

Katherine Tree & Lily Atikasari

Case for change

"We prefer to go to the clinic but sometimes we have to go to the cell."
- Staff Consultation

"I can't access what I want, when I want."
2021 Patient's Experience and Perceptions Study

"To see our patients rather than spending hours and hours packing pills, we are nurses!"
- a Network's manager

Of those taking prescribed medication
19.9%

Reported experiencing time delays in accessing them
2021 Patients' Experience and Perceptions Study (PEaPS)

Consequences of not changing are:
Network does not reach the vision of "Returning healthier patients to their communities."

Our staff told us that the Network's medication administration processes are

- Accomplished by work-arounds**
- Delayed by distractions**
- Handling large volumes of medications**
- Onerous**
- Centre specific**

Goal

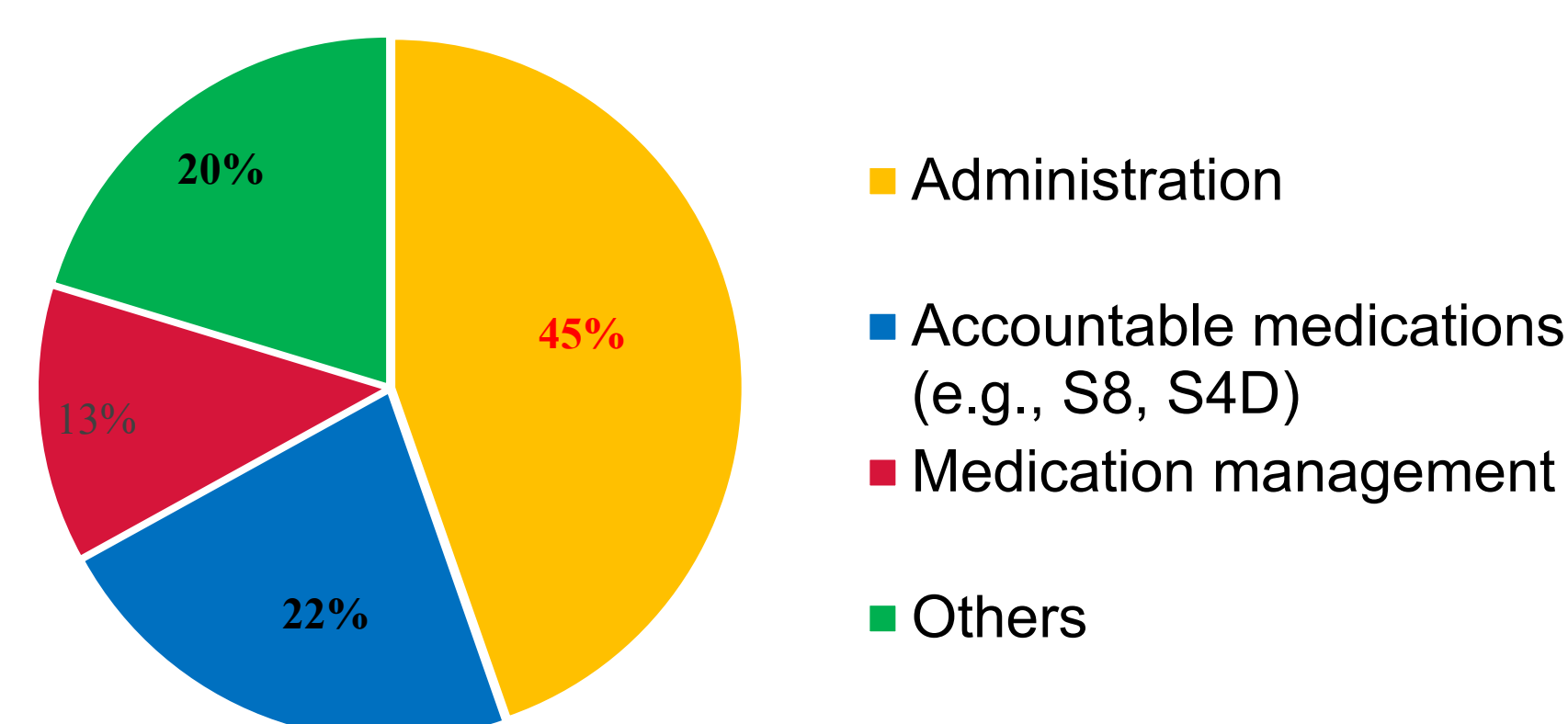
To improve medication administration in custody.



