

# Abbey Perumpanani

Clarence Valley Health Service

NNSW LHD

# Master of Clinical Medicine (Leadership and Management)

Become a clinical leader with a broad perspective on patient care and hospital management



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Emergency Care Institute  
NEW SOUTH WALES

ACI Agency for Clinical Innovation

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Allied Health  
» Physiotherapy Practitioner project in EDs  
» Social Work  
» Conferences and Events  
» Allied Health Workforce Discussion Paper (Queensland Health)

Upcoming events  
OCTOBER  
1 2 3 4 5  
6 7 8 9 10 11 12  
13 14 15 16 17 18 19  
20 21 22 23 24 25 26  
27 28 29 30 31

What's new  
Emergency Care Symposium 2014  
The ECI Emergency Care Symposium is a free event that allows all those working in emergency care in NSW to come together to discuss topics of interest, hear about innovative projects, listen to the latest in emergency care, share experiences and ... read more

Reports  
Read the latest reports that have been released:  
• ED Workforce Report, May 2014  
• Quality Framework and Suite of Quality Measures for the Emergency Department

Useful links  
Clinical tools  
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CLICK HERE »  
Patient factsheets  
For patients discharged from the ED  
CLICK HERE »  
Find an Emergency



NSW Health

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Home > Whole of Hospital Program

## Whole of Hospital Program

### Improving access to care

Access to high quality, safe and efficient health care is important for patients, carers and staff. Whole of Hospital is a Program designed to support Local Health Districts in driving the strategic change needed to improve access to care and patient flow in New South Wales.

It seeks to connect or streamline existing work and processes, striving to improve efficiencies, which will in turn help achieve the National Emergency Access Target (NEAT). While keeping safety and quality at the forefront, NSW Health is committed to working towards its 81% NEAT target in 2014. For further information on NEAT, click here.

Centrally facilitated but locally led, the Ministry of Health is working with its Whole of Hospital partners to support Local Health Districts develop capability in devising and implementing sustainable patient flow improvement strategies, whilst sharing knowledge and experience across the sector.

Whole of Hospital Program  
Resources and Innovation  
Whole of Hospital Master Classes  
Whole of Hospital Program Toolkit  
Whole of Hospital Program Newsletter  
Q and A  
Program Contacts  
Whole of Hospital Program Diagnostic Tools  
National Emergency Access Target (NEAT)

Latest Newsletter  
As we move to a whole of health approach, this edition of the Whole of Hospital newsletter focuses on highlighting improvements in access to care using innovative models, both in and out with the hospital setting. Staff and leaders across NSW share their experiences on clinical data dashboards, Mental Health models, Electronic Patient Journey Boards, the Specialist Outpatient Services project, a Senior Hospitalist initiative, NSW Ambulance Aged

# The Story so far....



# The Story so far....

But things have changed in recent years

- Growth in Size
- Growth in Complexity
- Growth in Expectations
  - NEAT
  - Triage Target Time
- Change in processes
  - EMR
  - Handover
  - BTF, DETECT

# The Story so far....

## But things have changed in recent years

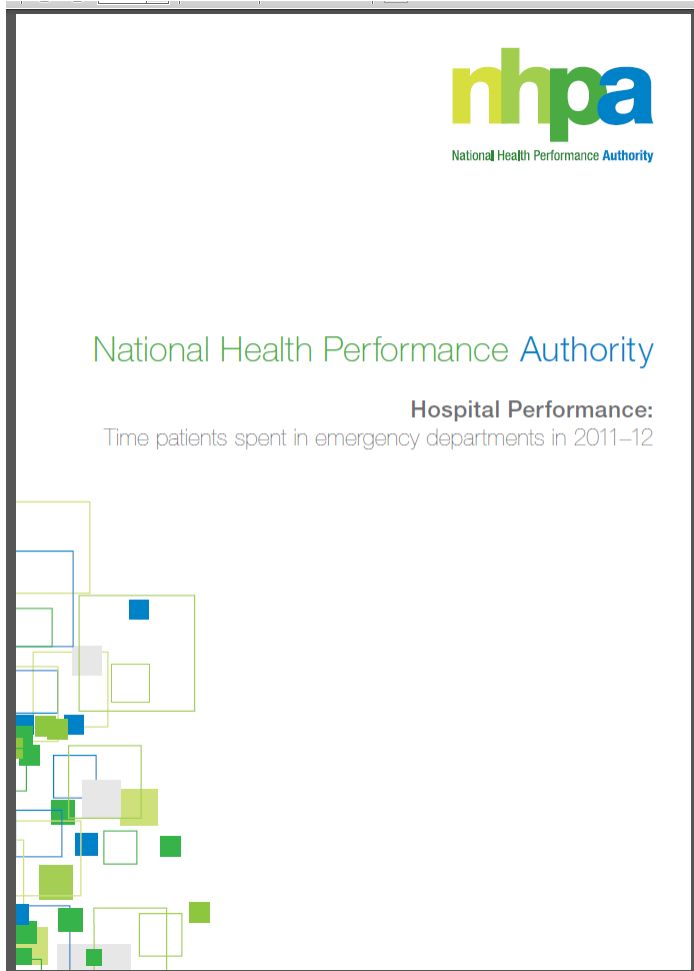
- Growth in Size
- Growth in Complexity
- Growth in Expectations
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  - Triage Target Time
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## ... and how we coped

- Working harder
- Working longer
- Taking risks
- Taking shortcuts

# But problems started showing up



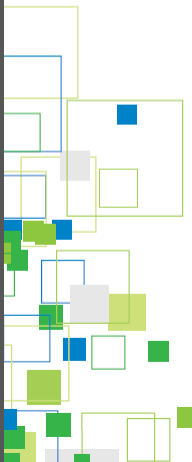
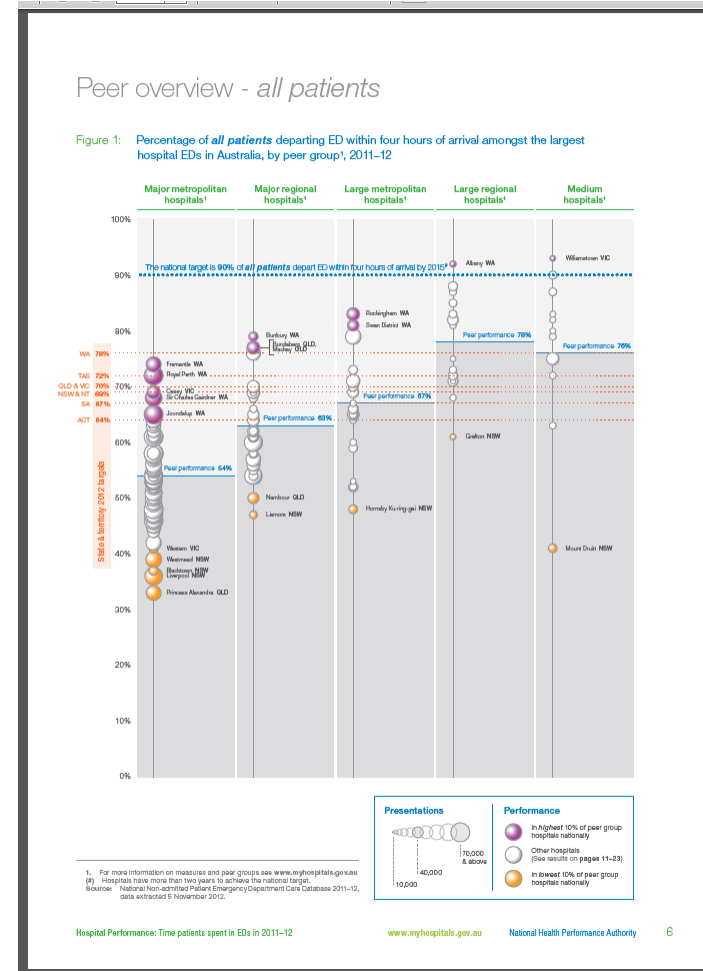
# But problems started showing up



