

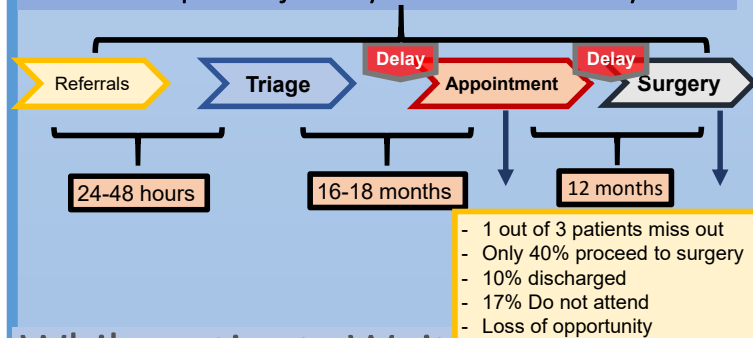
Cataract Service Redesign

Improving Cataract service at Westmead Hospital Eye Clinic

Meryl Janice Rodrigues

Case for change

Cataract patient journey can take around 3 years



While patients Wait

Higher rates of falls

28% depression prevalence compared to 9% in the same age group

I had a fall while waiting for appointment

I feel depressed and helpless as I can't drive or read

My quality of life is reduced

Goal

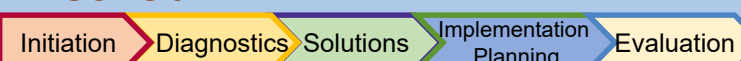
The goal of this project is to increase timely access to care for patients needing a cataract appointment.

Objectives

To reduce throughput in the cataract journey by:

1. Increasing the number of scheduled outpatient cataract appointments from current by 20%.
2. Increasing number of patients proceeding to surgery from the current 40% to 60% by August 2020.
3. Reduce the Did Not Attend (DNA) rates from current 17% to under 10% by August 2020.

Method



Data collection activities included

Diagnostics

1. Process Mapping with nurses and admin x2
2. Calls to referring hospitals and optometrists
3. Issue Identification with eye clinic staff (N=10)
4. Time in motion study with patients (N=5)
5. Tag along with orthoptist, nurses, admin and clinicians (N=5)
6. Root Cause Analysis "5 ways" with eye clinic managers (N=10)
7. Literature Review

Solution Design

1. Brainstorming with department managers and staff (2x 2 hours)
2. Group meeting with head of department and department managers (2 hours)
3. One on one meetings with all staff of Westmead Eye clinic (2 hours)

Diagnostics

1 Referral Quality

- ❖ Best corrected vision doesn't meet the criteria.
- ❖ Incomplete
- ❖ Or insufficient referral data to prioritise
- ❖ Community management possible by Optometrist

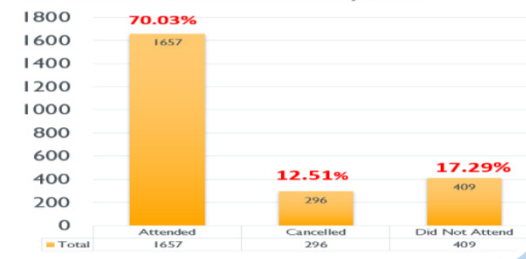
2 Cancellations Reschedule

- ❖ Cancellation due to clinician unavailability
- ❖ Pt wants to think over surgical option
- ❖ No interpreter booked
- ❖ Other assessments
- ❖ Other ocular conditions requiring attention prior to cataract surgery

3 Do Not Attend

- ❖ Hospitalisation for other health issues
- ❖ Forgot appointment, Denied reminder SMS
- ❖ NESB
- ❖ Pt passed away not updated on iPM
- ❖ Couldn't reschedule as was unable to contact the clinic

