Mental Health Service

Lisa Nolan (A/CNC PECC), Esther Van Groll (CNE Caritas), Amanda Melsness (Registered Nurse)

1. Case for change

70% of patients admitted to Caritas Mental Health Unit via the Emergency Department (ED) June 2019 were at greater risk of poorer health outcomes as their length of stay (LOS) exceeded 4 hours.

WHAT?

WHY?

Increased risks of:
- AWOL
- Sedation
- Falls
- Use of restraints

55% of patients admitted to Caritas in 2018-2019 did not see a consultant for >24hrs after their arrival

4/5 Patients did not know their treatment plan & expressed dis-satisfaction due to how frequently they were seen by their treating team

JUNE 2019

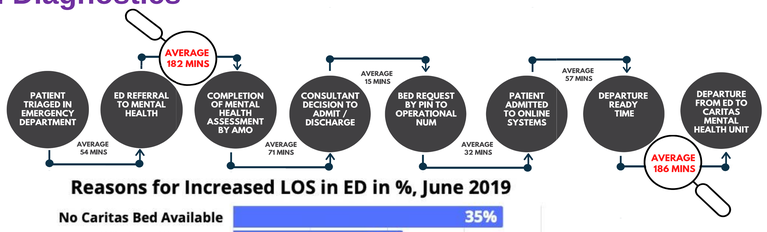
2. Goal

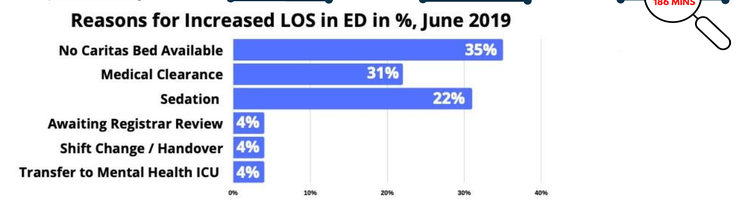
To improve access to safe and effective care for mental health patients in the Emergency Department (ED) who are admitted to Caritas Mental Health Unit by May 2020.

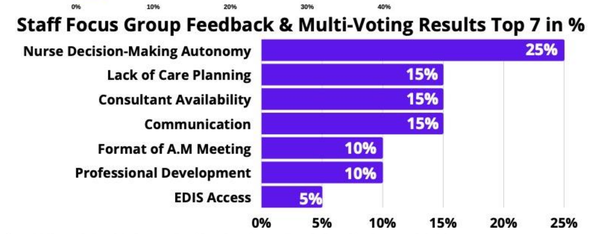
3. Objectives

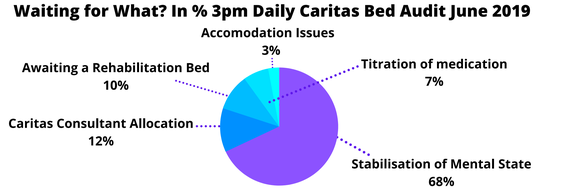
- To improve Emergency Treatment Performance (ETP) for mental health patients admitted to Caritas from **30%** to **50%** by May 2020
- To achieve and sustain Your Experience Survey Patient Satisfaction Results (YES) from Caritas, which are currently at **75%** to **85%** by March 2020

4. Diagnostics



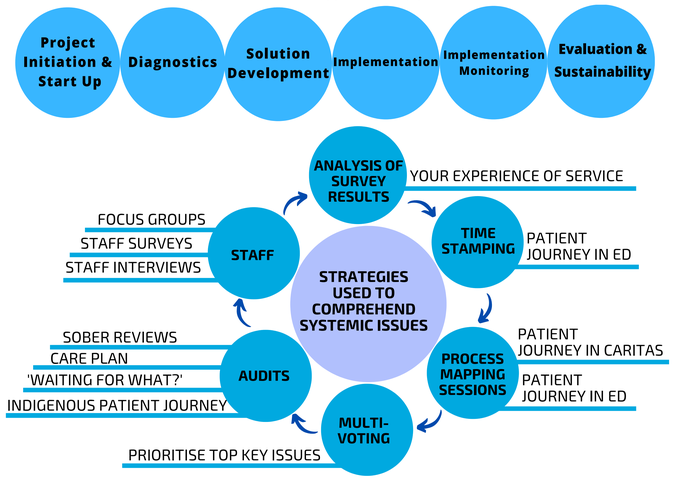






5. Method

The Clinical Redesign Methodology was applied:



