



Health  
Hunter New England  
Local Health District

# Achieving integrated and streamlined healthcare Maitland Hospital



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Hunter New England Local Health District

LOS has increased by  
**1.5 days**

LOS is costing  
an extra  
**\$281,000/mth**

Only **25%** of  
patients felt  
informed with  
their care

**33%** of  
Staff feel  
Burnout

ED admitted patients  
>24hrs has increased by  
**1850%**

## Case for change

Maitland is one of the fastest growing regional cities in NSW. To meet the growing health care needs of Maitland and surrounding communities now and into the future, in January 2022, Maitland Hospital relocated from its long-standing High Street campus to a new purpose-built facility on Metford Road. On relocation the facility experienced immediate challenges in terms of patient access, flow and performance. Consequently, there was an increase in adverse publicity at a local level with low consumer confidence extending to a systematic loss of public support for the health service. The Maitland's community demand for healthcare services will continue to escalate, driven by an ageing population, rising rates of chronic illness and Maitland being one of the fastest growing regional cities in NSW. Maitland Hospital must achieve wide ranging reform, innovation, and redesign to meet the ongoing patient access, flow and performance challenges. The key to the redesign project is to establish strong and robust patient care coordination strategies ensuring effective demand management, with a focus on timely, evidence based integrated care that matters to patients.

## Goal

To improve admitted patient access to timely, evidenced based and contemporary care in the acute inpatient services setting.

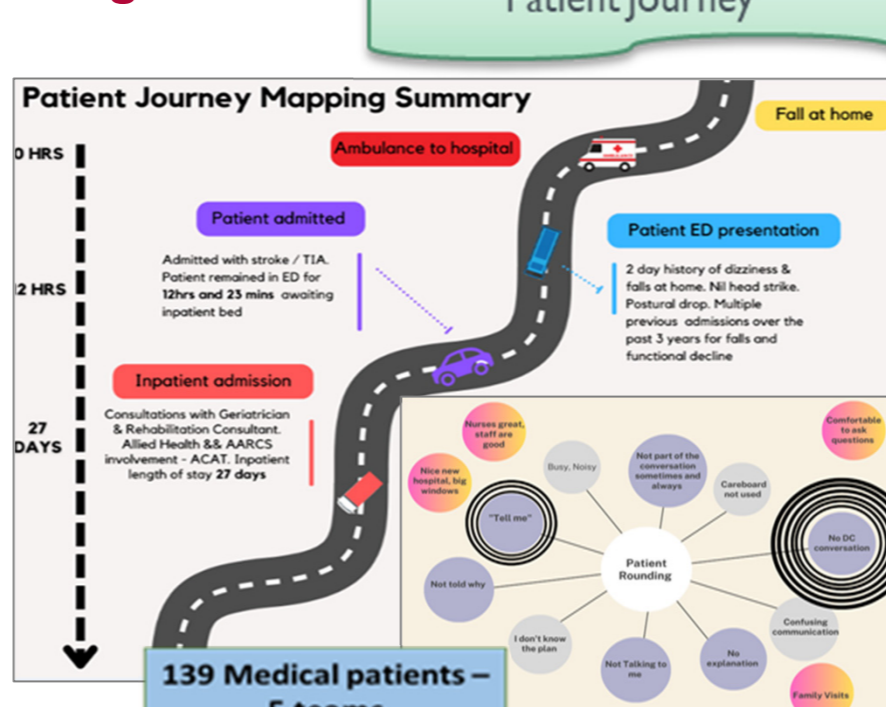
## Objectives

1. A reduction in a monthly average length of stay from 6.5 days to ≤ 5 days for the facility.
2. A reduction in total Emergency Department presentations with extended stays > 24hrs from 276 patients/month to ≤ 150 patients/month.
3. A 10% improvement in Bureau Health Information Patient Experience Questionnaire Set.

