



Creating Learning Systems for Patient Flow

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Clinical Excellence Commission

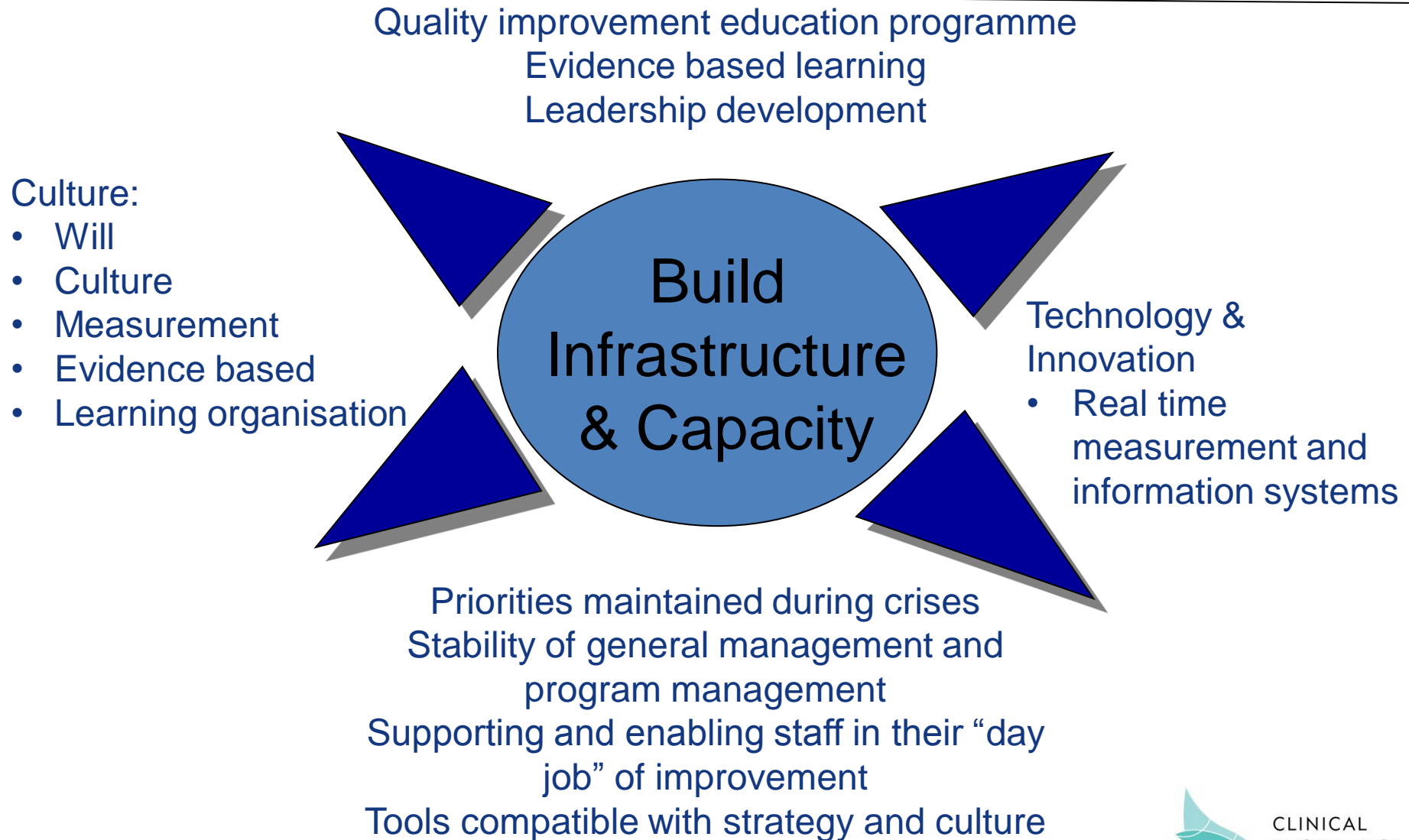
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6 Essential Capabilities to Creating High-Performing Organisations (KP)

- ◆ Leadership and the ability of leaders to identify the “vital few breakthrough opportunities”
- ◆ A systems approach
- ◆ Measurement capability at all levels
- ◆ The culture of a learning organisation (with an infrastructure to harvest best practices for sharing and learning to create potential for spreading practices with the greatest impact)
- ◆ Team engagement from the bottom up
- ◆ A strong internal capability to improve