6. Solutions

CONSULTANTS WARD ROUND SCHEDULE

Set ward round times for each consultant increased transparency and has a positive impact on staff and patient satisfaction in Caritas.

AFTER HOURS WORKFORCE PLAN

A CNC after-hours to support PECC/ ED will increase capacity to complete mental health assessments and support mental health clinicians

CARITAS CARE CO-ORDINATION MEETING

A huddle with an emphasis on prioritising patients for review based on clinical need and patient flow pressures, with the added bonus of contributing towards greater MDT involvement in patient care.

A FOCUS ON MENTAL HEALTH CARE PLANNING

Our solution is to develop a consumer led nursing care plan which will focus on a person centred care

7. Results

CONSULTANTS WARD ROUND SCHEDULE

Embedded in daily practise in Caritas and will be updated as required by the Mental Health Bed Manager.

AFTER HOURS WORKFORCE PLAN

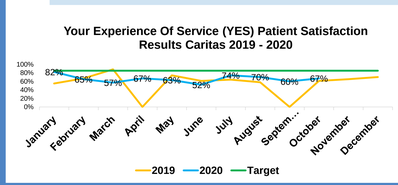
Ongoing plan to implement an after-hours senior clinician to assist in mental health assessments and supporting clinicians.

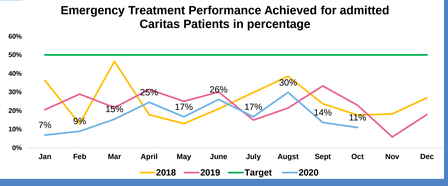
CARITAS CARE CO-ORDINATION MEETING

The Caritas Care-Coordination Meeting has become business as usual in Caritas.

A FOCUS ON MENTAL HEALTH CARE PLANNING

Implementation has been delayed and will be driven by the Caritas Care Plan clinical leads and CNE in February 2021. This solution has been a catalyst for change.





8. Sustaining Change

1 Our objectives were not achieved within the timeframe of the project

2 As a result of COVID-19 resources for the project were re-directed in March 2020

3 Digital data collection was one of the largest outcomes of this project. The mental health team are now responsible for digital time stamping of the patient journey in the emergency department, this is now embedded in daily practice.

4 The CCM during the global pandemic COVID-19 created capacity to reduce numbers in the office as familiarized the team with use of telehealth.

5 The project led to further development of a Mental Health Dashboard to support timely sharing and review of data across the service

6 The impact of change fatigue which included the relocation of PECC following capital works, COVID-19 and workforce constraints was evident during the implementation phase

9. Conclusions & Lessons Learnt

1. Make sure measurables are easy to measure
2. Expect delays - Everything takes longer than you would expect
3. The importance of sponsor buy - in
4. Celebrate the small wins - even if objectives are not achieved
5. Incentivise clinicians as drivers / agents for change
6. Understand team members' different strengths
7. Don't attempt too many solutions
8. The importance of assessing and planning for change fatigue

Acknowledgements:

Dominic Le Lievre – Director of Integrated Care Stream
SVHS – Project Executive Sponsor
Dr. Nicholas Babidge – Mental Health Clinical Director - Clinical Sponsor
Agency for Clinical Innovation, NSW Ministry of Health
Viji Matthews – Service Improvement and Redesign Unit Manager
St Vincent's Mental Health Management Staff
St Vincent's Mental Health Multidisciplinary Clinicians

Contact:

Lisa Nolan | **e-mail:** lisa.nolan3@svha.org.au | **phone:** (02) 83824090