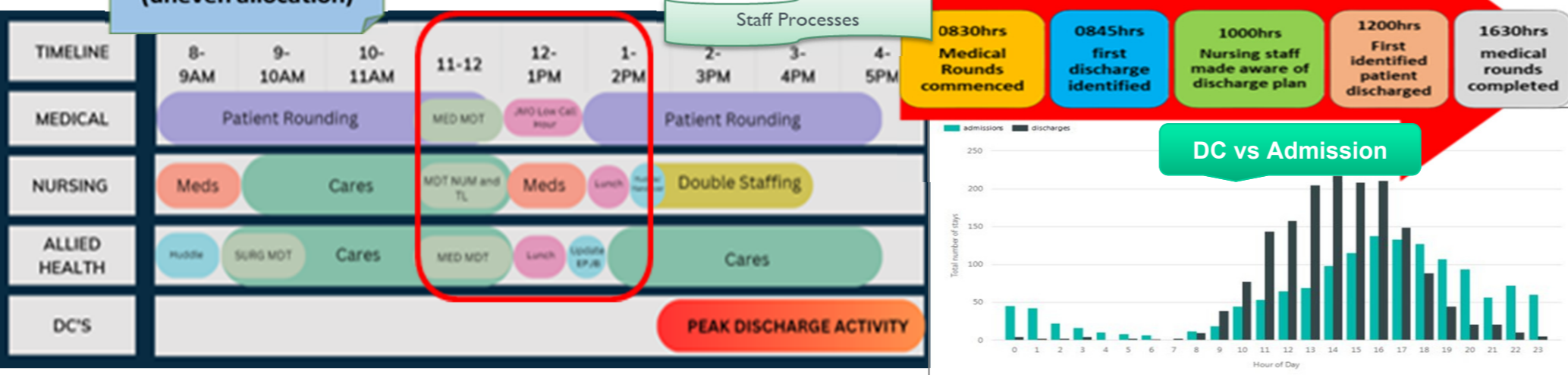
## Method

Activity	Stakeholders involved	Comments
Patient Rounding	Patients in Acute Inpatient Ward Setting	No. of pts: 10. Set of BHI and open-ended questions. Interviewed while inpatient
Staff Tag Along's	Medical Team Team Leaders	5 staff in total. 2 x Nursing TLs, 1 x Medical Team, 2 x allied health. Observed for 2-4hrs.
Staff Rounding	Operational Managers Nurse Unit Managers Team Leaders AARCS	Rounding attended using excellence rounding framework. No. 10
Process Mapping	ED, Wardsmen, Admin, Nursing, Medical, NUM, Access and Flow, AHNM,	2 x process mapping sessions. Session 1: ED admit to the ward. Session 2: Admission to ward to time of discharge.
Quantitative Data Collection	Quality Manager ACI Project Team Whole of Hospital	Patient Flow Portal analysis: W4W, % DC by EDD, SMARTA Data analysis: LOS, % DC by time of day, Complaints, DC by DRG, % DC weekends, DC by mode of separation
Root Cause Analysis	Project Team	Identify key issues. Root causes derived from 5Whys.

