

Department and hospital layout



Staffing profiles



Ingrained work practices



Management stability



The experts!





Where we were

- Group of silos
 - “not my problem”
 - If I wait long enough there will be a new acting “insert management position here”
 - This was good enough in the old days
 - Patient not always the focus
 - Small rural hospital mindset

Where we are

- Consistency of message
- Senior staff led patient focussed message
- Some staff performance managed
- Integrated goals
- Major hospital mindset

Management stability Then

- 43 general managers
- Untold directors of medical services
- Acting Directors and Deputy Directors of nursing
- Academy award meetings

Management stability Now

- General manager for 3 years
- DMS lives in town
- DONM appointed along with Deputy
- Can go to a meeting where people have a “real “ job

Staffing profiles then

- Emergency department
 - Agency dependent medical
- Hospital
 - Medical
 - Term changes
 - Every 3 months
 - “this is my way
 - Nursing
 - High agency usage

Staffing profiles Now

- Emergency Department
 - Increased permanent staff
 - “repeat “ Agency Staff
- Wards
 - Medical
 - Some repeat appointments
 - 6 month
 - “trained” rotators
 - Consistency of message
 - “This is the department way”
 - Nursing
 - Recruitment and retention
 - Grow your own

Ingrained work practices Then

- Not my problem
- It's your problem
- It's my tea break
- Cottage hospital mentality
- Tradition
 - Its the policy

Ingrained work practices now

- Top down attitude change
- The land of the project!
- The new building
- Pull not push
- Bed management strategies
 - Bed meetings
- Discharge policies
 - Transit (in and out)

Change of workpractice

- Nursing

- Communication
- Patient transfer
- Priority of transfer
- Trigger words
- Escalation policy
 - Capacity management plan

- Medical

- Surgery
 - ASU
- Orthopaedics
 - Directed admissions
- Medicine
 - Redirection of teams
- Mental health
 - Direct admissions
 - “fit for interview”

Emergency Department changes

- Staffing
 - Global versus directed
- Layout
- Nomenclature
 - Then and now
 - Zones
 - Vertical versus horizontal (**defend the space**)
 - Ambulatory versus acute

Department and hospital layout



The experts

- Too many to mention
- “You need to change”
 - Happy to change
 - How do I do that ?
 - Within my current budget and staffing
- Wheels spinning
- Hallelujah moments

Every time I think I have
all of my ducks in a
row...I turn around,
and one of
those bitches is
waddling off!



somee cards
user card

Lessons

- Persistence
- Vigilance
- Inertia will return to the ways of the past
- Consistency of message
- Constant review