National Health Performance Authority


National Health Performance Authority

Hospital Performance:  
Time patients spent in emergency departments in 2011-12



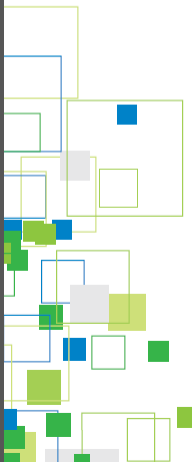
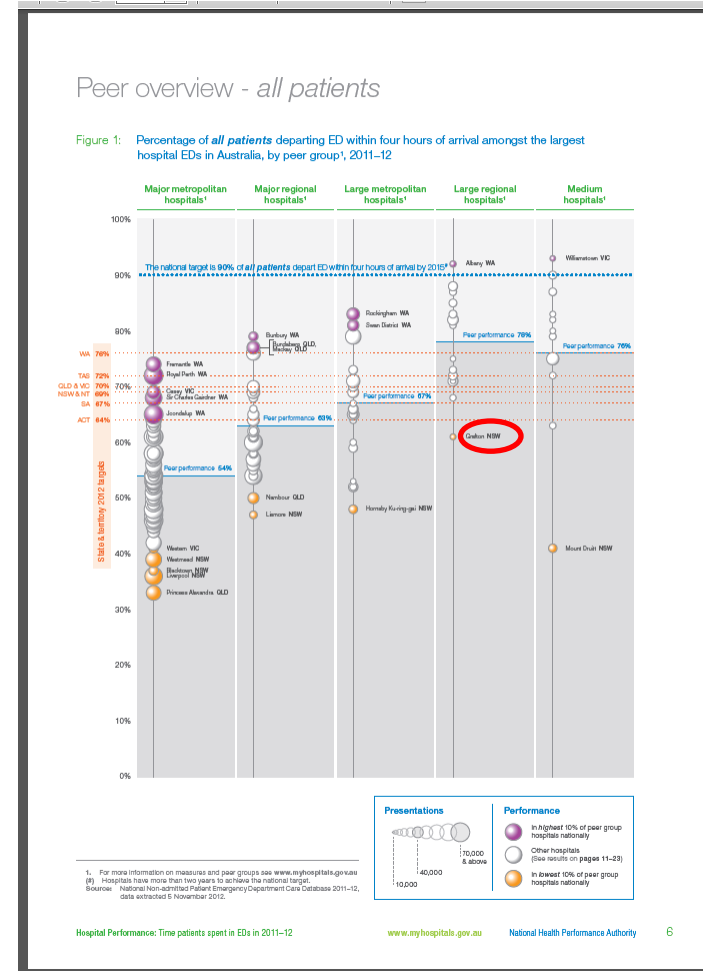
# But problems started showing up



National Health Performance Authority

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# But problems started showing up

The Daily Examiner

ALL WILL BE REVEALED IN THE DAILY EXAMINER FROM OCTOBER 19th  
The Daily Examiner

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**APN SURVEY** Tell us what you want to read and be in running to win \$100 voucher More

Topics: emergency waiting times, grafton base hospital

## Worst for waiting

Lachlan Thompson | 15th Dec 2012 10:50 AM | Comments (7) »

GRAFTON Base Hospital has been identified as one of the worst large regional hospitals in Australia in terms of emergency department waiting times.

But the North Coast Area Health says the situation has improved drastically.

The report from the National Health Performance Authority, which monitors how Australia's hospitals are performing against national emergency access targets, was released yesterday.

For large regional hospitals the average percentage of emergency patients who were either moved to another part of the hospital or sent home within four hours was 78%.

Grafton Base Hospital's average was only 61%. Northern NSW Local Health District director Chris Crawford said it was based on old data from 2011. The report says the data is from 2011-12.

Mr Crawford said US emergency department specialist Dr William Cupo was turning the problem around with good leadership.

He said more recent data showed the time people spent waiting at Grafton had improved by as much as 20% in the year.

**Facts**

- The large regional hospital which returned the shortest waiting time was Albany in Western Australia.

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1 Yet another crash on the state's worst road

\$60,000 to build driveway

# But problems started showing up

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Enter Keyword(s)

Topics: emergency waiting times, grafton base hospital

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# CHANGES

# CHANGES

## 1. A New Governance Model



Emergency Services  
Management Committee  
Strategy

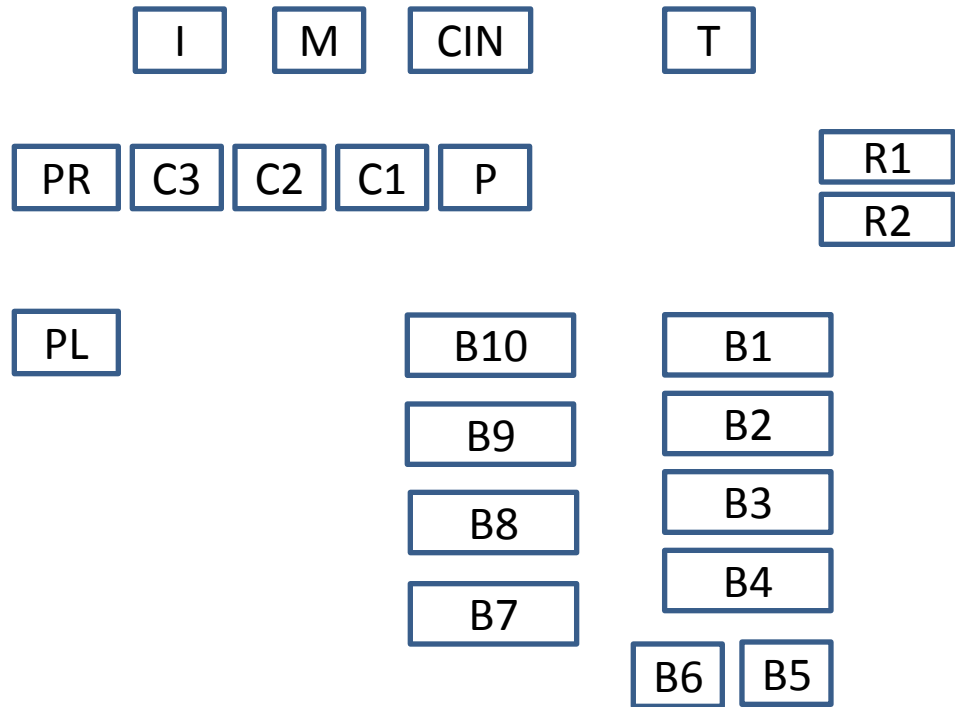
# CHANGES

## 1. A New Governance Model



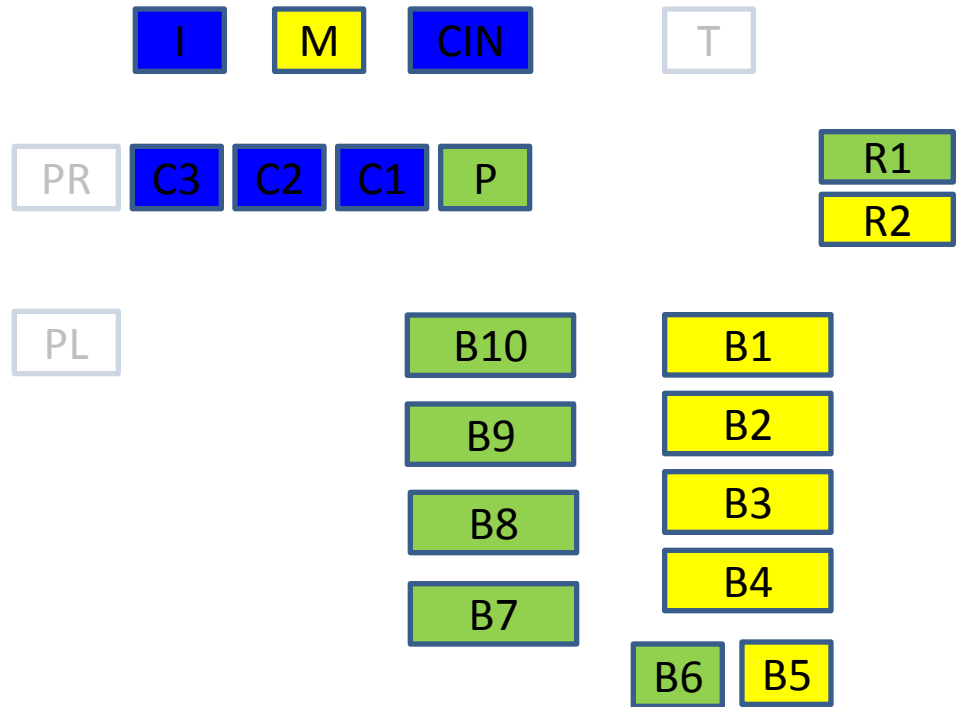
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- 1. A New Governance Model
- 2. A new Model of care



