Doctors Leading Change

A/Prof Stephen Della-Fiorentina

WOHP Clinical Lead

Campbelltown Hospital

Campbelltown. SWSLHD

- Peer B Hospital
- Two Emergency Departments- CTown Camden
- 78,000 ED presentations a year   3rd in NSW
- 1100 Mental Health admission   3rd in NSW
- 252 ED accessible beds   11th in NSW

Where we Were

	2013	2014
Overall ETP	57.8	61.0
Admit ETP	23.4	26.9
Disch ETP	72.1	77.8
ED TOC	48.9	69%
ED > 24hr	1854	2020
LOS < Peer	N/A	2
Sat+Sun D/C	N/A	19.50%
Discharge Lounge	N/A	N/A

IF DISNEY RAN YOUR HOSPITAL

9½ Things You Would Do Differently

By
FRED LEE

Cultural Insights From a
Hospital Executive Who Became
A Disney Cast Member

If a Nobel Laureate Ran Your Hospital

Know Your Song Well
Before You Start Singing

A Hard Rains a Gonna Fall 1963

- What are You Trying to Change
  - NEAT / ETP Target or
  - Patient Safety
- Know Your Business
  - Where are the delays
  - What are the Triggers - >9day LOS, Peer LOS, d/c time
- Know Your Customers
  - Personality and Culture or Departments
  - Data
  - Competition

Data and Stages of Grief

5 Stages

- Denial
- Anger
- Bargaining
- Fear
- Acceptance

- Your Data is Wrong
- Your Data is Wrong
- They are not our Peers
- Oh No – what if the Data is Correct
- What are we going to do about this

Gonna Change My Way of Thinking

Get Myself a Different Set of Rules

Whole of Hospital Meeting

- Weekly meeting with current and trend Data
- Departments present Patient Journey and design Quality Improvement plan to improve

- Admission Policy
- ED Short Stay Unit
- Patient Journey Board
- Weekend Discharges
- Long Length of Stay Committee

