Emergency Treatment Performance	71	68	64					
36	Flow Indicator	ED accessible bed occupancy %	85	89	89	88				
37	Flow Indicator	Patients over 9 days	40	51	46	51				
38	Flow Indicator	Patients with ACCR waiting placement	10	5	5	5				
39	Flow Indicator	Patients waiting ACCR review	5							
40	Flow Indicator	Patients accepted for rehab waiting a Bed	5	4	4	1				
41	Flow Indicator	Patients waiting rehab consult	5	1	1	1				
42	Flow Indicator	Patients with MRO	28							
43	Flow Indicator	Inpatients waiting surgery/procedure	3	8	14	8				
44	Flow Indicator	Patients requiring cardiac monitoring								
45	Flow Indicator	Patients ready for transfer to another Facility		1	2	1				
46	Flow Indicator	Patients awaiting transfer into Facility				1				
47	Flow Indicator	Patients with Waiting For What Reasons		38	48	44				

Inpatients with LOS > 9 days (calculated daily) 2014 v 2015



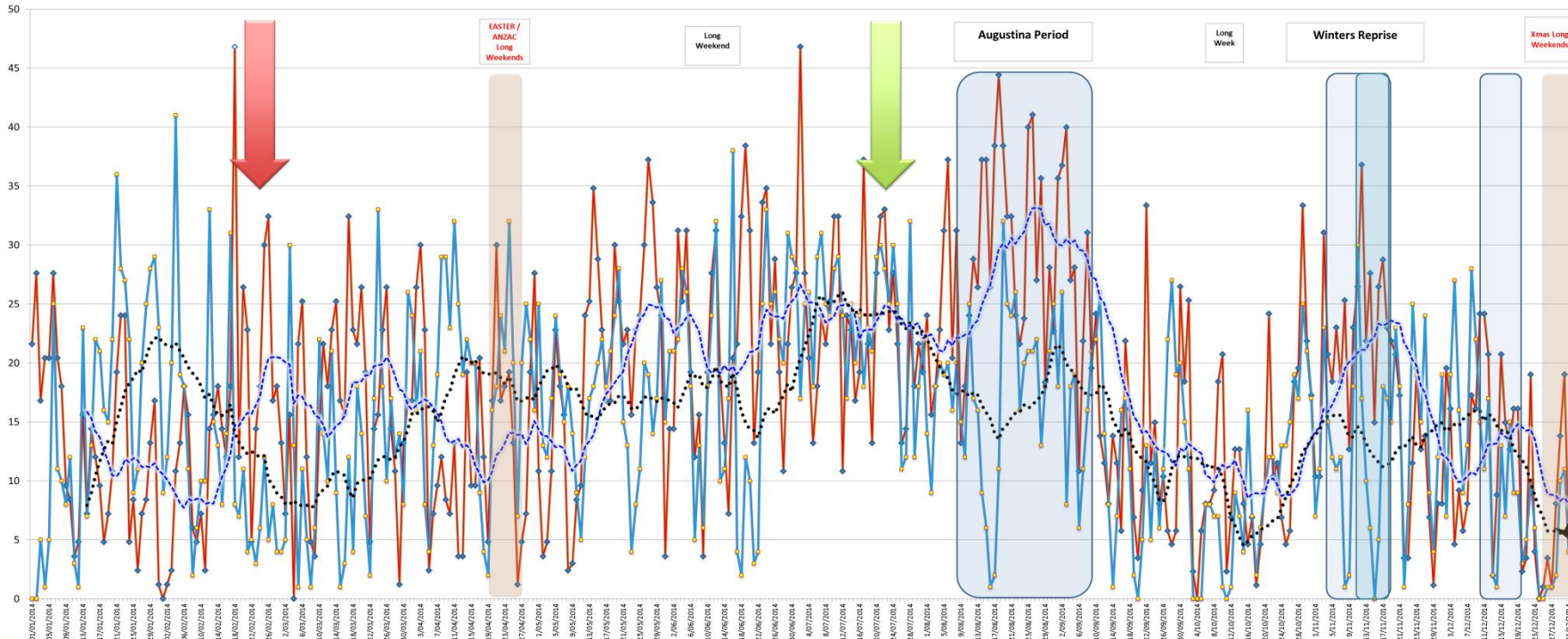
Demand Forecast Trajectory

2014 - Predicted (and Actual) Patients from Day before @ 0800hrs in ID



Forecasting (a storm)