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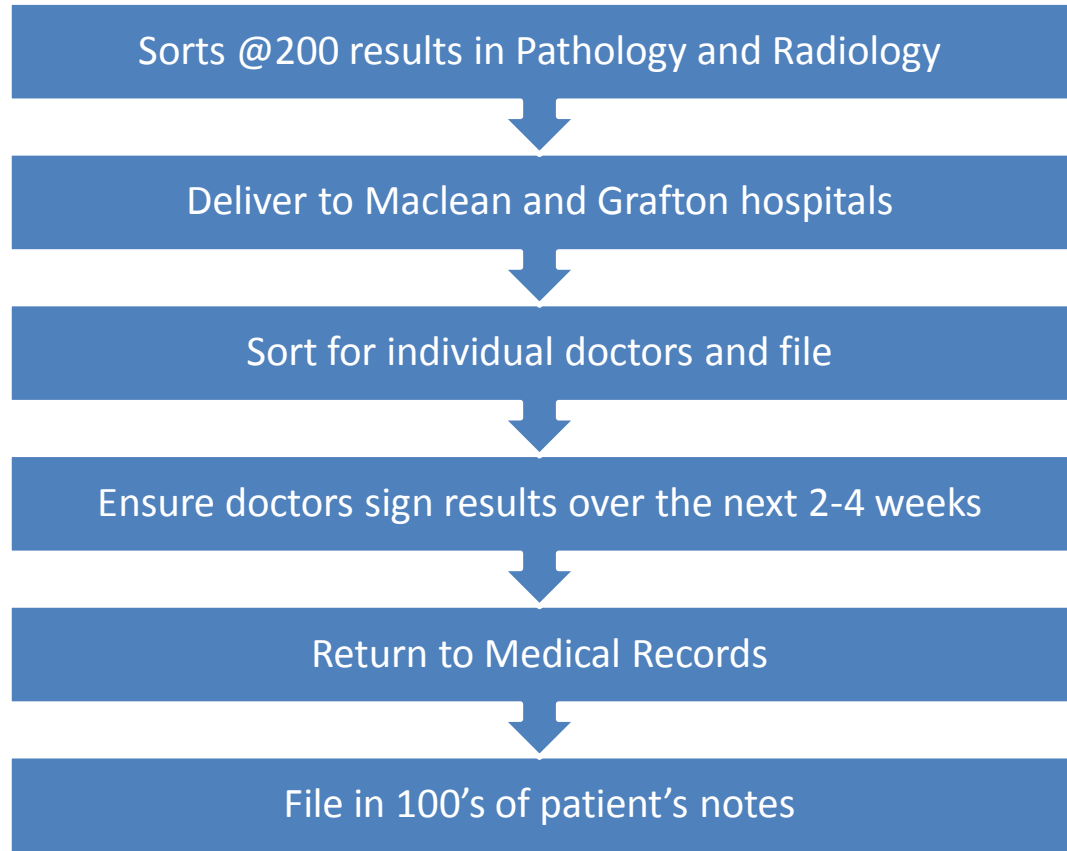
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3. [Radiology-on-Demand](#)



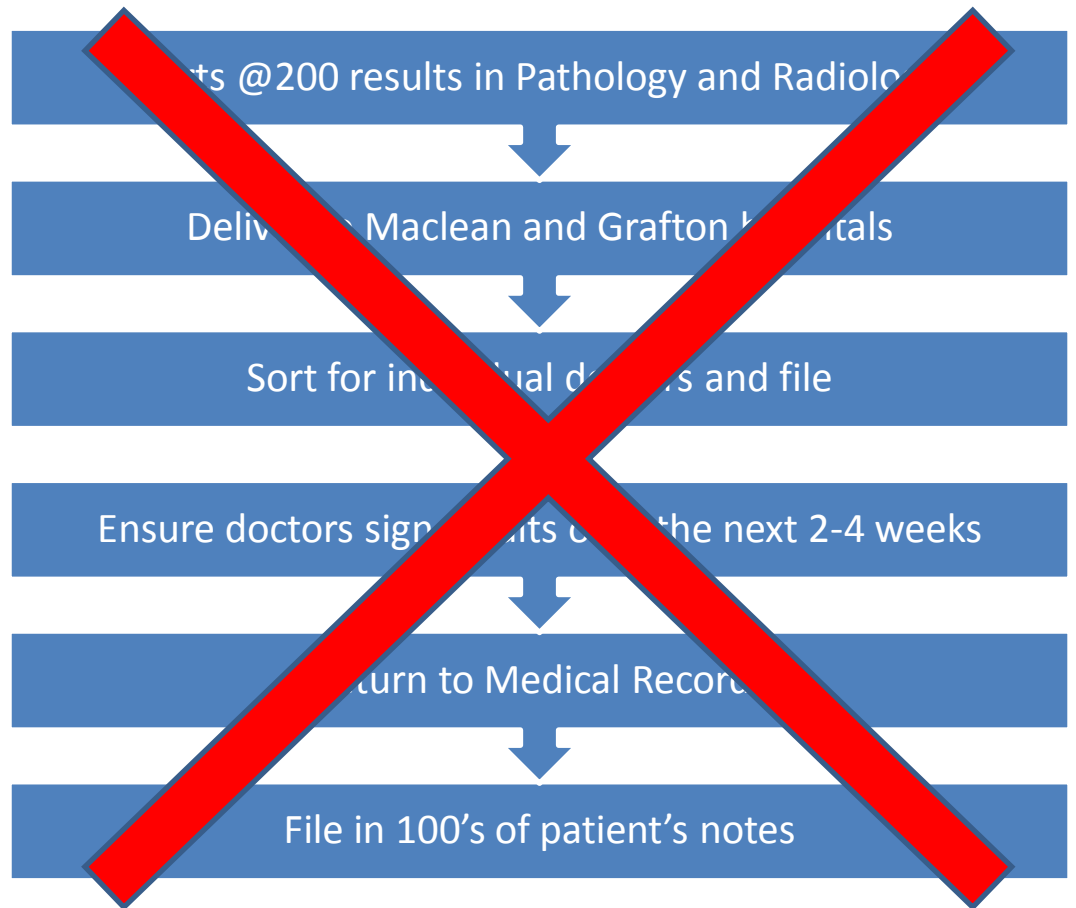
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- 4. Electronic sign-off



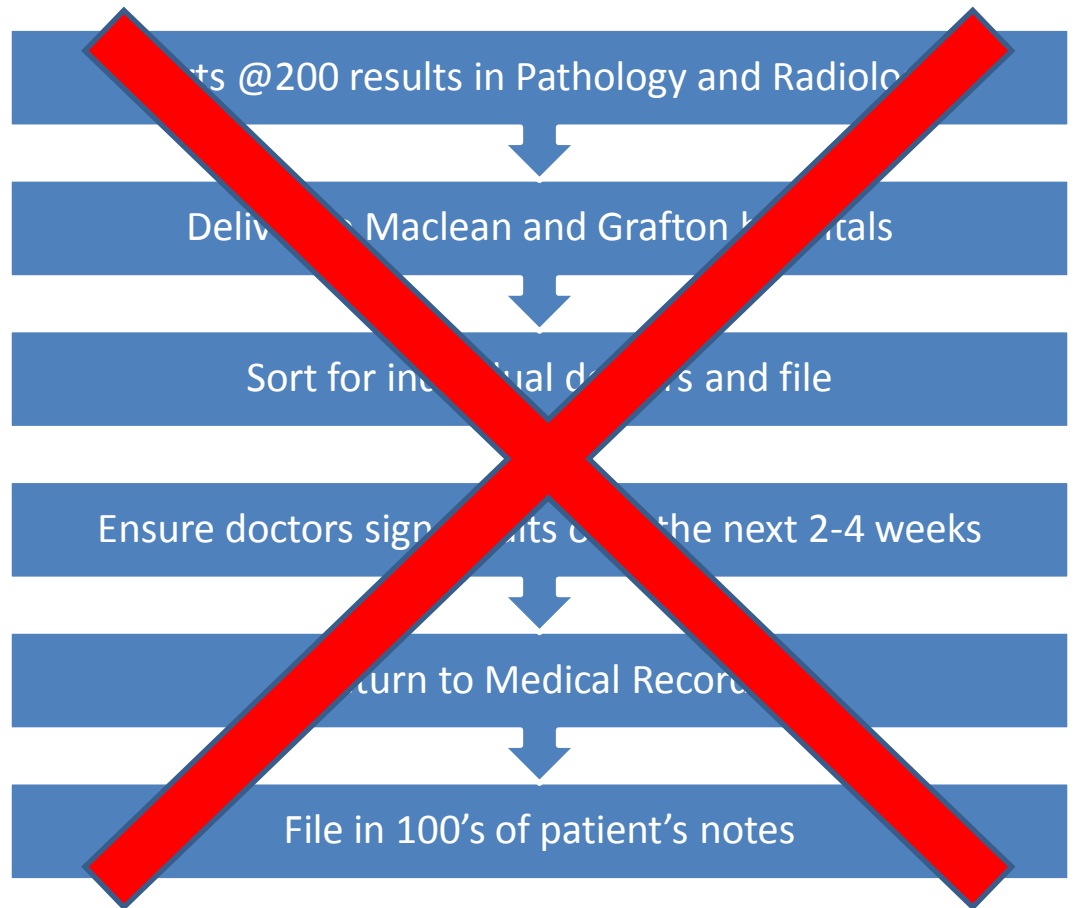
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## CHANGES