Some People Bully You
Strong Arm you and
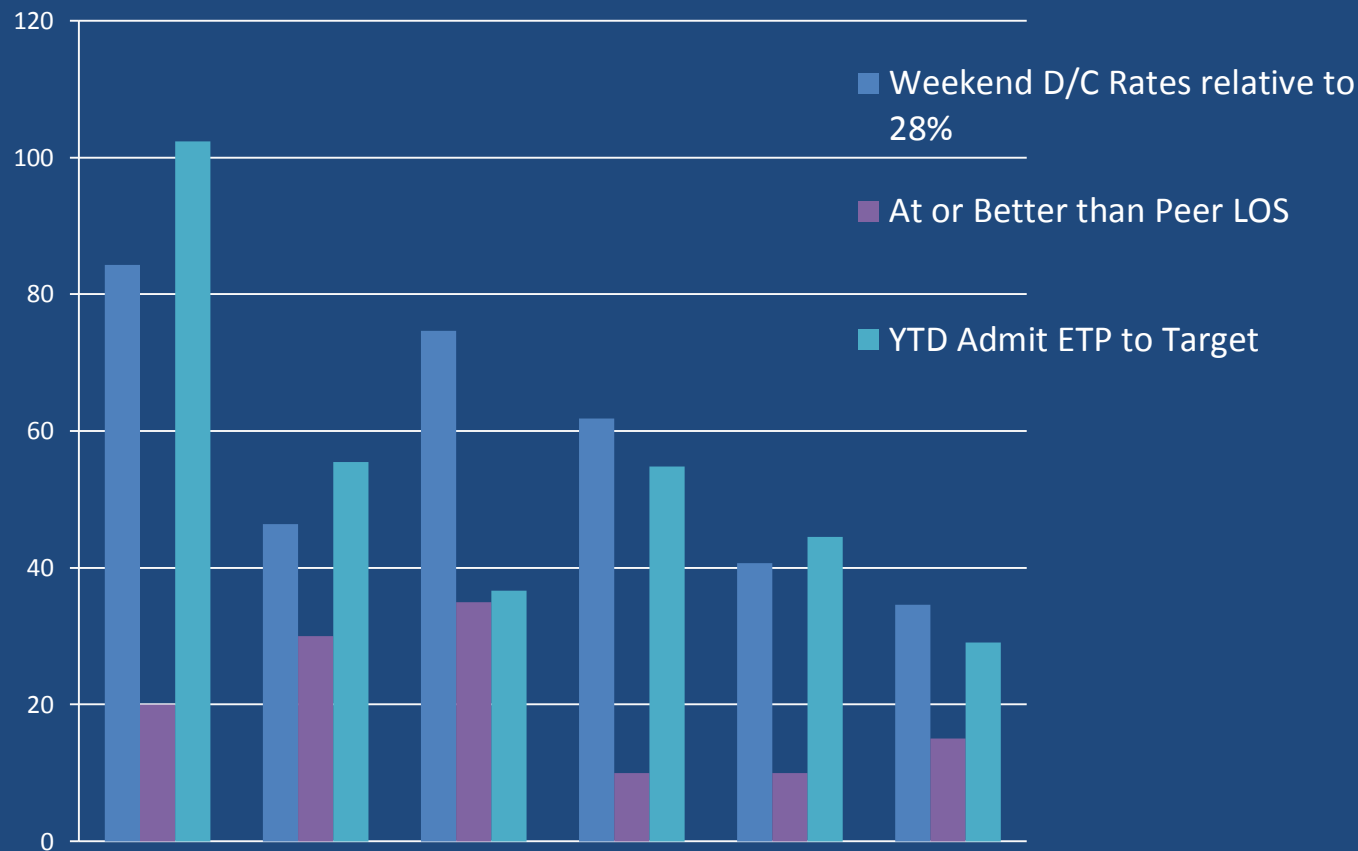Inspire you with Fear
It Has the Opposite Effect

Floater 2001

- "What are you Going to Do about your ETP"
- "It is ED's problem, not me"
- "We need more Beds"

People Don't Do What They Believe in They Do What's Most Convenient Then They Repent