Campbelltown 2014 Forecast Part A - Predicted v Actual Patients from Day before @ 0800hrs in ED



Performance - Discharge Targets – by Specialty

SPECIALTY	WEEKLY TARGET	WE 19-10-14	Last Week Sur/Def
Cardiology	42	47	5
Geriatrics	17	12	-5
Gen Med	42	31	-11
Imm/Rheu	1	1	0
Renal	4	6	2
Endocrine	4	3	-1
Gastro	20	12	-8
Med Onc	12	6	-6
Neuro	21	36	15
Rad Onc	3	3	0
Thoracic	23	25	2
Gynae	12	14	2
Ortho	25	25	0
Colorectal/GEN SURG	61	62	1
Urology	20	23	3
Paeds	40	40	0
Specialty Channel	WEEKLY TARGET	WE 19-10-14	Last Week Sur/Def
Medicine	147	135	-12
Surgery	118	124	6

NOTE: Medicine and Paediatrics require seasonal adjustments – under review at this time



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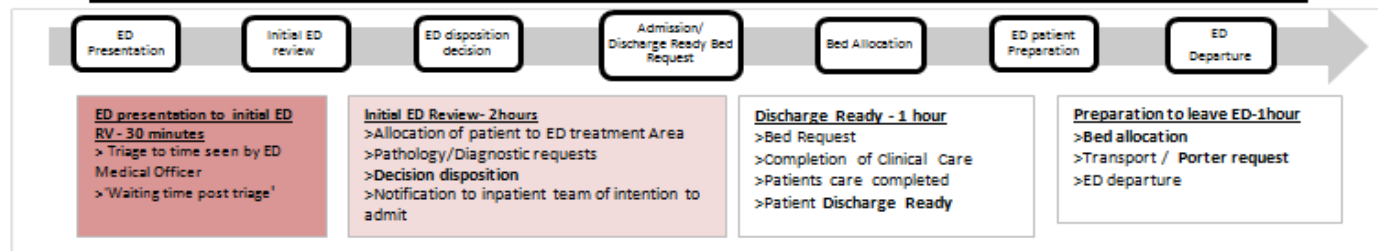
Discharge Targets Performance – Campbelltown Wards

WE 19-10-14	Monday			Tuesday			Wednesday			Thursday			Friday		
	Actual D/C	Target D/C	Sur/Def	Actual D/C	Target D/C	Sur/Def	Actual D/C	Target D/C	Sur/Def	Actual D/C	Target D/C	Sur/Def	Actual D/C	Target D/C	Sur/Def
CCU	9	6	3	8	7	1	9	7	2	8	6	2	9	6	3
GEN MED	0	6	-6	1	6	-5	3	6	-3	4	6	-2	3	7	-4
MAU	5	6	-1	1	6	-5	3	6	-3	4	7	-3	2	7	-5
RESP	4	8	-4	8	7	1	2	7	-5	7	8	-1	6	8	-2
NEURO/ONC	11	6	5	4	6	-2	3	7	-4	10	7	3	7	7	0
SSSU	1	0	1	6	7	-1	4	7	-3	7	7	0	4	8	-4
SURG A	6	6	0	5	6	-1	6	6	0	10	6	4	10	7	3
SURG B	13	7	6	9	7	2	9	7	2	6	7	-1	4	7	-3
PAEDS	7	7	0	10	7	3	10	7	3	9	8	1	8	7	1

WE 19-10-14	Saturday			Sunday			TOTAL			Ward Groups	
	Actual D/C	Target D/C	Sur/Def	Actual D/C	Target D/C	Sur/Def	Actual D/C	Target D/C	Sur/Def	Actual	Target
CCU	3	5	-2	3	5	-2	49	42	7		
GEN MED	1	2	-1	1	2	-1	13	35	-22	Medicine	
MAU	0	2	-2	0	1	-1	15	35	-20	Actual	Target
RESP	4	2	2	1	2	-1	32	42	-10	100	147
NEURO/ONC	2	1	1	3	1	2	40	35	5		
SSSU	0	0	0	0	0	0	22	29	-7	Surgery	
SURG A	7	4	3	3	3	0	47	37	10	Actual	Target
SURG B	3	5	-2	4	3	1	48	42	6	117	108
PAEDS	8	7	1	4	7	-3	56	50	6		