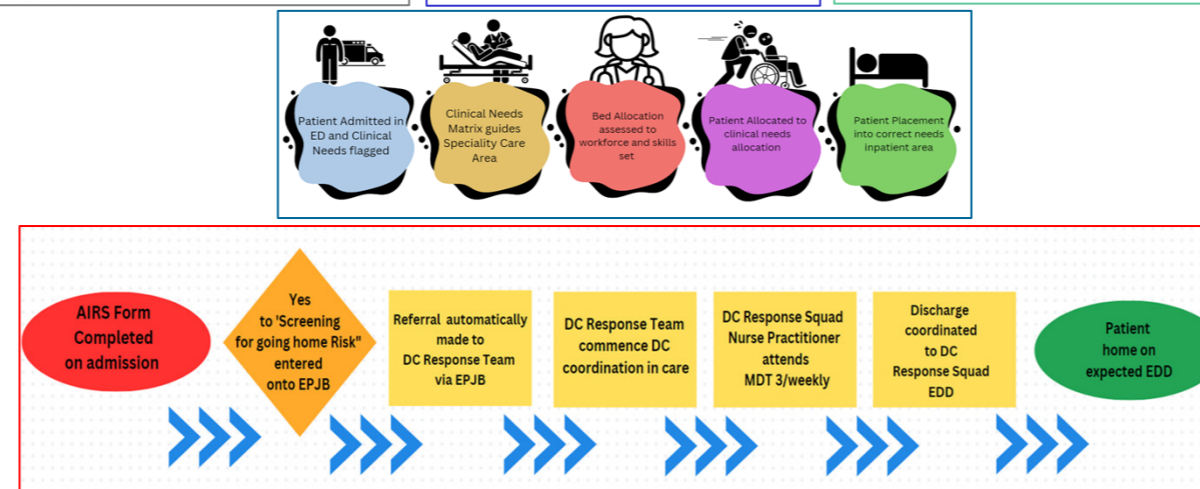
## Diagnostics



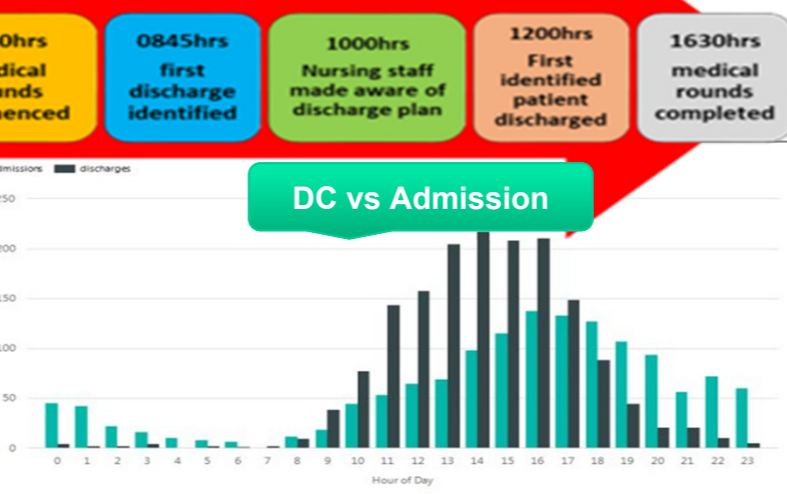
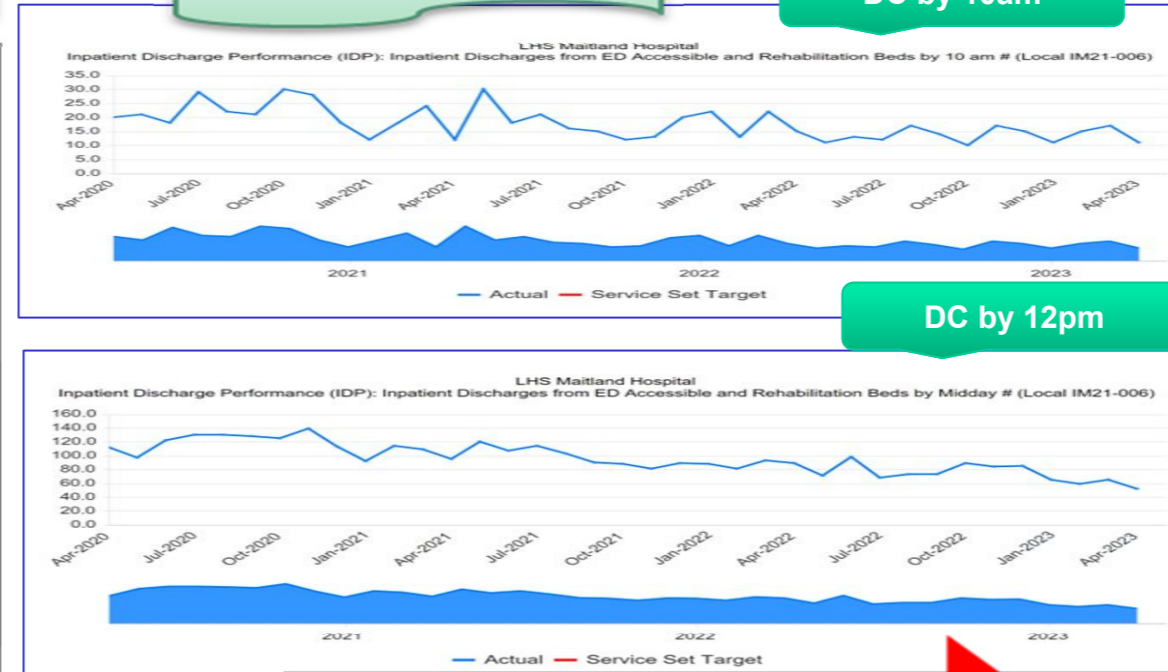
139 Medical patients –  
5 teams  
(uneven allocation)