Objectives

- To reduce incidents of delayed or omitted medication administration from 31% to 21% by March 2023.
- To reduce incidents of wrong medication administered from 17% to 7% by March 2023.
- To increase Decision making and Accountability category in People Matter Employees Survey from 47% to 52% by August 2023.

Medication Related Incident by Category 2020/21



Diagnostics

Snapshot of March 2022 Activities

9,139 people

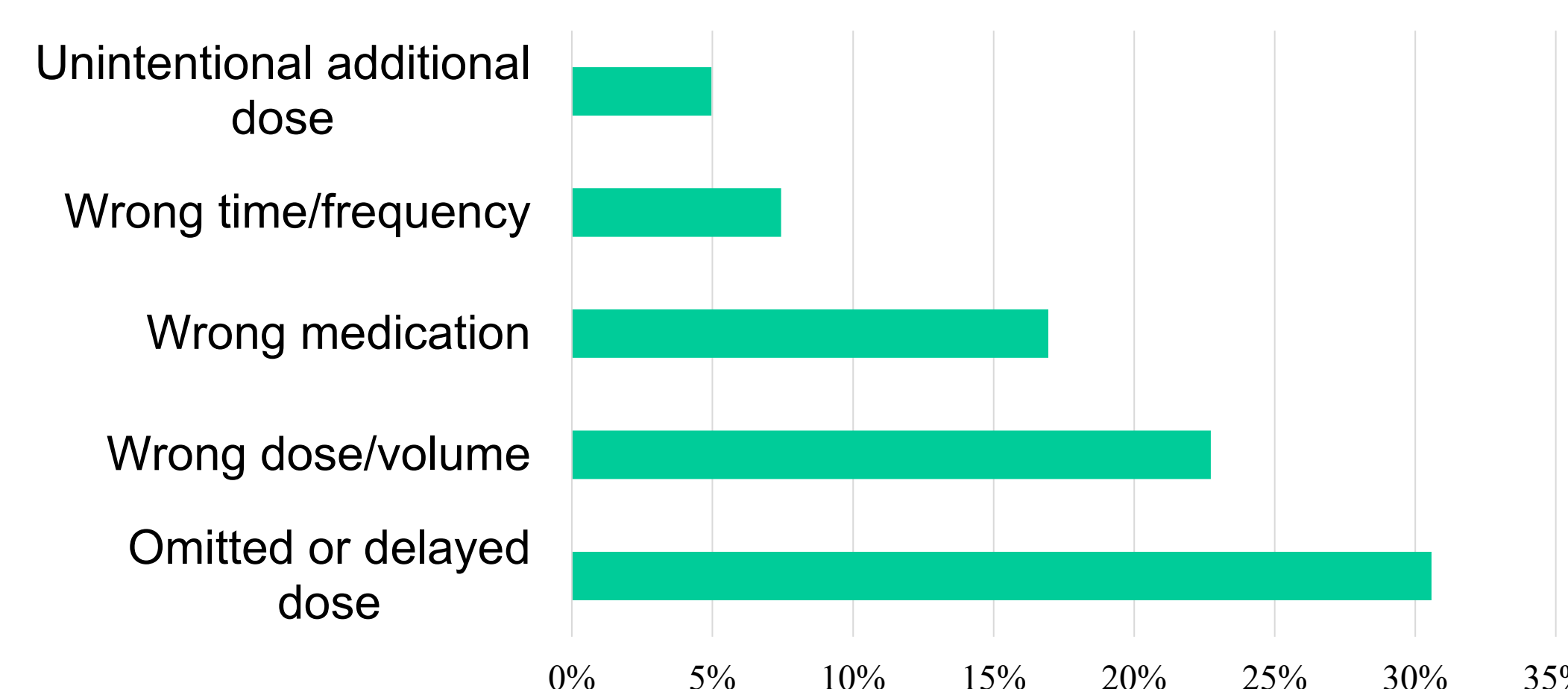
occupied public correctional facilities

79% have medication charts
Nurses check all medication charts at least once daily to pack medication prior to administration.