1. A New Governance Model
2. A new Model of care
3. Radiology-on-Demand
4. Electronic sign-off
5. Enhanced Communication



## Traditional

Dedicated notice boards for

1. Memos
2. Meetings
3. Social Events

## Digital


Targeted Mailing lists

1. Whole ED
2. Special Interest Groups



## CHANGES


1. A New Governance Model
2. A new Model of care
3. Radiology-on-Demand
4. Electronic sign-off
5. Enhanced Communication tools
6. Stabilising the locum MO pool

- 
- Regular Contracted Medical Officers

- 
- Locum agencies

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- Regular Contracted Medical Officers



- long-term Locums



- Locum agencies

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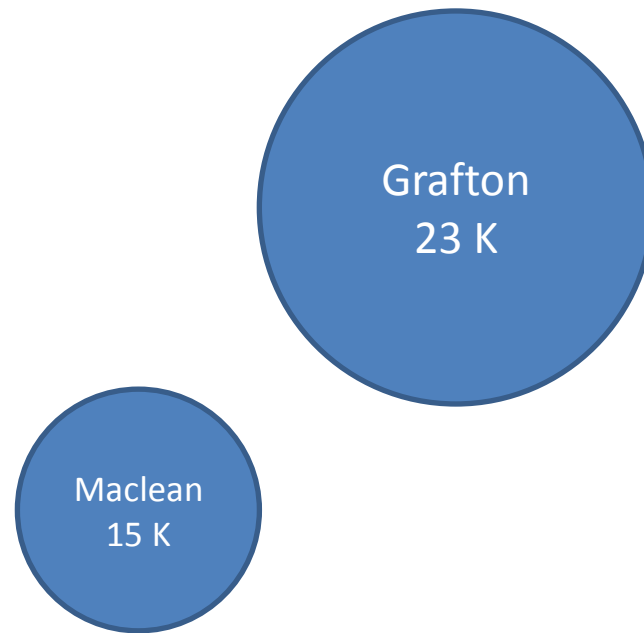
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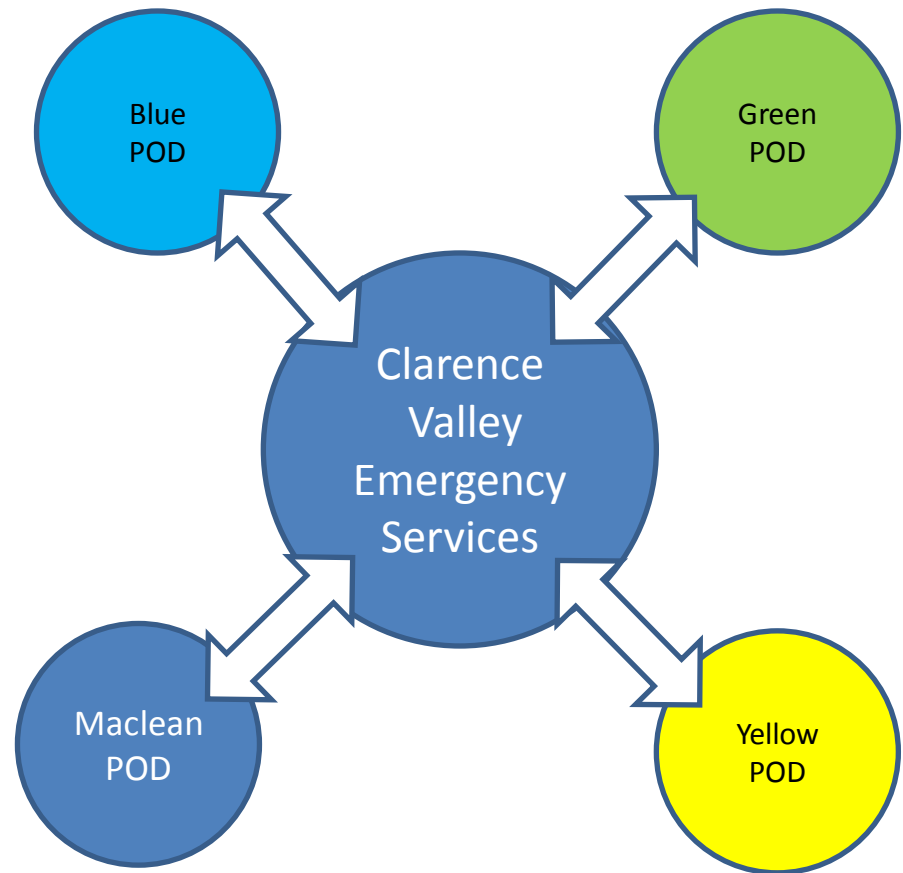
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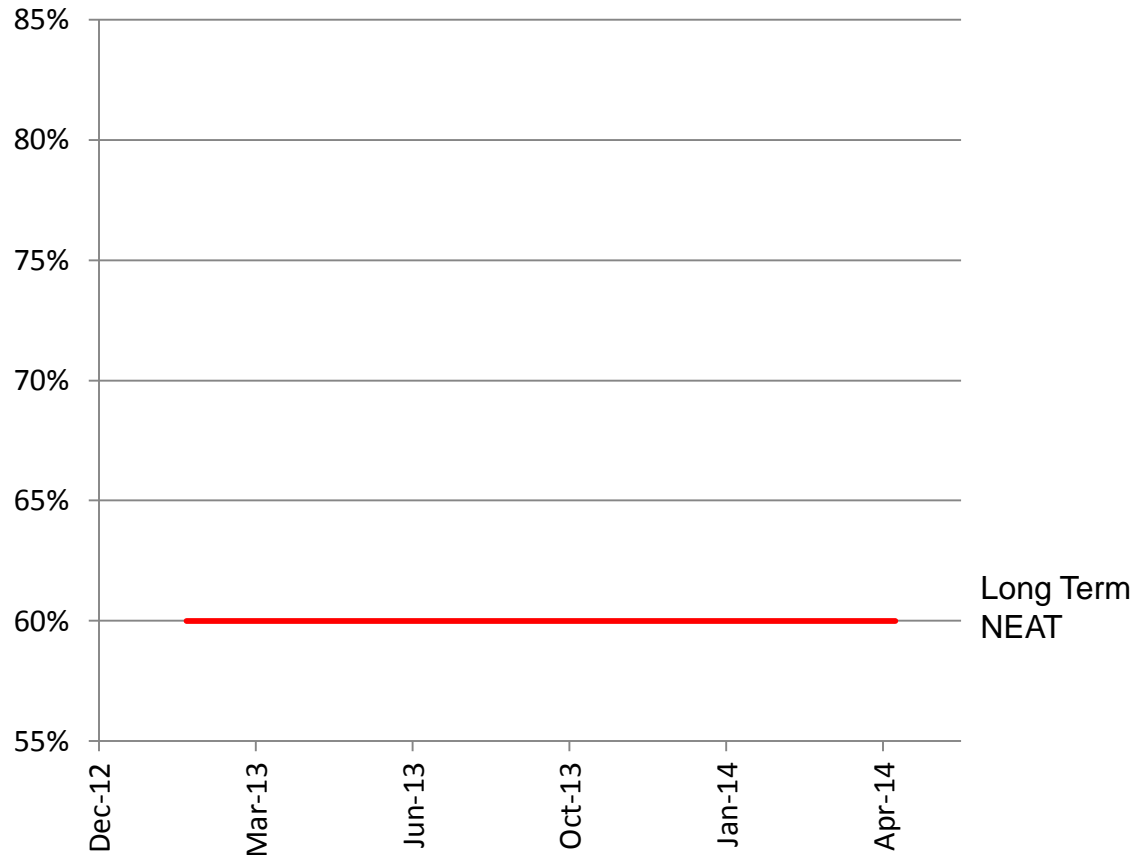
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## BENEFITS