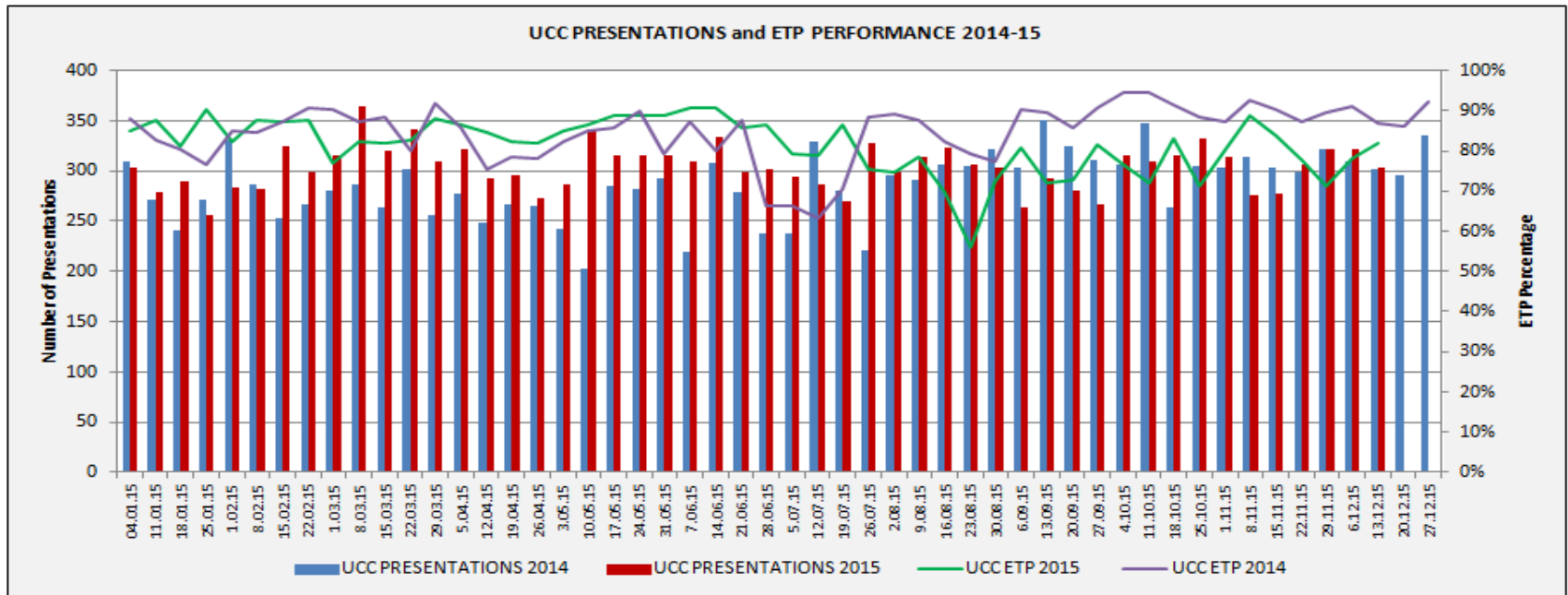
ED TIMELINE

All	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	7/12/2015	8/12/2015	9/12/2015	10/12/2015	11/12/2015	12/12/2015	13/12/2015
Arrival - ED MO RV (All pts)	1:29	1:42	1:22	1:02	1:55	1:37	1:30
ED MO RV - Decision (All pts)	1:46	1:34	1:46	1:45	2:07	2:07	1:50
Decision - Check Out (All pts)	3:04	2:23	2:49	2:26	2:32	1:43	1:09
Admissions (no MH)	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	7/12/2015	8/12/2015	9/12/2015	10/12/2015	11/12/2015	12/12/2015	13/12/2015
Arrival - ED MO RV (Admit)	1:15	1:29	1:02	0:57	1:42	1:25	1:31
ED MO RV - Decision (Admit)	2:00	1:35	2:19	1:57	2:04	2:08	2:18
Decision - Bed Request (Admit No Bed)	0:50	0:26	0:14	0:44	0:26	1:15	0:49
Bed Request - Bed Ready (Admit)	3:03	2:37	5:32	3:42	2:03	2:26	1:52
Bed Ready - Check out from ED (Admit)	1:39	0:57	0:39	0:46	1:47	0:38	0:52
MH Admissions	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	7/12/2015	8/12/2015	9/12/2015	10/12/2015	11/12/2015	12/12/2015	13/12/2015
Arrival - ED MO RV (Admit)	2:38	2:35	2:25	0:29	2:17	1:39	1:37
ED MO RV - Decision (Admit)	4:18	1:04	0:33	1:22	2:25	4:20	3:09
Decision - Bed Request (Admit No Bed)	2:56	0:00	0:00	0:00	0:13	1:34	0:28
Bed Request - Checkout (d:hh:mm)	0:13:08	0:18:33	0:09:38	0:12:35	0:09:37	0:17:17	n/a
ED Discharges	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	7/12/2015	8/12/2015	9/12/2015	10/12/2015	11/12/2015	12/12/2015	13/12/2015
Arrival - ED MO RV (ED)	1:34	1:50	1:35	1:07	2:03	1:43	1:29
ED MO RV - Decision (ED)	1:20	1:34	1:22	1:38	2:08	2:01	1:29
Decision - Check Out	0:54	0:46	0:57	0:55	0:58	0:37	0:38