Bosignano, M & Kennedy, C (2012) Pursing the Triple Aim

Characteristics Created By Leading QI Organisations To Deliver Improved Outcomes



Ref: Staines 2009

**“Culture eats
strategy for
breakfast.”**



Missing the
tip of the
iceberg
would be
perilous



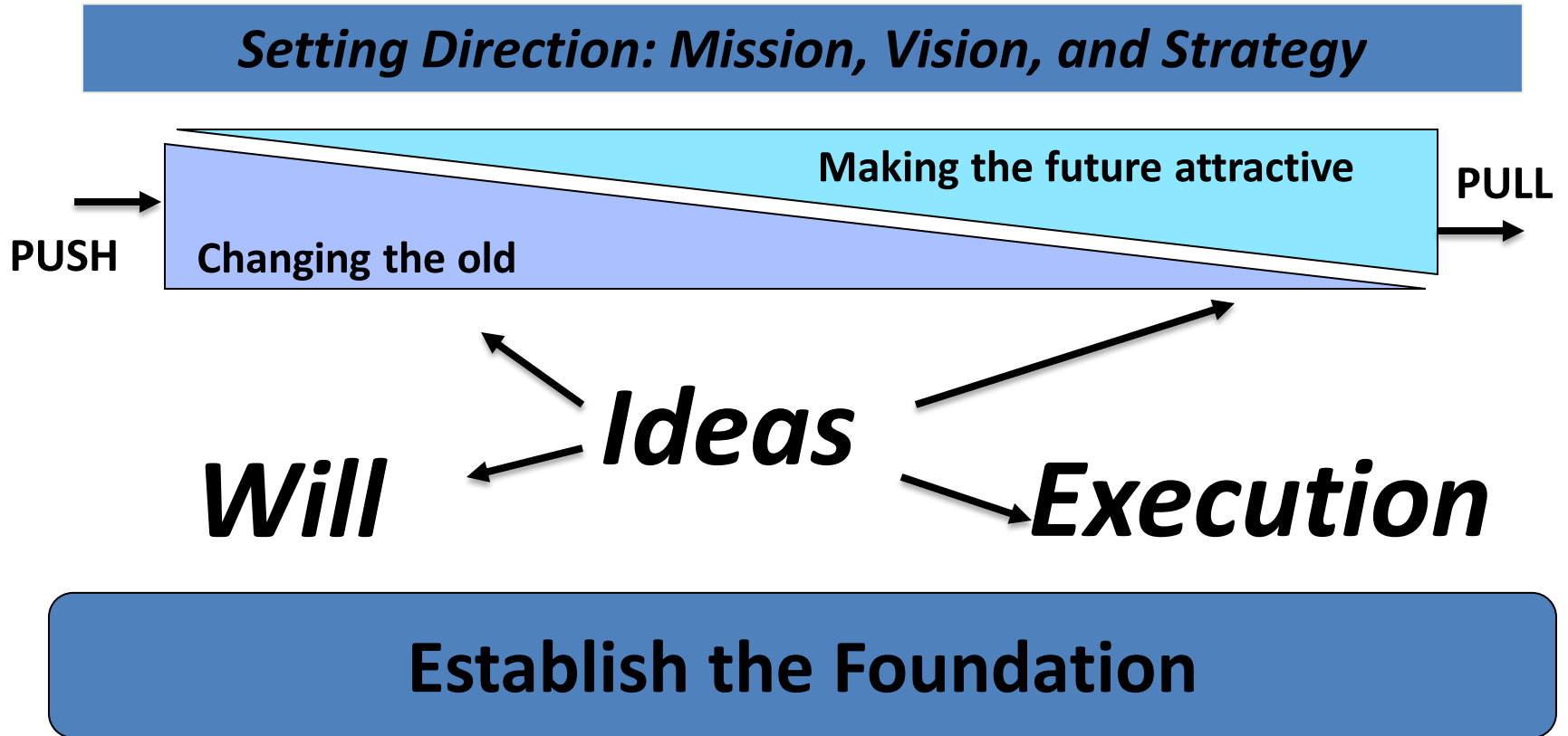
To be
successful in
any
cross -cultural
interaction one
has to
understand
what is hidden
beneath the
surface and
learn to
negotiate
carefully!

**The visible behaviours are significantly
influenced by values and
assumptions deeply embedded in the
invisible part of the 'Iceberg'**