Brownsville Girl 1986

Make Difficult Decisions
- Admission Policy
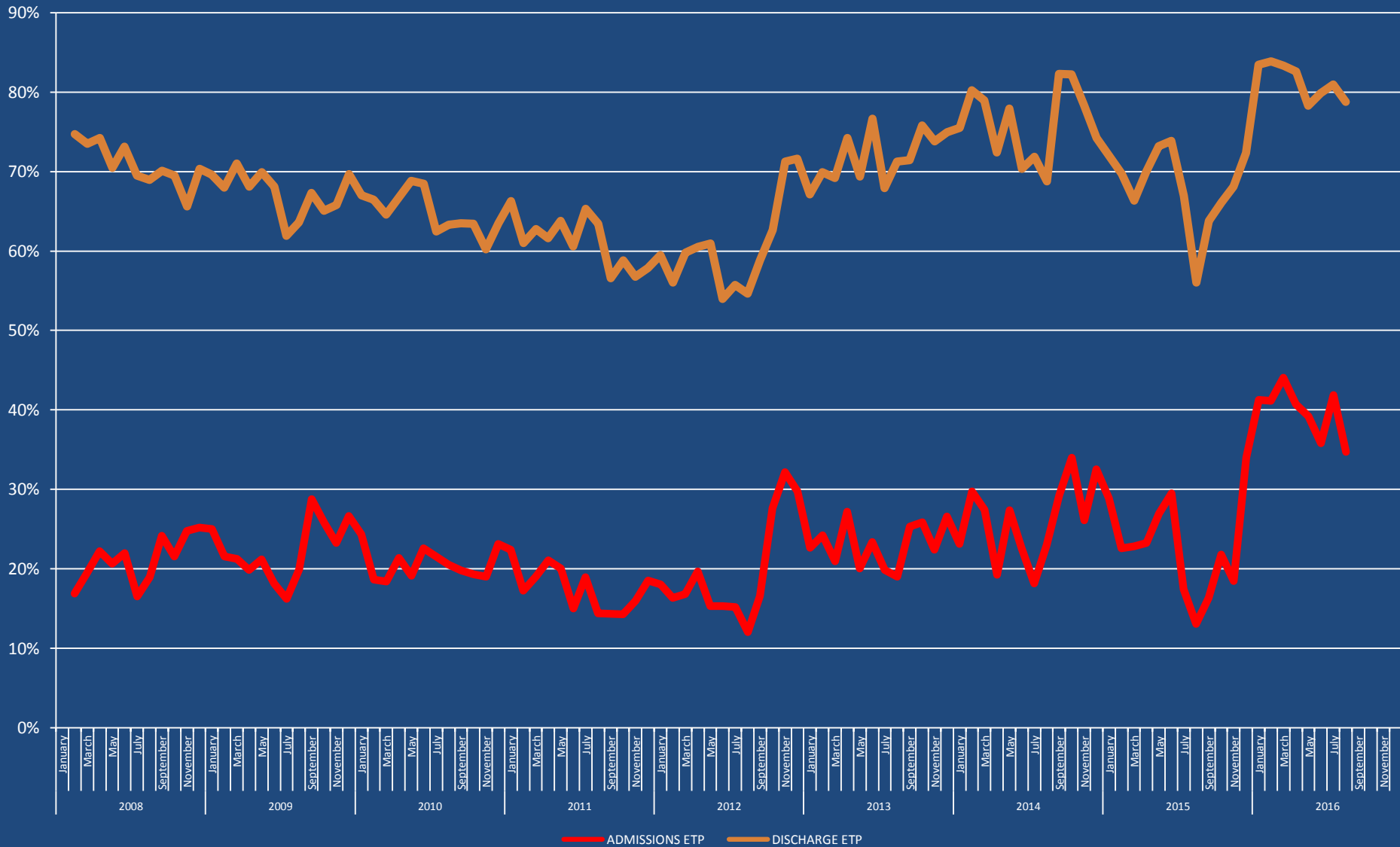- Compulsory Attendance

Show Underperfoming Units

Legend:
- Weekend D/C Rates relative to 28%
- At or Better than Peer LOS
- YTD Admit ETP to Target

The Present Now will Later be Past

Progress

	2013	2014	2015	2016
Overall ETP	57.8	61.0	58.7	63.4
Admit ETP	23.4	26.9	30.2	34.4
Disch ETP	72.1	77.8	71.8	72.1
ED TOC	48.9	69%	89%	89.60%
ED > 24hr	1854	2020	1398	912
LOS < Peer	N/A	2	50	44
Sat+Sun D/C	N/A	19.50%	20.21%	21.65%
Discharge Lounge	N/A	N/A	2815	3012
				YTD

Days Lost per Admitted DRG per Year

		2013	2014	2015	2016
Aged Care		n/a	n/a	2.18	5.59
CCU	**-43%**	1.38	1.31	1.86	0.79
Gen Med	**5%**	5.48	7.72	6.11	5.75
Neurology	**-61%**	3.37	2.65	2.16	1.32
Oncology	**-38%**	3.51	3.61	1.98	2.18
Paediatrics	**-53%**	0.96	0.82	0.68	0.45
Respiratory	**-36%**	4.05	4.6	3.09	2.6
Surgical A	**-68%**	2.58	3.39	1.49	0.83
Surgical B	**-24%**	1.73	2.38	1.89	1.32

2008-2016 ETP BY STREAM

ADMISSIONS ETP — DISCHARGE ETP

AMBULANCE TRANSFER OF CARE 2011-2016