NEAT Performance



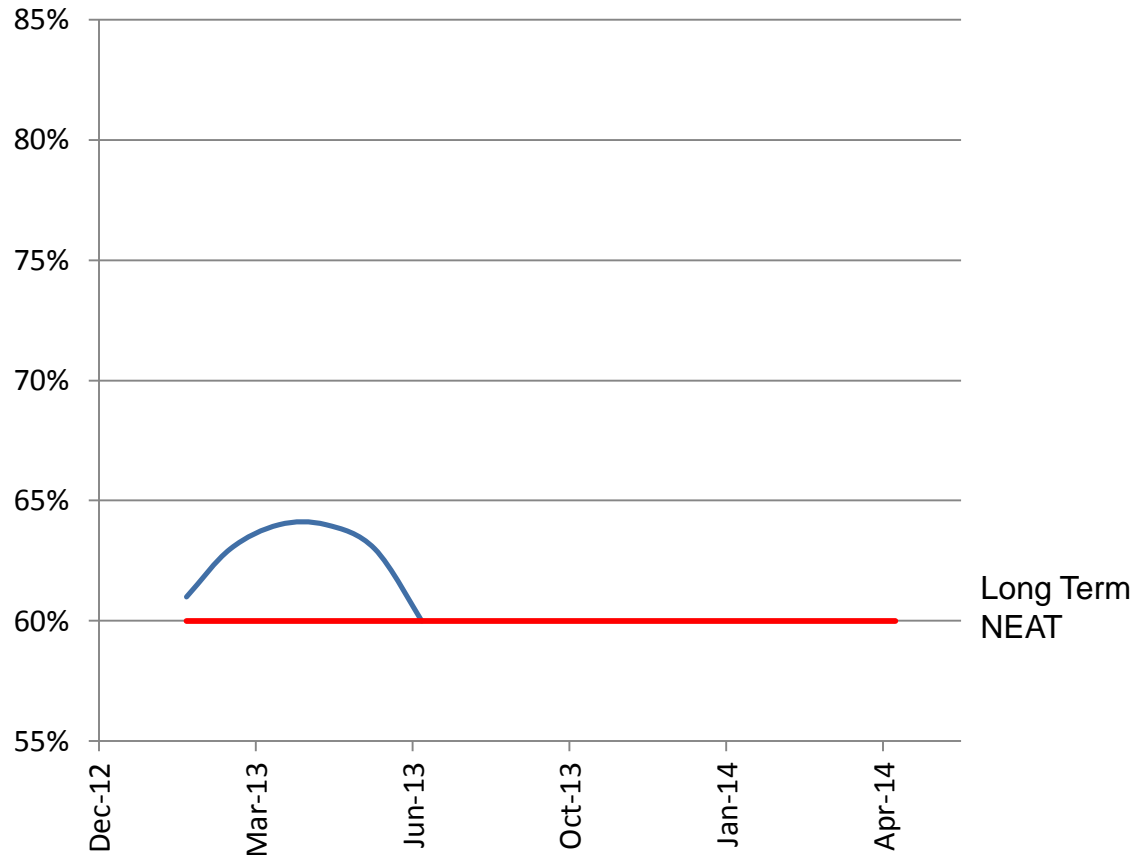


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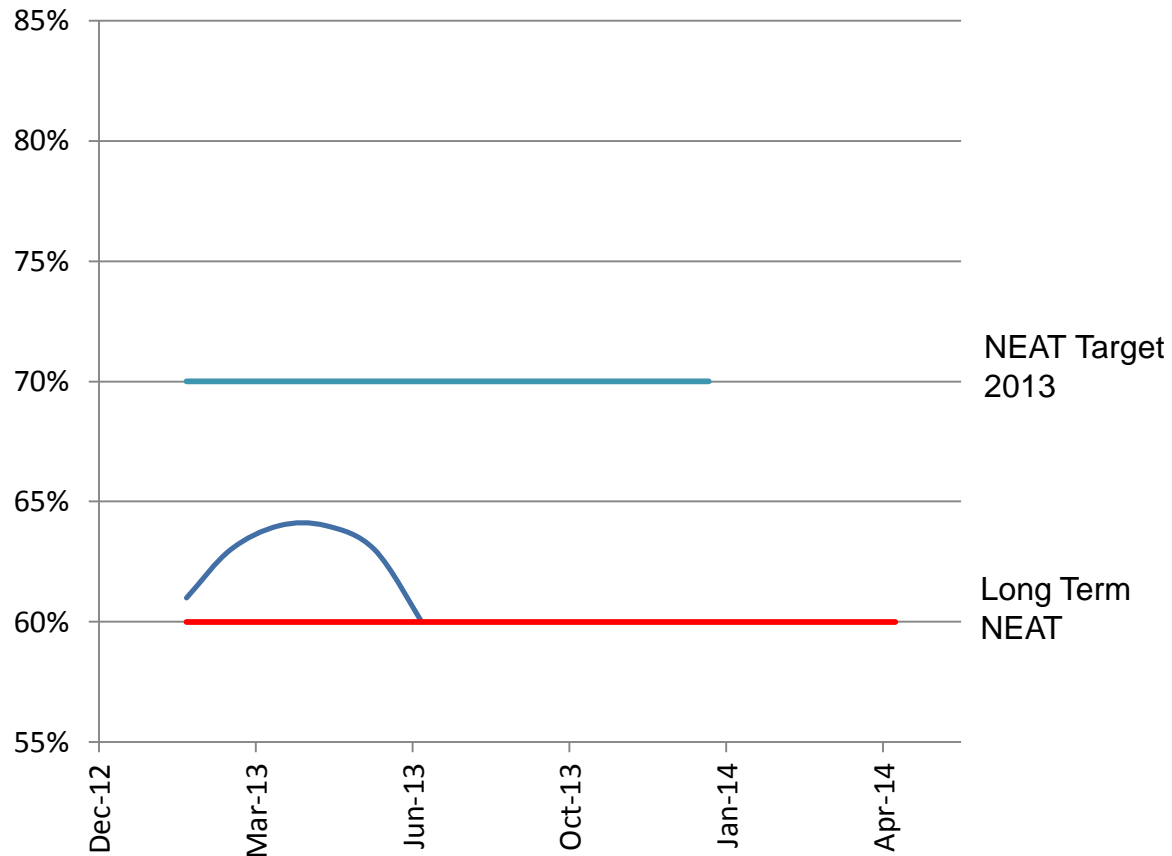


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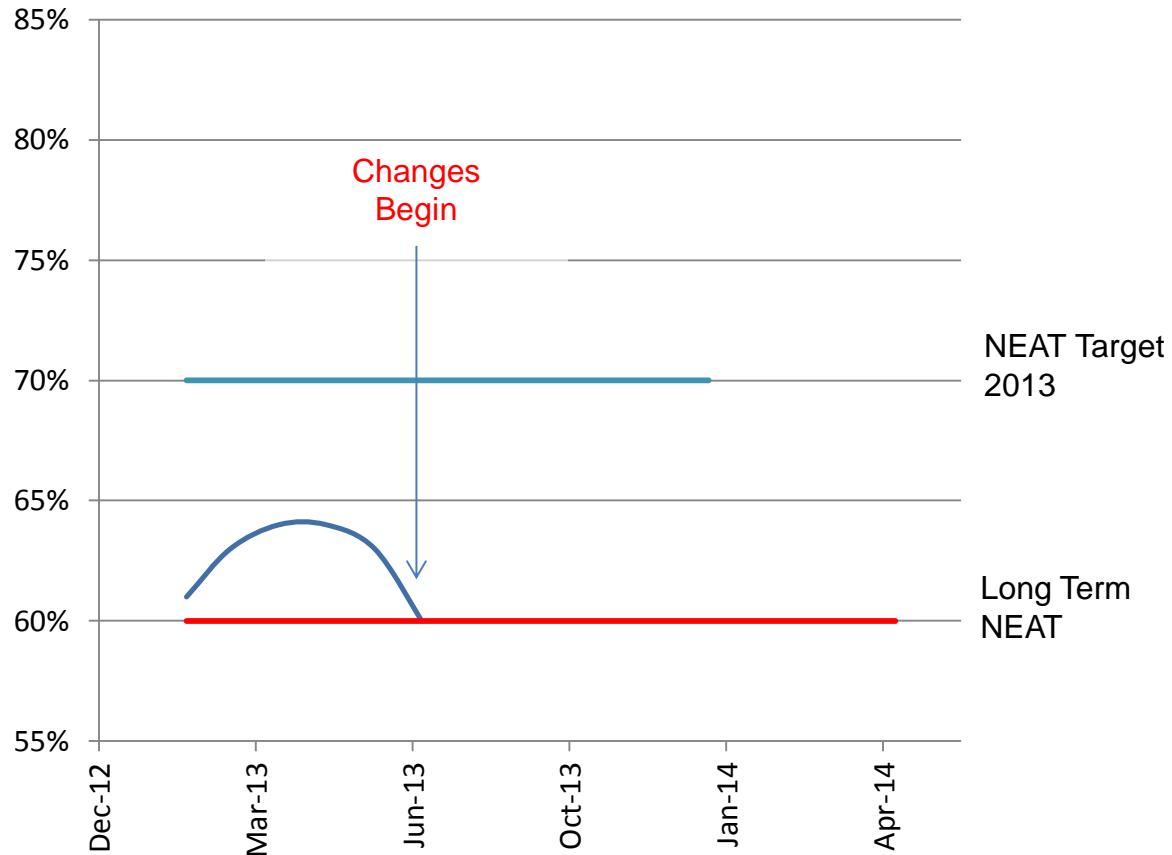