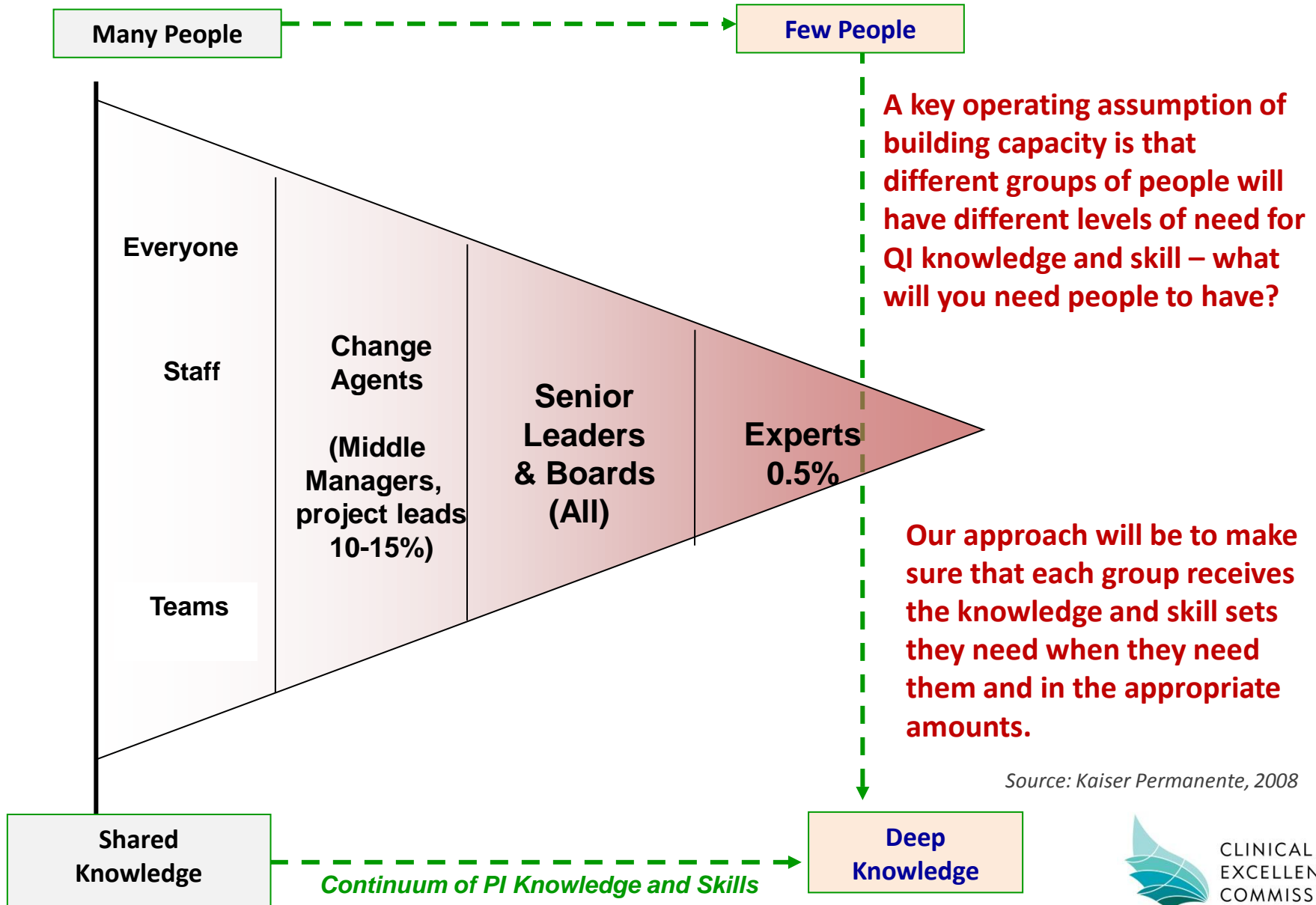
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Framework: Leadership for Improvement





What Skills Do We Need?