URGENT CARE CENTRE PERFORMANCE

Urgent Care Centre KPIs	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	TOTAL
	7/12/2015	8/12/2015	9/12/2015	10/12/2015	11/12/2015	12/12/2015	13/12/2015	
UCC presentations	46	45	40	39	35	52	46	303
Total ED Presentations	180	192	161	168	182	176	182	1241
UCC % of ED presentations	25.56%	23.44%	24.84%	23.21%	19.23%	29.55%	25.27%	24.42%
UCC No. Admission	7	5	6	4	8	5	6	41
UCC Admission Rate %	15.22%	11.11%	15.00%	10.26%	22.86%	9.62%	13.04%	13.53%
UCC Discharge ETP %	92.31%	87.50%	88.24%	91.43%	81.48%	80.85%	97.50%	88.55%
UCC Admission ETP %	14.29%	20.00%	83.33%	25.00%	50.00%	20.00%	50.00%	39.02%
UCC ETP %	80.43%	80.00%	87.50%	84.62%	74.29%	75.00%	91.30%	81.85%
UCCAVG LOS	3:37	3:15	2:40	2:53	3:17	3:09	2:11	3:00



WOH ED PERFORMANCE DATA

COMPILED BY: AMANDA BENEICH, DATA MANAGER

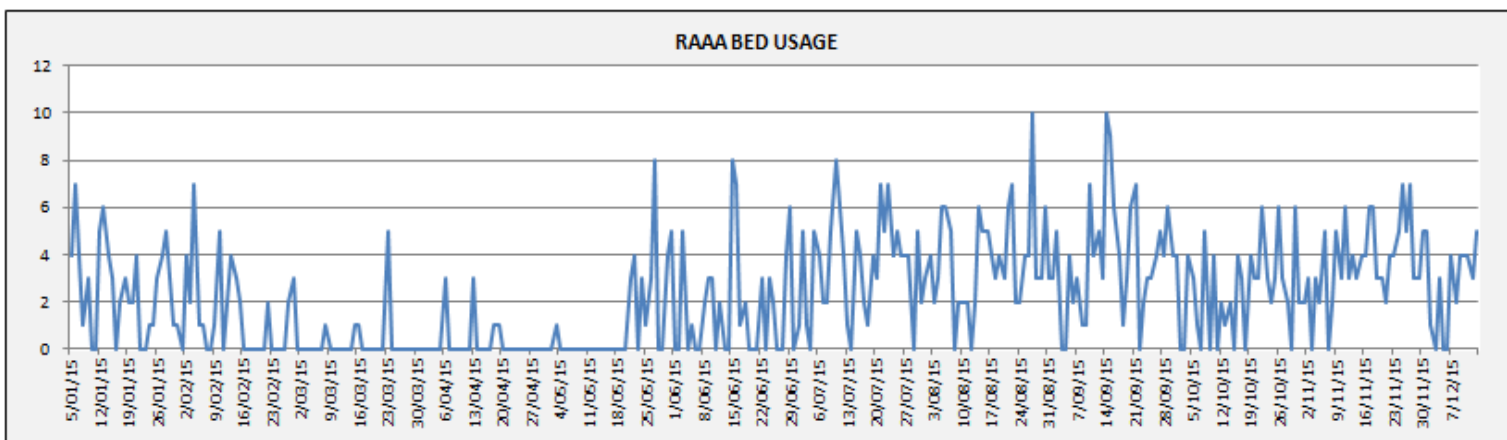
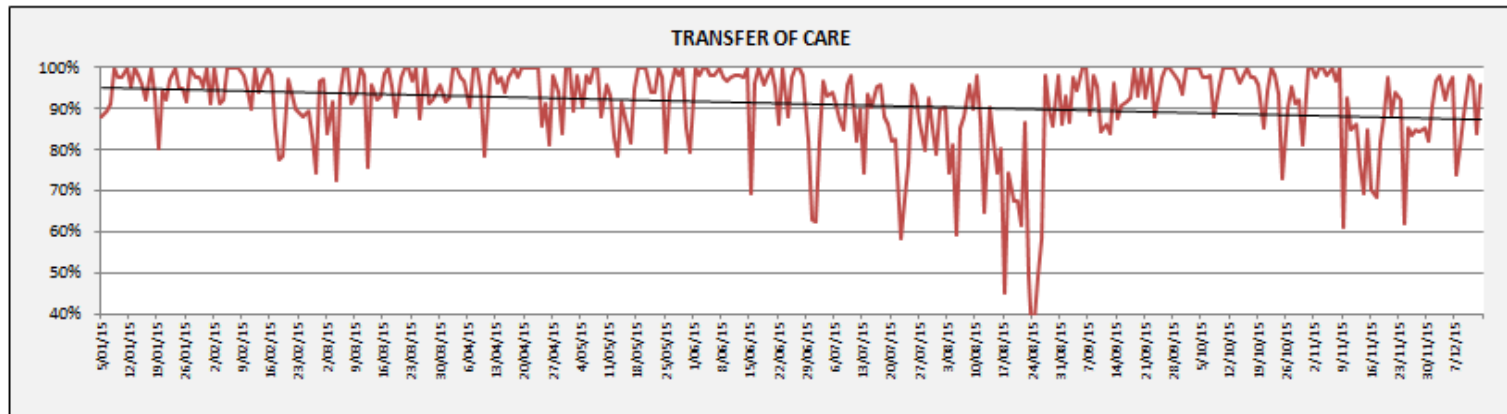
W/E 13.12.15