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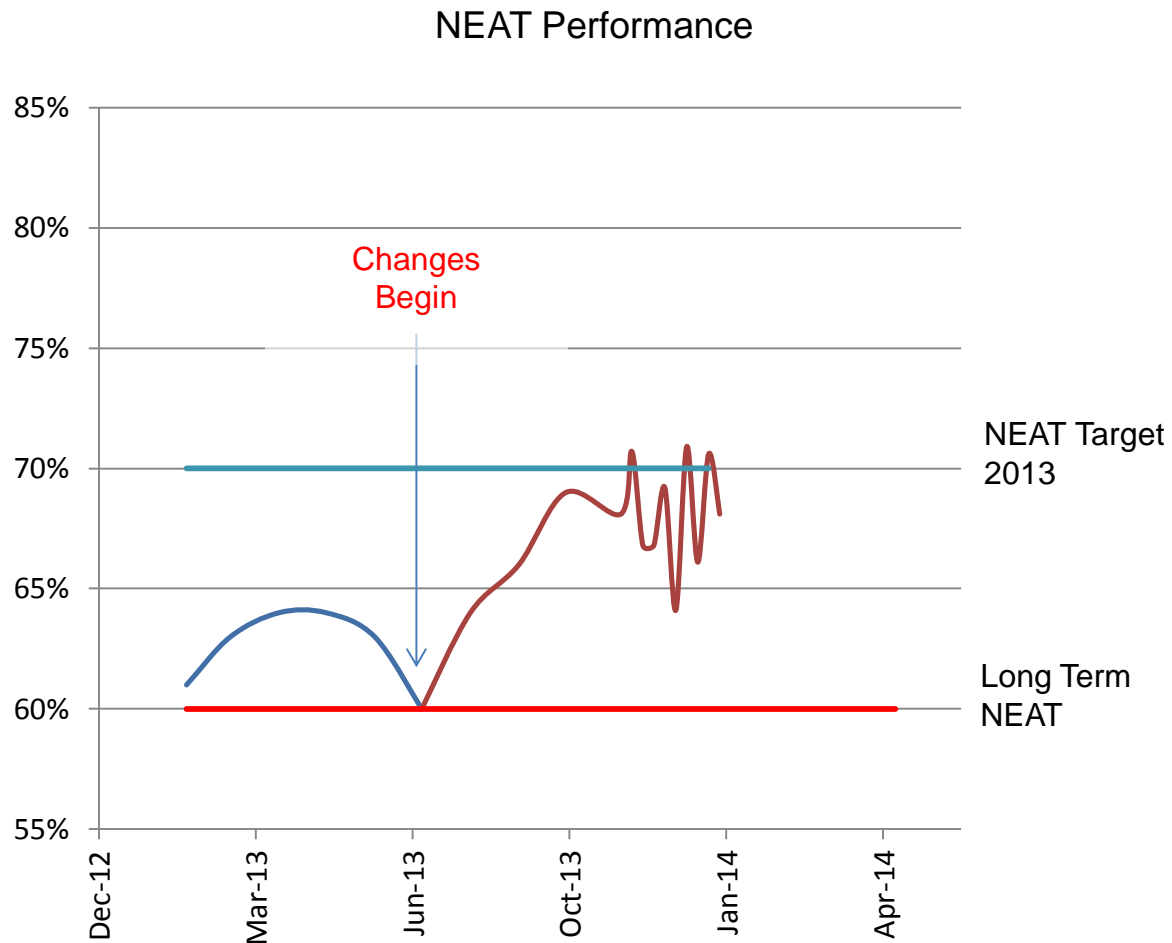
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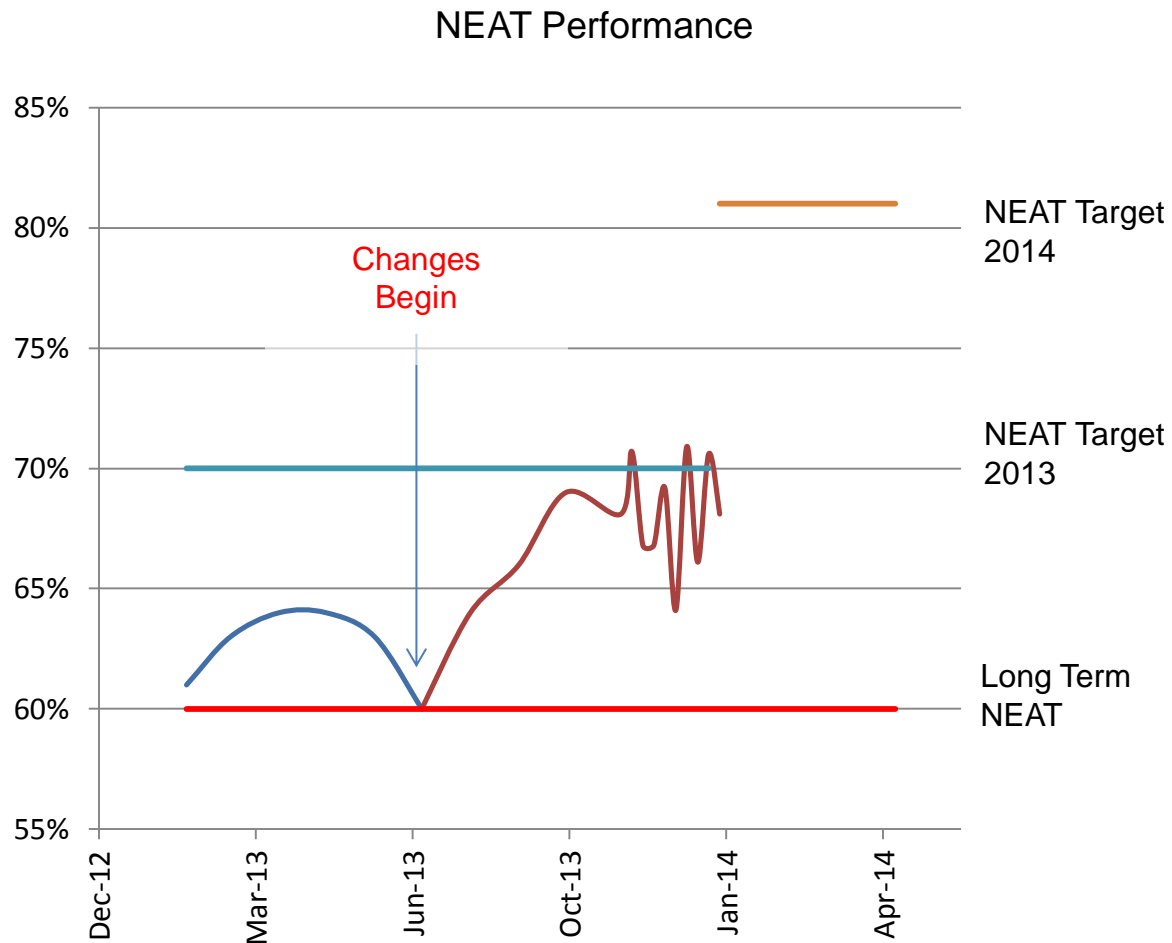
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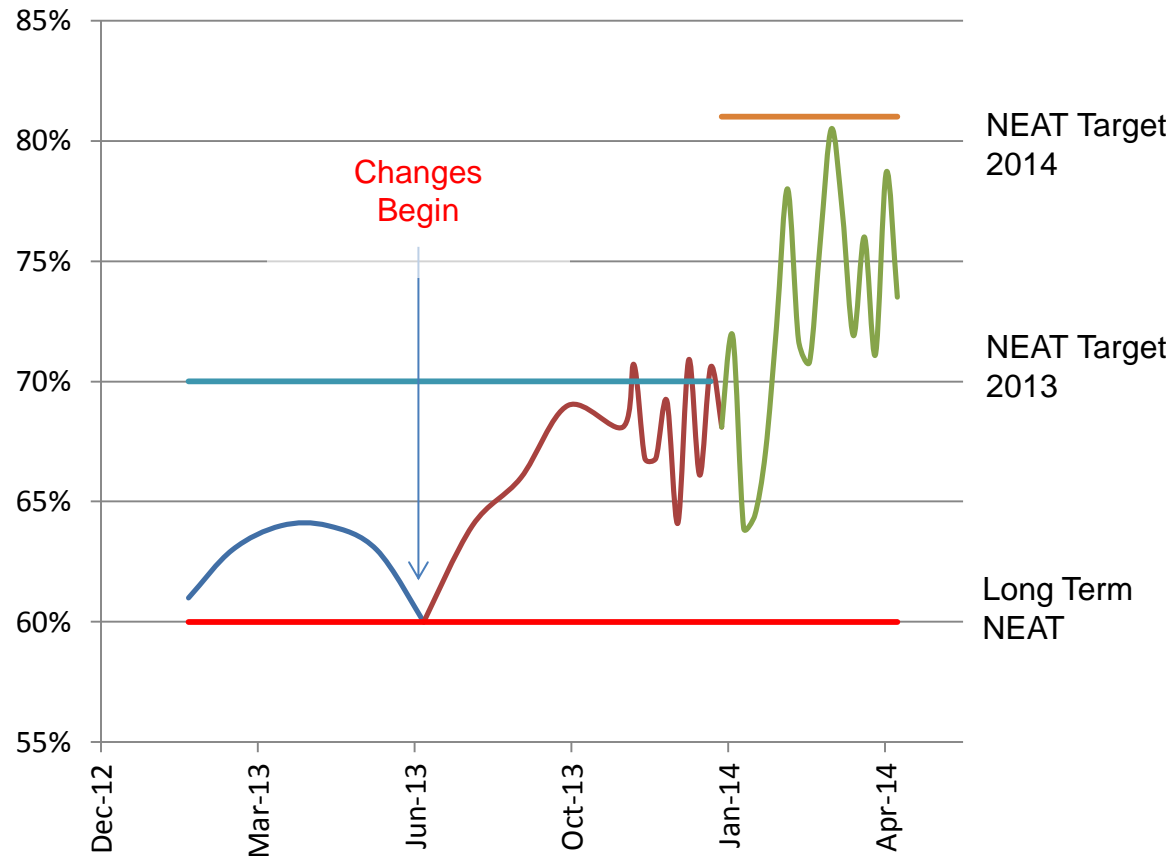


