



# Pre-Operative Project (POP) Fairfield Hospital



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July 2019 - October 2020

## Case for change

A review of the elective patient journey through the Fairfield Peri-Operative Services found:

- Day of Surgery Cancellation target (4%) not met
- Patients not always adequately prepped for surgery
- Physical environment impacting on patient comfort
- Some elective surgery patients feel uninformed
- Communication gaps between peri-operative departments
- High failure to attend rates in Pre-Admission Clinic
- Some staff feel they are working in silos
- Inconsistent patient experience

## Goal

To improve patient and staff experience through better management of surgical activity by December 2020 in line with the South Western Sydney *Transforming Your Experience Strategy*.

## Objectives

- Reduce day of surgery cancellation from 6% to 4%
- Improve patient experience and satisfaction from 90% to 95% of people would "speak highly of the service" \*
- Improve staff collaboration "How would you rate the way the health professionals work together" \* from 75% to 95%
- Reduce failure to attend rates (FTA) in the Pre-Admission clinic from 15% to 8%

\*As measured by My Experience Matters patient survey

## Method

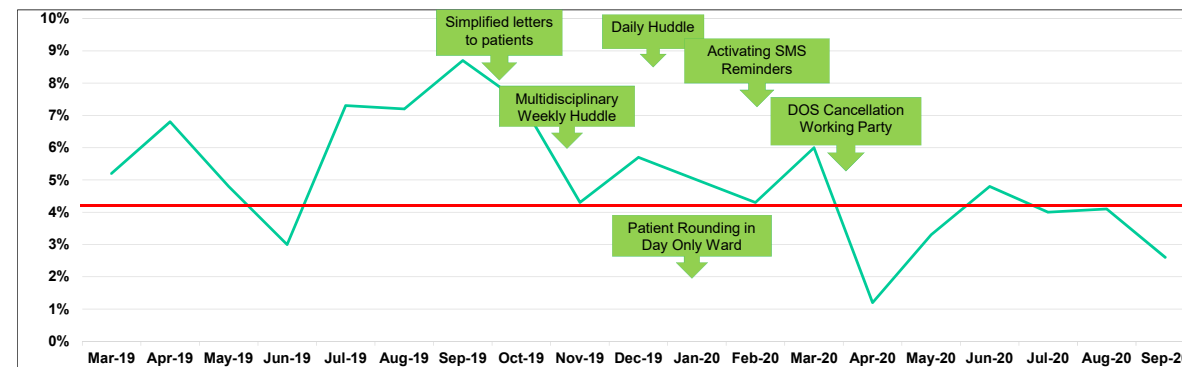
The Agency for Clinical Innovation Redesign Methodology was used.



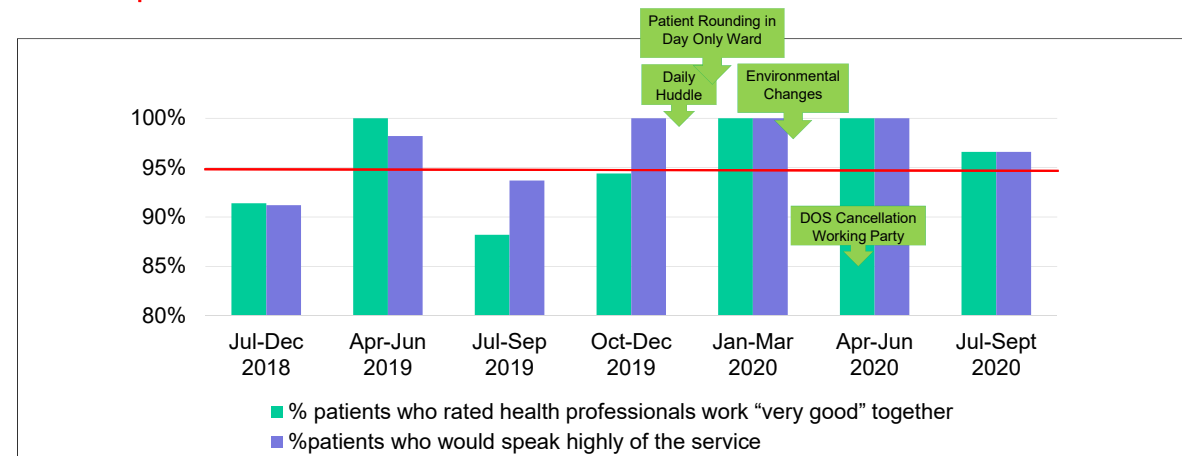
- System data extraction and analysis (CERNER, SurgiNet, waitlist reports, incident reports)
- Manual data collection (patient and staff interviews and surveys, behavioural observations, spot audits in waiting rooms)
- Process mapping workshop and focus groups
- Solution concept testing session with district waitlist manager
- Modelled Baxter LEAN Model