20,233 items

dispensed by the centralised pharmacy to health centres

Top 5 Medication Administration Incidents by Category



Planning and implementing solutions



Solution 1:

Enhance the management of imprest across health centres - Medication imprest is non-patient labelled 'stock' that is kept in the Health Centres/wards. This solution will minimise imprest variations across. As a result, the patient can receive the right medication at the right time following transfer.

Solution 2:

Enhance Self-Medication Programs - Enhancing self-medication programs will allow more patients to manage their own medications and increase patient autonomy in health care. Expanding the program will also reduce the number of medications that the nurse has to pack daily.

Method

Diagnostic activities

- Review of IMS+ incidents and complaints
- Review of existing policy and procedures
- Patient consultation sessions
- Staff consultation sessions
- Tag along
- Literature review
- Process mapping
- Subject matter expert interviews
- Root cause analysis
- Issues prioritisation

Solution Generation Activities

- Brainstorm
- Blitz with subject matter experts
- Power of 3 with frontline nursing staff and management
- Literature review
- Best practice review
- Analysis and prioritisation of solutions
- Feasibility testing of prioritised solutions

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Contact

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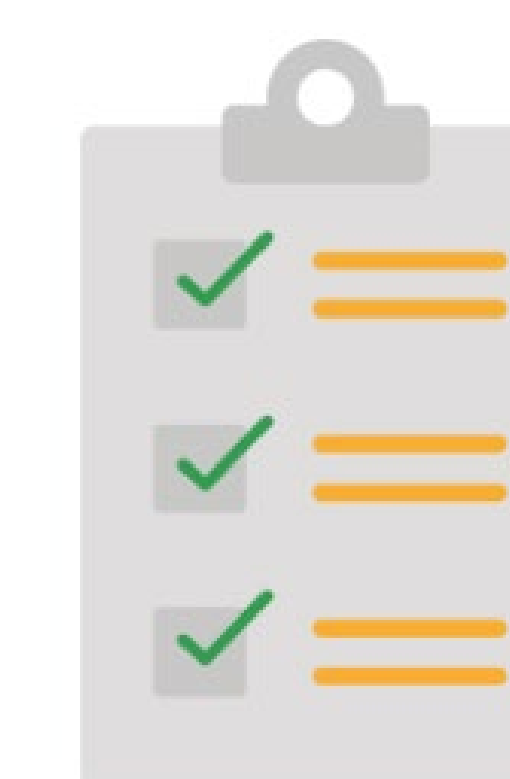
Email: JHFMHN-IMAICRedesign@health.nsw.gov.au

Results

- Both solutions are scheduled to be implemented in March 2023 to align with the roll out of E-meds project. Implementation team consisting of Nurse Managers have been tasked with implementing solutions via the Clinical Excellent Commission Safety and Quality program.
- Preliminary data on medication usage at health centre level have been themed and analysed. This will inform the implementation of solution 1.

Sustaining change

- Solution owners have been identified and agreed on the solutions. The solutions implementation will be guided using the CEC Safety and Quality program.
- IMAIC project team will monitor the implementation and report to the Steering Committee and Authorising Sponsor. While the solution owners, who are also the Reinforcing Sponsors, will be responsible for actioning the implementation.
- The reporting structure enforces accountability for each stakeholder. Therefore, there is no black hole in the reporting structure between IMAIC project team, solution owners and sponsors.
- Stakeholder map identifying the desired and current roles (champion, agent, sponsor and target) is in place. The map will be reviewed regularly to ensure that each stakeholders remain in their desired roles.
- A detailed action plan for both solutions have been created and will guide the solution implementation team.



Conclusion

Our key learnings have included:

- Importance of regular meetings with project sponsors.
- Understanding the frame of reference of your targets is invaluable.
- Engage with staff across your organisation to understand the full extent of the issues.
- Always compliment your data with in-depth analysis of procedures, practices and voices of staff and patients.