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RAAA (AMBULANCE) PERFORMANCE

Ambulance KPIs (from TOCRS)	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	TOTAL
	7/12/2015	8/12/2015	9/12/2015	10/12/2015	11/12/2015	12/12/2015	13/12/2015	
Ambulance arrivals	46	52	51	50	62	44	48	353
TOC <30mins (No.)	34	42	45	49	60	37	46	313
TOC % (target 90%)	73.91%	80.77%	88.24%	98.00%	96.77%	84.09%	95.83%	88.67%
Patients: Beds (15&16)	4	2	4	4	4	3	5	26
RAAA LOS (10:30-23:00)	4:54	8:42	4:10	3:58	5:32	2:48	2:49	4:23



What we did – LHD Wide

- Quarterly LHD WOH Meetings
- Project Management Templates
- Weekly – Fortnightly Facility WOH Meetings
- Minimum data set
- 10am Facility Report
- Long Weekend Facility plans
- Bimonthly LHD Patient Access to Care Meetings



Daily Report to Director Operations
Due by 10am via email seven days a week

FACILITY:		<i>Data Source</i>	
DATE		* Patient Flow Portal Predictive tool ** FirstNet	
PERSON PREPARING REPORT:		■ Ambulance Arrival Board *** TC&S	
ED STATUS		Number	Rationale/Action
TODAY	Status of escalation plan		
	* Total number of patients in ED (inc Waiting room)		
	* Avg LOS (ED Waiting to be Seen Time)	1:14	Number WTBS = 22
	* Number in waiting room		
	* Number of patients waiting admission (exc MH pt's & pt's with bed allocated)	15	Inc 2 ESSU
	* Mental Health Patients waiting admission		
	■ Number of ambulances currently waiting		No of CDA's: Art: 1 @ xmins 0
	** No of pt's with LOS > 24 hours		MH: Other:
	Barriers (e.g. ICU/Cardiology/Paed/NICU/MRO's)		
DAY BEFORE	Total number of ED Presentations		
	Total Emergency Treatment Performance %		
	Ambulance with Ambulance Release Team (ART)		
	*** TOC KPI (% within 30min)	98%	45 within 30min and 1 within 1hr (2%) = 46
BACK OF HOUSE		Number	Rationale/Action
TODAY	* ED Accessible bed occupancy (%)		
	* Predicted total beds available (discharges)		
	* Bed Demand Status		
	* Clinician defined EDD compliance (>=95%)		
	* Number of pt's with LOS > 9 days		
	Bed capacity		
	General Adult		
	Cardiac Monitored		
	ICU/HDU		
	Paeds		
	Women's/O&G		
	NICU (Liverpool)		
	Number of Surge beds open		
	Number of Out of Hospital waits		
	Guardianship:		
RACF:	33	Escalated; numbers higher compared to same time last year. Urgent meeting arranged with key stakeholders for today. Nursing homes this week resumed accepting patients for placement post- holidays.	
Other:			
DAY BEFORE	Cancelled surgery (10am to 10am today)		
	Number of NEPT overnight delays		
	No of discharges from ED accessible beds (exc MH)		