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NEAT Performance



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### Nurses

Better Supported environment

---

Greater flexibility of work arrangement

--

**12.5%** decreased work load

## BENEFITS

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## BENEFITS

Nurses	Doctors
<p>Better Supported environment --- Greater flexibility of work arrangement -- <b>12.5%</b> decreased work load</p>	<p>Greater sense of ownership -- Greater work satisfaction</p>



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## BENEFITS

Nurses	Doctors	ED
<p>Better Supported environment --- Greater flexibility of work arrangement -- <b>12.5%</b> decreased work load</p>	<p>Greater sense of ownership -- Greater work satisfaction</p>	<p>Less noise and confusion in the well of the ED -- Streamlined operations -- Fewer people in the waiting room</p>

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## BENEFITS

Patients

Being seen  
quicker

--

Being processed  
faster

---

Fewer leaving  
before being fully  
cared for

## CHANGES

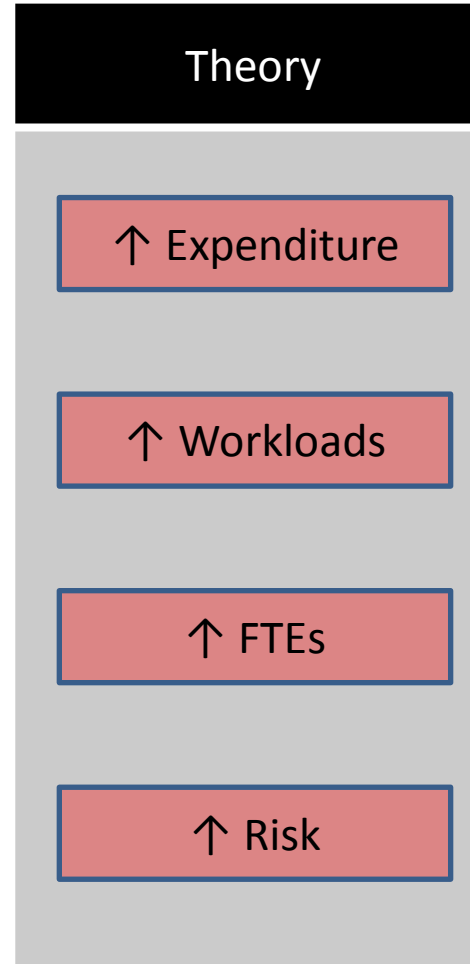
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## COSTS

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## COSTS

Theory	Clarence
↑ Expenditure	↓ Expenditure
↑ Workloads	↓ Workloads
↑ FTEs	↓ FTEs
↑ Risk	↓ Risk

# CHANGES

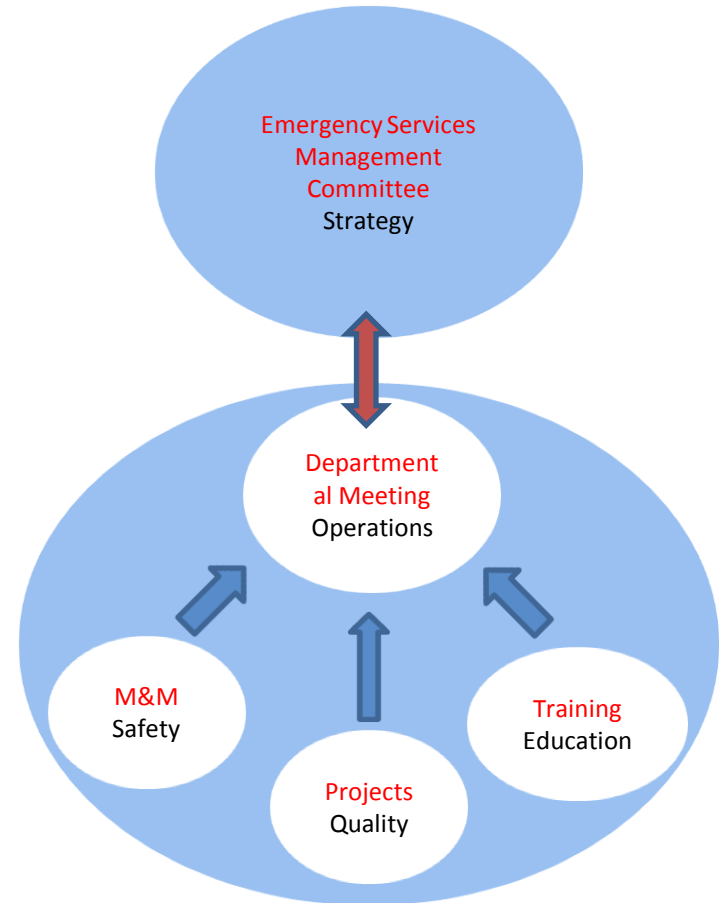
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Oh, the problems of growth !