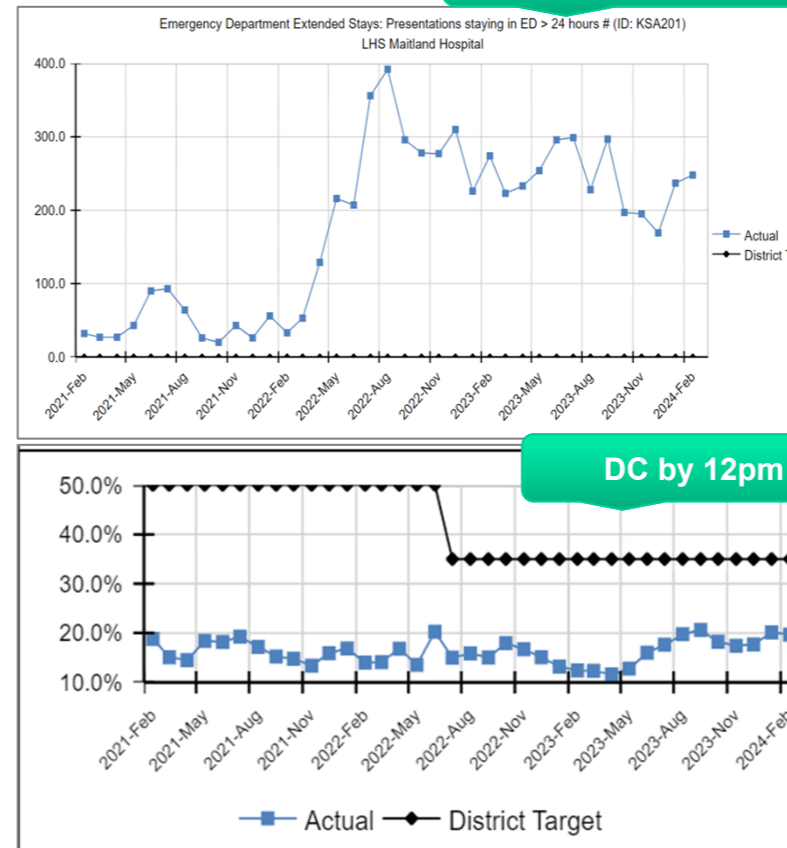
## Planning and implementing solutions



## Planning and Coordination



## Results



## Sustaining change

Incorporate the ACI Clinical Redesign Project to the existing Maitland Hospital Whole of Health Steering Committee. Allocate solution implementation to established Working Groups. This ensures the project is a priority.

Invest in change agents by the engagement of a leading external provider Huron Studer Group specialising in healthcare organisation performance and workplace culture improvement. 38 change agents.

Incorporate and align reporting tools on project Key Performance Indicators to Executive and Operational Managers Monthly Accountability Meetings.

Utilise and re-embed the Excellence Evidenced Based Leadership Framework.

## Conclusion

- Lessons learned are:
1. Trust the process
  2. Follow the diagnostics and question with curiosity
  3. Teamwork divides the task and multiplies the success
  4. Foster opportunities to collaborate and build partnerships
  5. Identify individual and team strengths and weaknesses
  6. Celebrate quick wins with 'reward & recognition'
  7. Utilise every opportunity to raise the redesign project profile

## Contact

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