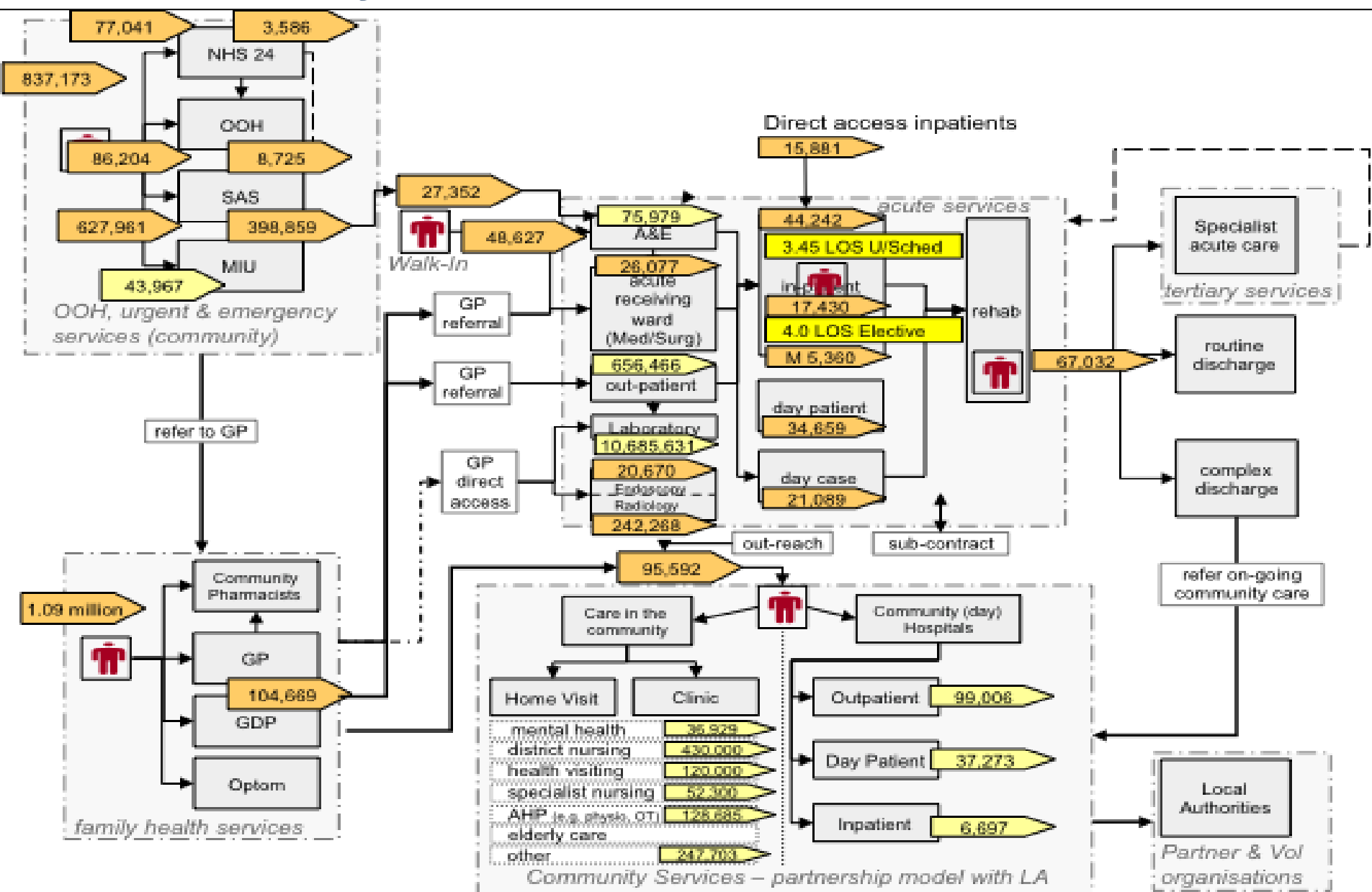




**An improvement expert within 2 steps
How many steps to get to yours?**



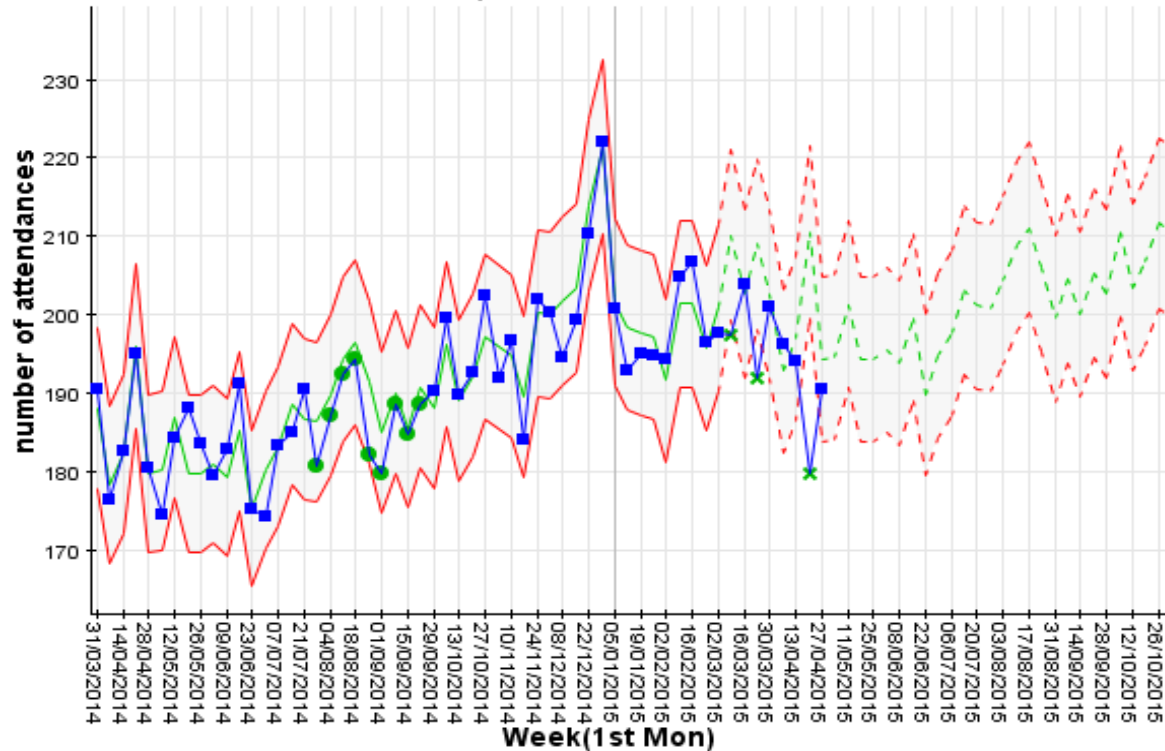
Whole System Model – Patient Flow



ED attendances follow a predictable pattern by week of the year and have been growing at an underlying rate of 8% per year. 73% of ED attendances are in the 16-64 age group