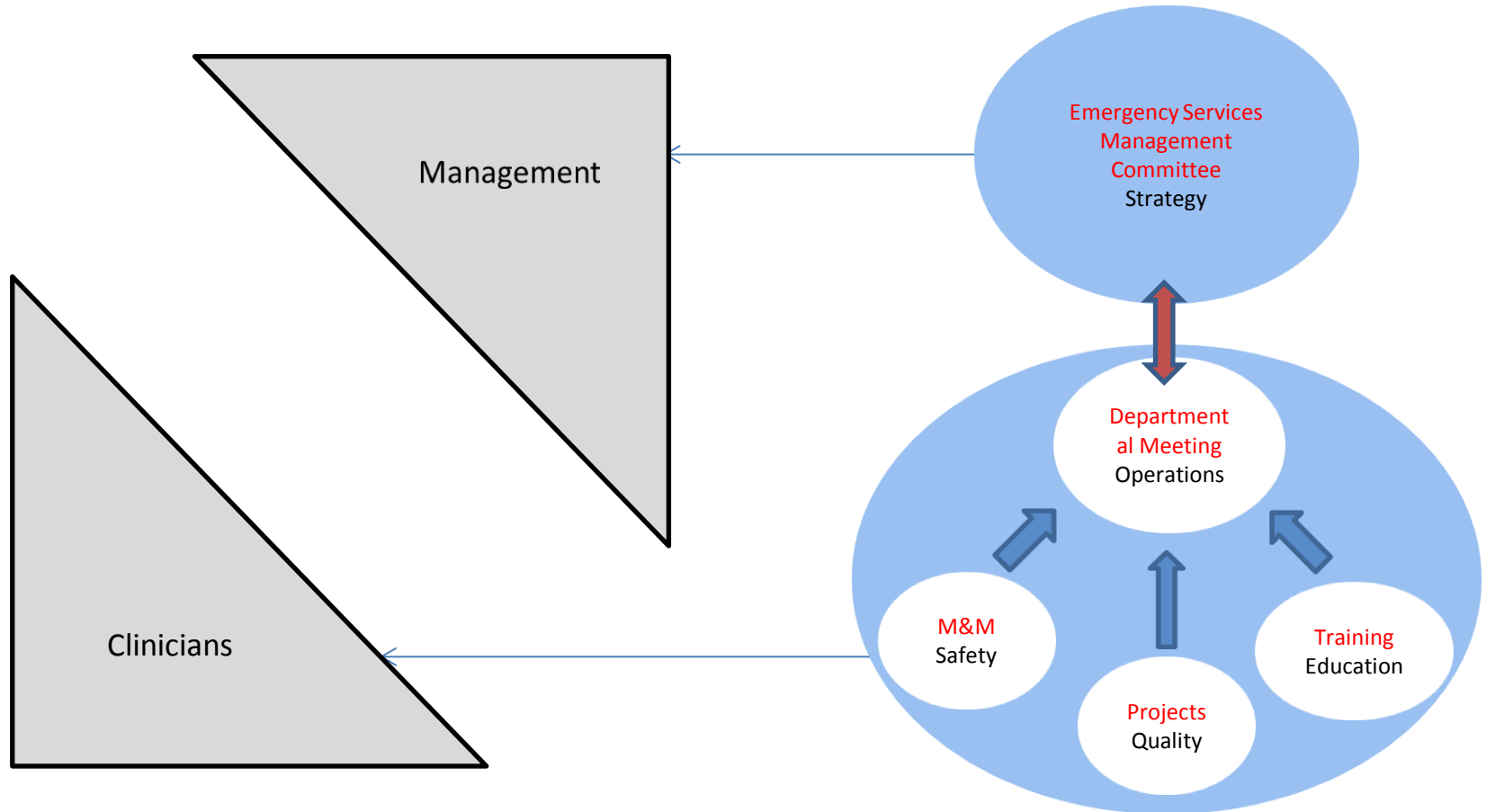
When Growth is the Problem  
Governance is the Answer

# When Growth is the Problem Governance is the Answer

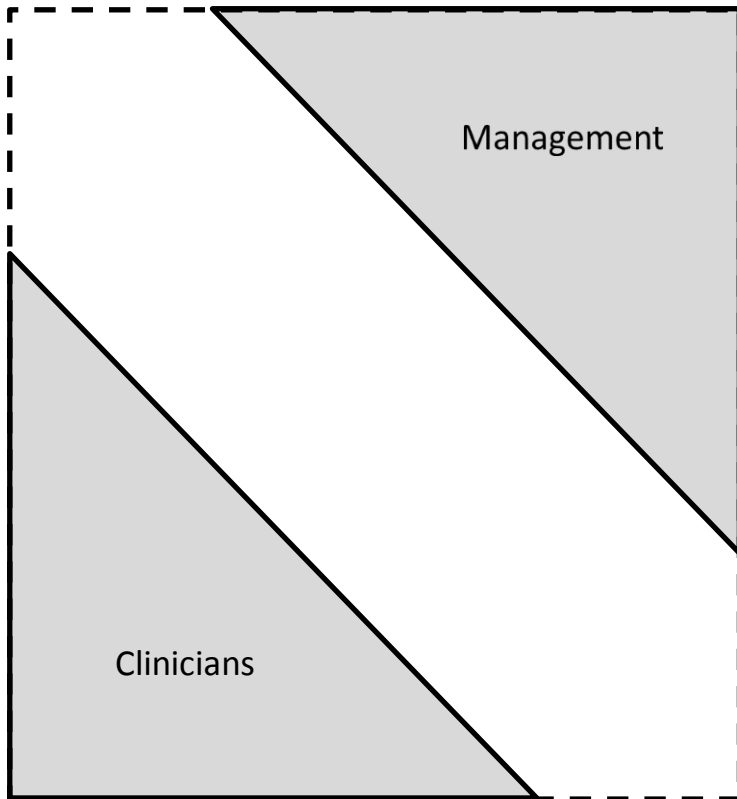




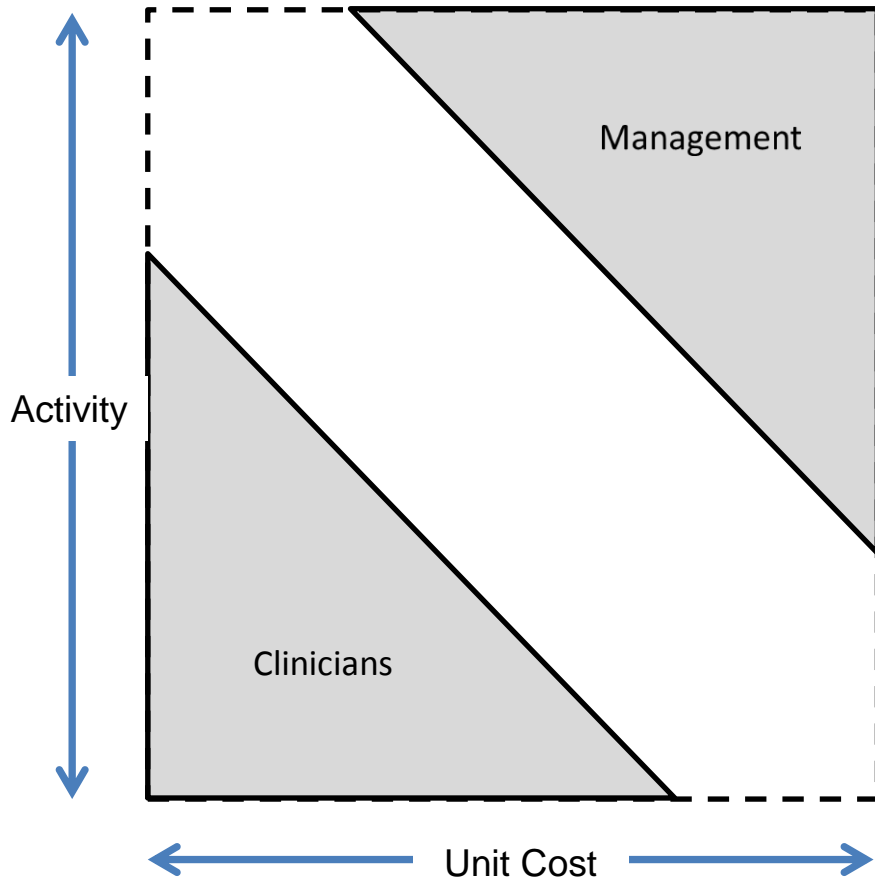
# When Growth is the Problem Governance is the Answer



# When Growth is the Problem Governance is the Answer



# When Growth is the Problem Governance is the Answer



# When Growth is the Problem Governance is the Answer