## Results

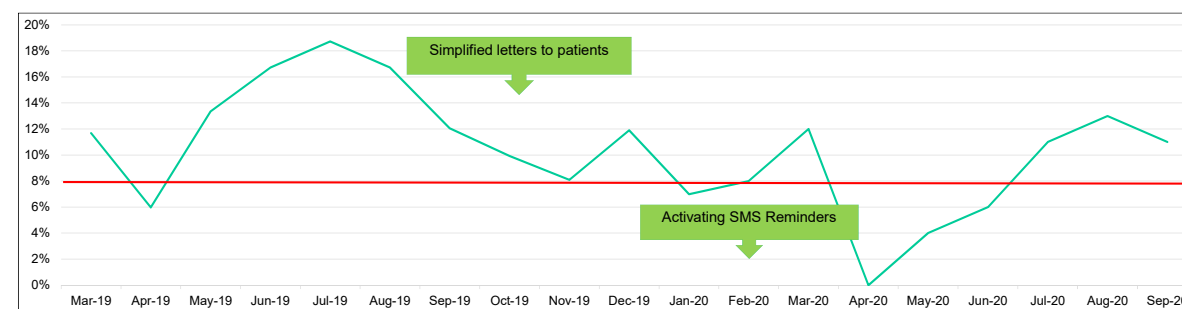
Objective 1: Decrease Day of Surgery Cancellations (DOS) from 6% - 4%



Objective 2 and 3: Day Surgery & Peri-Operative Services My Experience Matters Patient Survey Satisfaction ↑ to 95%



Objective 4: Reduce Failure to Attend Rates in Pre-Admission Clinic from 15% to 8%



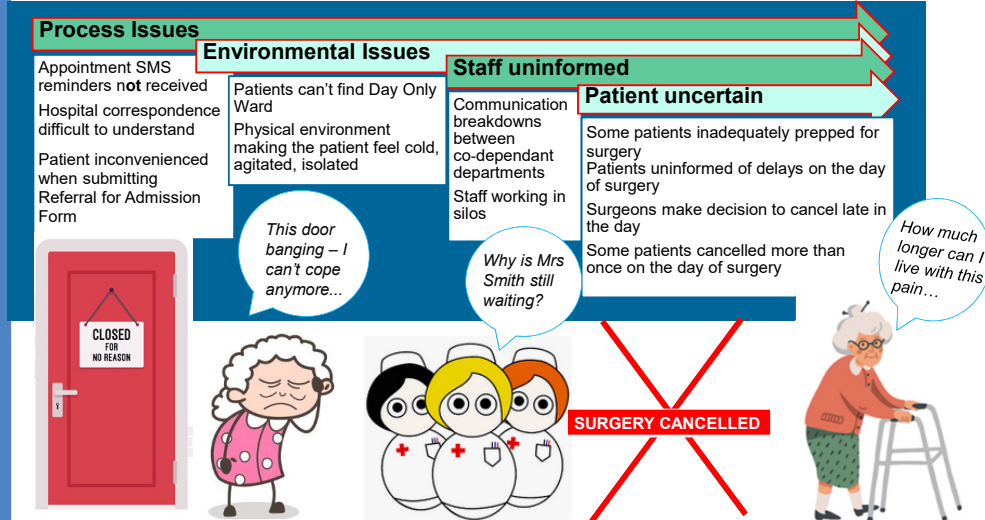
## Acknowledgements

Margaret Chapman, Clinical Redesign  
Paul Crowe, Project Sponsor  
Project Steering Committee  
Staff, Consumers and Community Participation Network

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## Diagnostics



## Sustaining change

- Environmental changes are permanent
- Project members and solution owners will undertake plan-do-study-act cycles to refine solutions as necessary
- Changes to be celebrated (quality awards and conferences)
- Risk huddles and staff/patient leader rounding will continue to be reinforced by the South Western Sydney *Transforming Your Experience Strategy*
- Quarterly compliance audits for daily and weekly huddles and patient waiting room rounding
- Weekly and monthly reporting of day of surgery cancellation key performance indicator (Operating Theatre Management Committee and Operational Surgical Waitlist Meeting)

## Conclusion

The projects greatest impact was on decreasing the day of surgery cancellations and improving the patient experience. The issues arising from patient interviews, gathered during the diagnostic phase, were eliminated and not mentioned during the post implementation interviews. The data demonstrates a very high patient satisfaction rate with the Peri-Operative Services at Fairfield Hospital. Failure to attend rates in Pre-Admission Clinic were impacted by the COVID-19 pandemic as patients were more reluctant to proceed with their surgery and clinic appointments were done via teleconference, indicating further strategies are required. Additional benefit of the project was the adaptation of the Baxter LEAN Model in relation to local committees at Fairfield. Meetings are more succinct, defined and concise resulting in efficiencies.