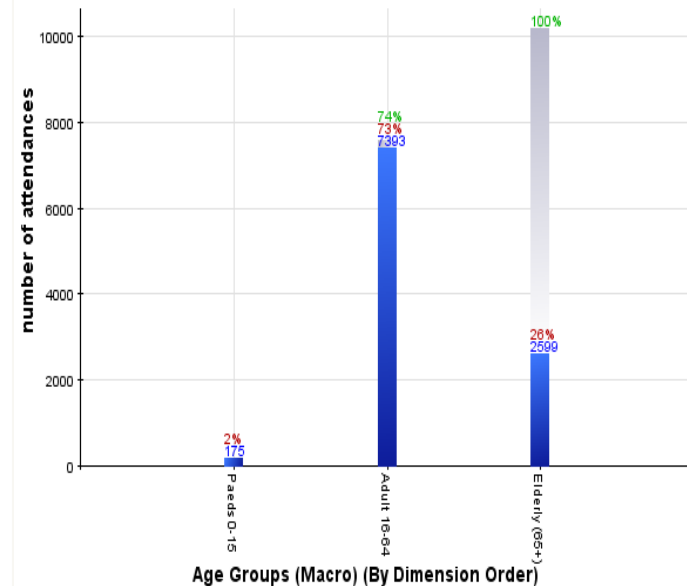
1.01c ED average daily attendances : Westmead Hospital

Data Updated: 2015-05-22 01:31:13



1.01c ED average daily attendances : Age Groups (Macro) ^ Westmead Hospital : (Last 53 Weeks)

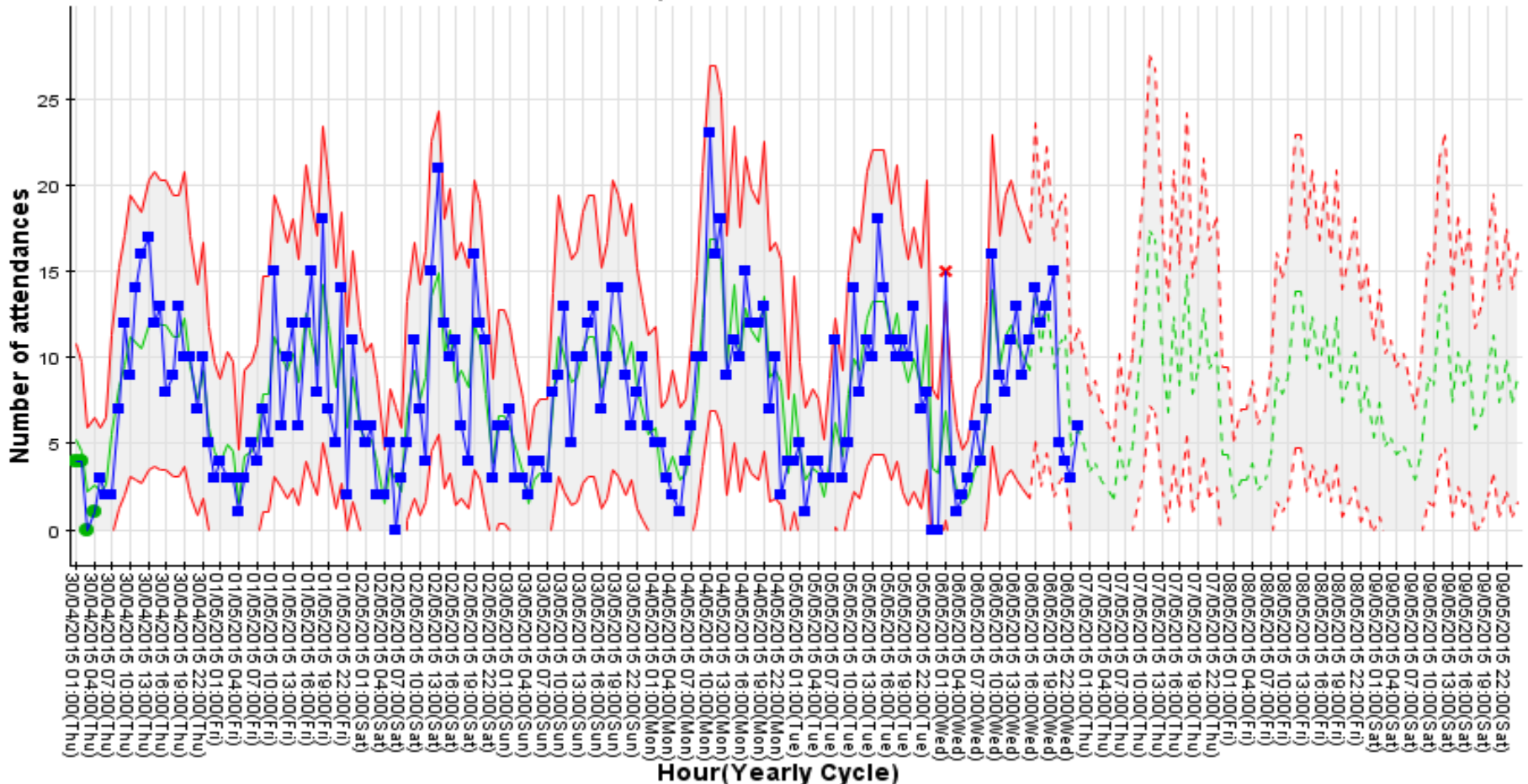
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ED attendances are also highly predictable on an hour by hour basis through the week