Bed Demand Status



Predictive Tool: South Western Sydney

Campbelltown Hospital

Select Hospital

Data Feed

For any issues please contact the Statewide Service Desk on 1300 285 533

Predictions Data Entry Graphs Flow Indicators Retrospective What if

Summary Data

Prediction Mode

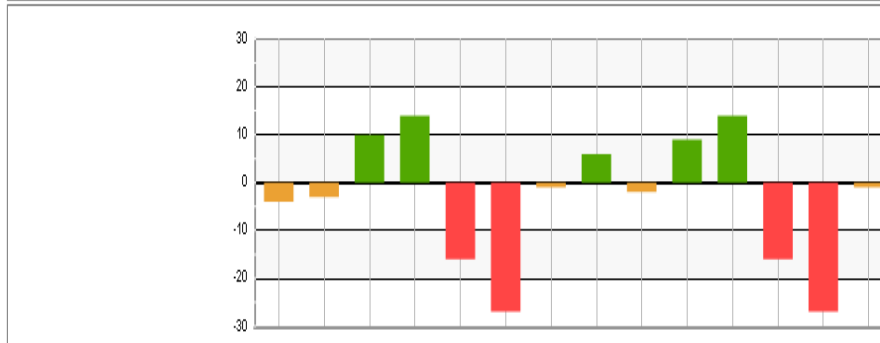


Demand and Capacity: Prediction Mode (Campbelltown Hospital)

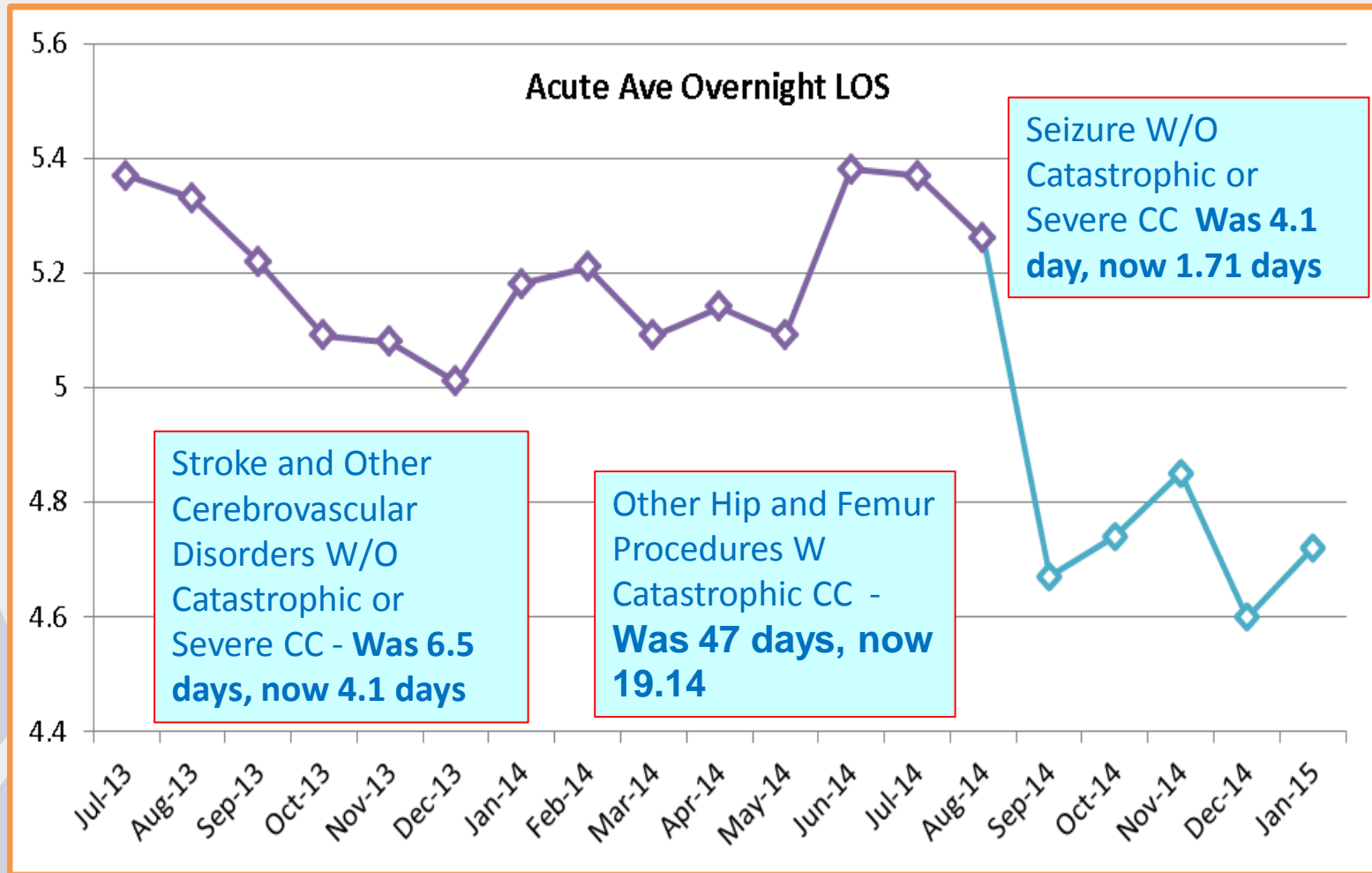
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Prediction data only applies to ED accessible wards