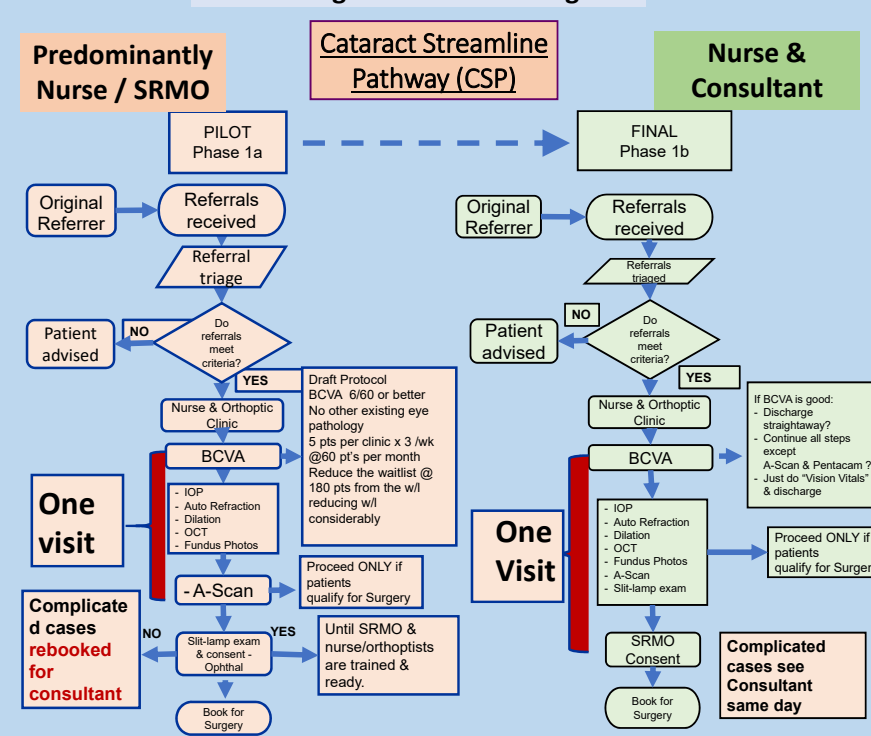
Breakdown of attendance at various Cataract clinics, 2018



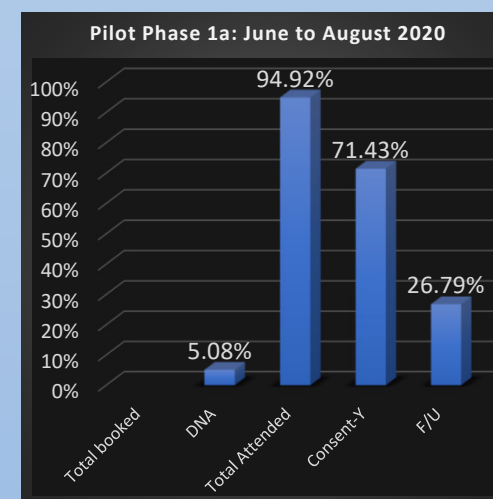
1 out of 4 Waiting over 365 days for an appointment

Multiple visits → Single visit

Planning and Solution Design



OUTCOMES



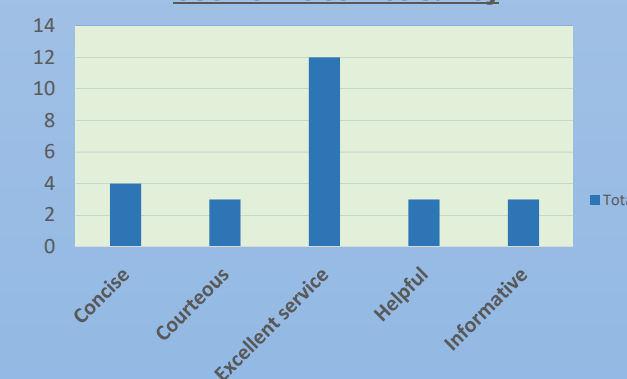
Average Wait Time In Clinic



Positive outcomes on implementing Pilot Phase 1a One stop cataract assessment clinic (OSCA)

1. Failure to attend rates reduces (17% to 5.08%)
2. Consent for surgery increases to (40% 71.43%)
3. Reduced waiting time in clinic (3hrs to <2.25hrs)
4. Same day biometry and consent
5. Increased Patient Satisfaction with the service

OSCA clinic service survey



Next Steps

are to discuss findings of the pilot implementation and have more stakeholder engagement while moving to phase 2 of the project.

Conclusion

The project is in the early stages of implementation, with funding and preliminary working groups established. The lessons learned to date include: developing a good and strong relationship with the sponsor, developing sponsor and stakeholder agreement early in the project, maintaining stakeholder engagements throughout, documenting all Steering committee meetings, and using Sponsor influence to steer stakeholders back to project aim.

Acknowledgements

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