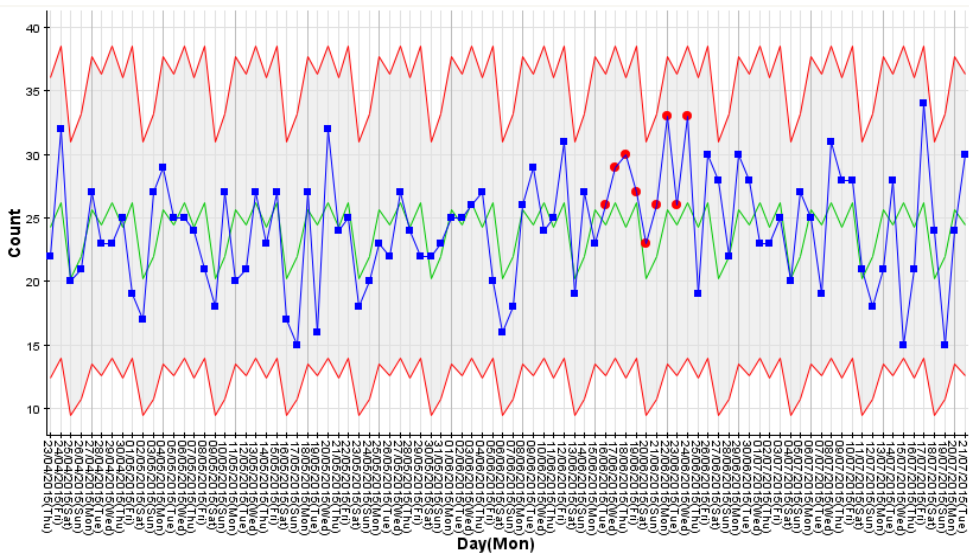
1.01b Total ED attendances - hourly : Westmead Hospital

Data Updated: 2015-05-22 01:31:13

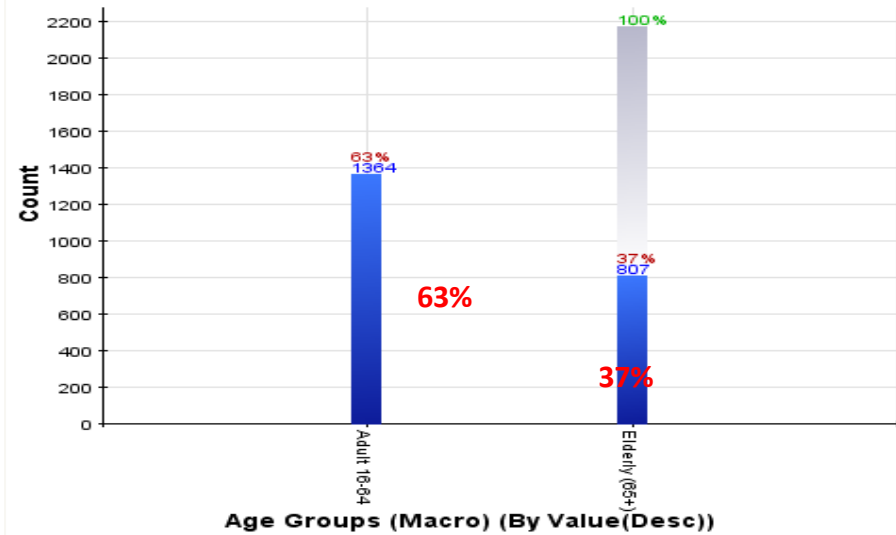


There are 25 ED presentations per day by patients who have attended ED 4 or more times in the past year. There is a higher percentage of elderly patients amongst this group (37%) than for total ED attendances (26%)