	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon
	02/02/16	03/02/16	04/02/16	05/02/16	06/02/16	07/02/16	08/02/16	09/02/16	10/02/16	11/02/16	12/02/16	13/02/16	14/02/16	15/02/16
Predicted total beds AVAILABLE	75	57	63	68	32	26	57	59	57	63	68	32	26	57
Predicted total beds REQUIRED	79	60	53	54	48	53	58	53	59	54	54	48	53	58
BED DEMAND STATUS	-4	-3	10	14	-16	-27	-1	6	-2	9	14	-16	-27	-1
Total ED accessible beds	258	258	258	255	250	250	255	258	258	258	255	250	250	259
	Notes	Notes	Notes	Notes	Notes	Notes	Notes	Notes	Notes	Notes	Notes	Notes	Notes	Notes



Outcome - LOS

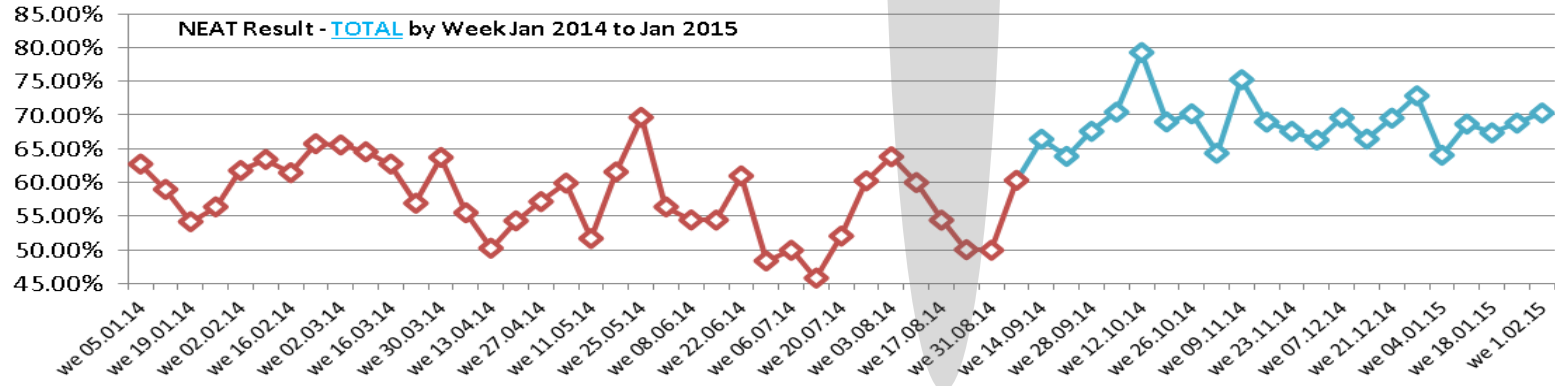
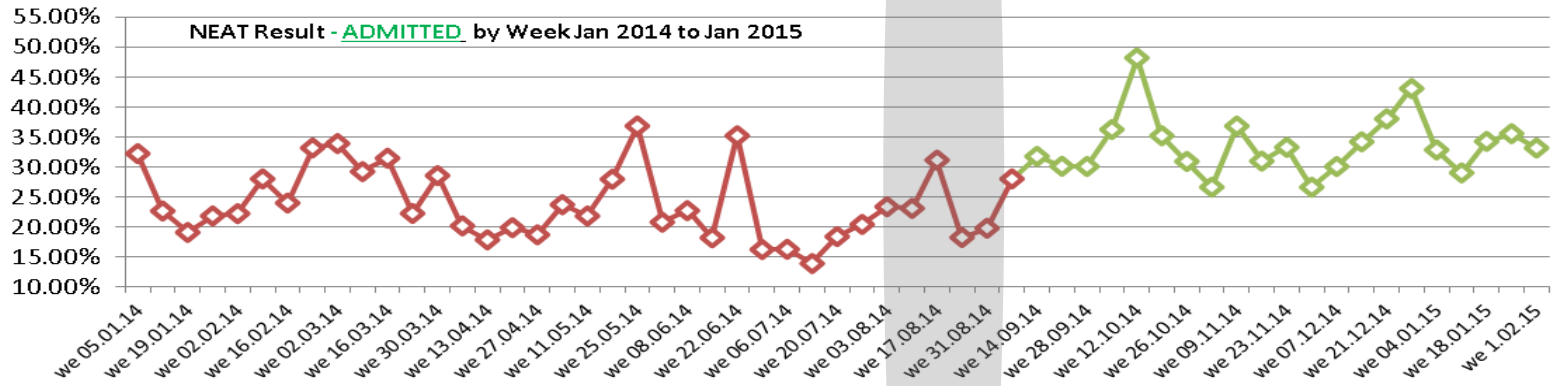