Patients attending ED >4 times in past 365 days

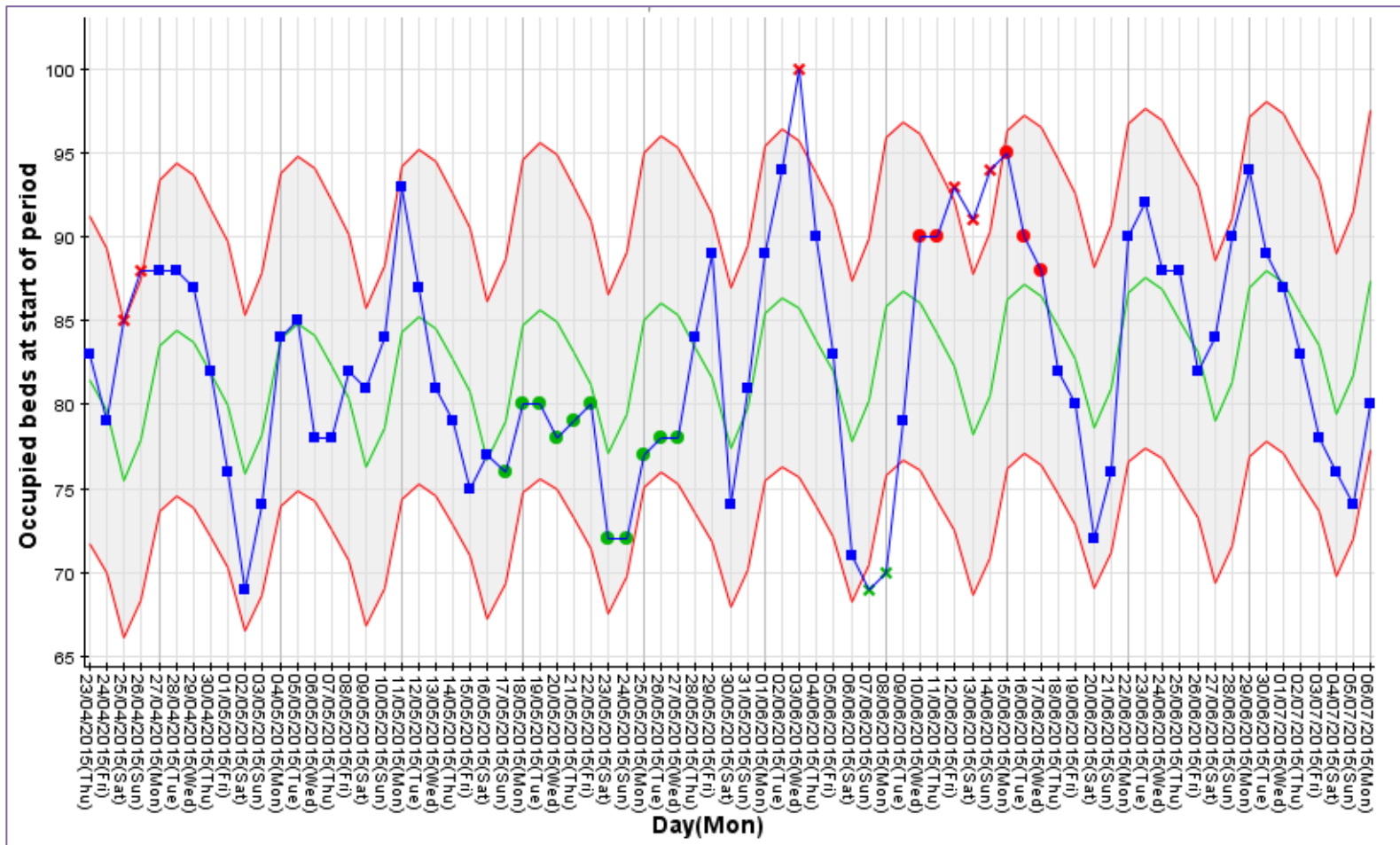


ED frequent attenders by age group



There are between 75 and 95 beds occupied by frequent attenders at any time

Number of beds occupied by ED frequent attenders (Last 91 days)



Supporting Effective Teams



Creating the conditions for change...



How prepared is your Department and team?

Key Components*

- Will (to change)
- Ideas
- Execution

Self-Assessment

- Low Medium High
- Low Medium High
- Low Medium High

*All three components MUST be viewed together. Focusing on one or even two of the components will guarantee sub optimized performance. Systems thinking lies at the heart of improvement...

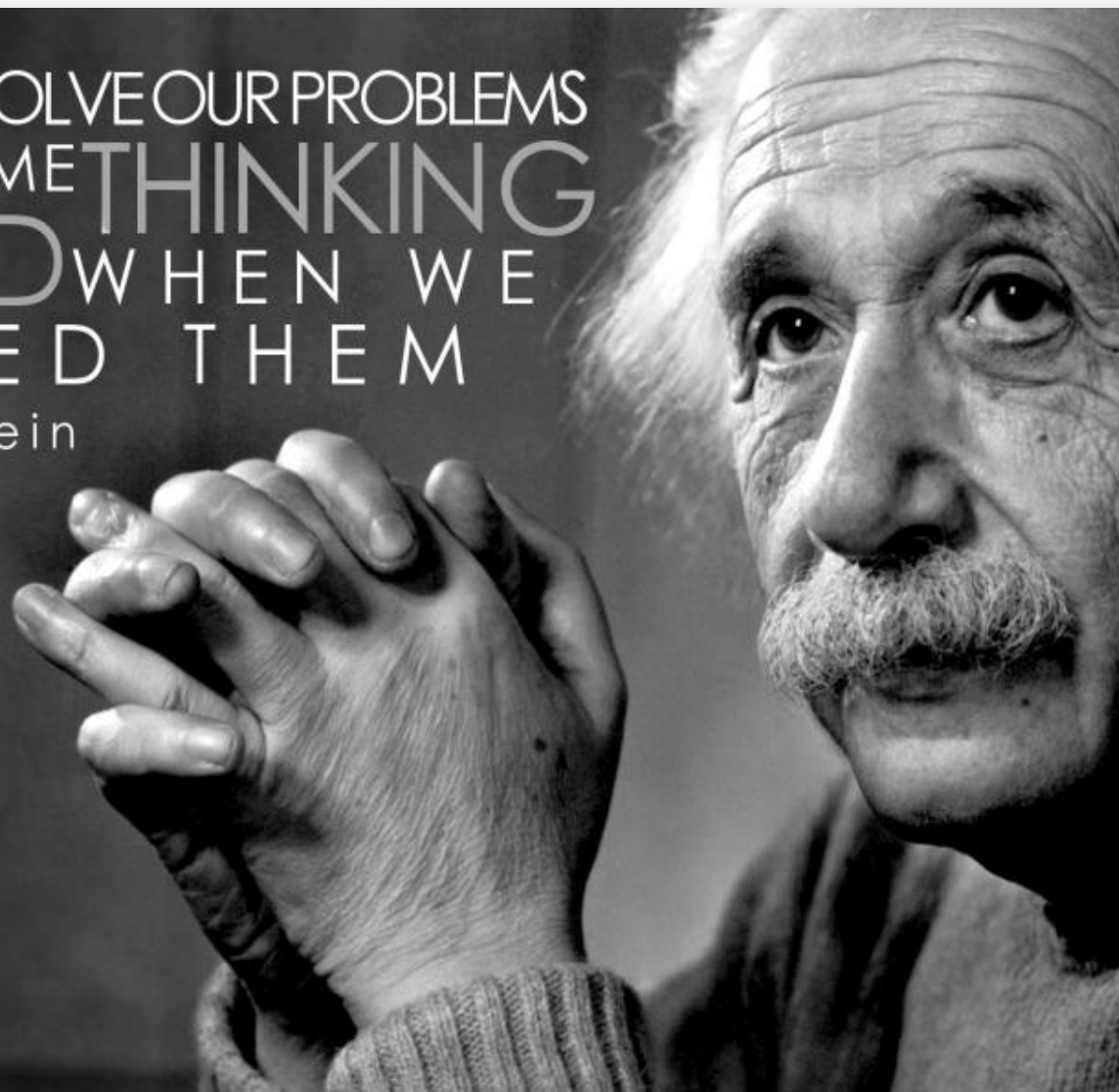
How much time do you spend building will for your improvement efforts?



How can we enable and support frontline teams to engage more in improvement?

WE CANNOT SOLVE OUR PROBLEMS
WITH THE SAME THINKING
WE USED WHEN WE
CREATED THEM

- Albert Einstein



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COMMISSION

Everyone in this room has the potential
to be a disruptive innovator for
improvement



Thank You

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