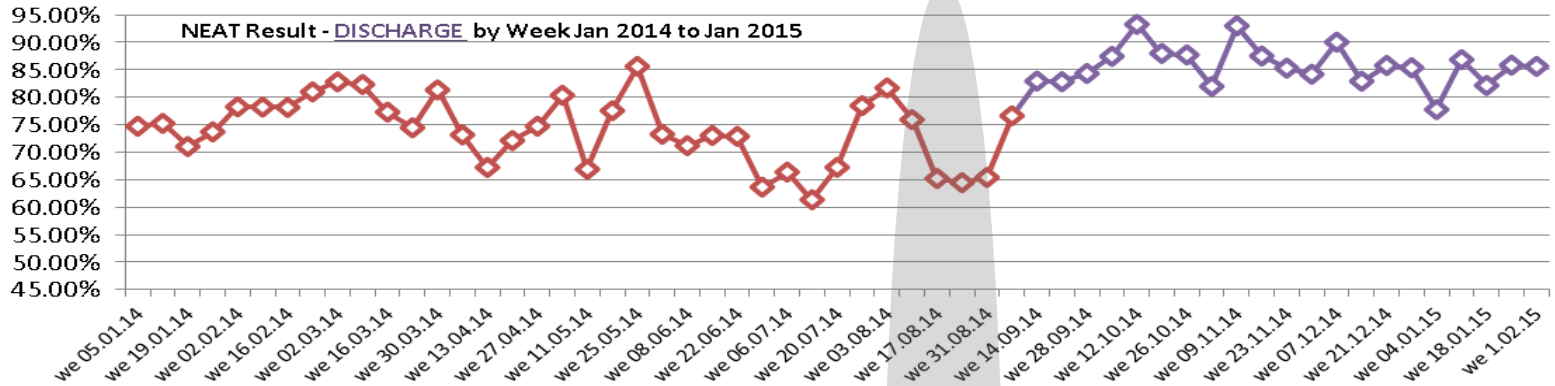


Estimated Acute Overnight Bed Days saved since
September 2014:
5000 bed days



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Outcome - Performance



Challenges

- Absolute trust & understanding of our key metrics— knowing our business at depth where we were able to ‘see’ things tipping over that day and action ‘same day’ and normalising this approach
- Executive Engagement
- Clinician Engagement



Where to from here

- Review Demand Escalation Plan and Triggers
- Refine/ Review/Develop ED tipping points & escalation processes



Questions



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