

Improving Oncology Inpatients Patterns of Care Clinical Redesign Project

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Case For Change



61%
Of patients being discharged between 1200hrs to 1700hrs



2 days or more
Radiation Oncology Length of Stay exceeded compared to the same time the previous year.



1 in 4
referrals to allied health from medical staff were incomplete or inadequate.



"We can do better"
A general consensus amongst all oncology staff that inpatient care could be done better.

Goal

To ensure oncology inpatients at Westmead Hospital are provided with timely access to appropriate, high quality care & an optimal patient experience.

Objectives

Objective # 1

Reduce the proportion of patients admitted under Radiation Oncology staying longer than 7 days from 48% to 38% by August 2017.

Objective # 2

Increase the proportion of patients discharged prior to midday from 18% to 50% by August 2017.

Method

This project was structured around the Clinical Redesign Methodology over a 12 month period. This project involved a number of key stakeholders such as medical, nursing, allied health, pharmacy, administration, patients and consumer representation.

Diagnostic

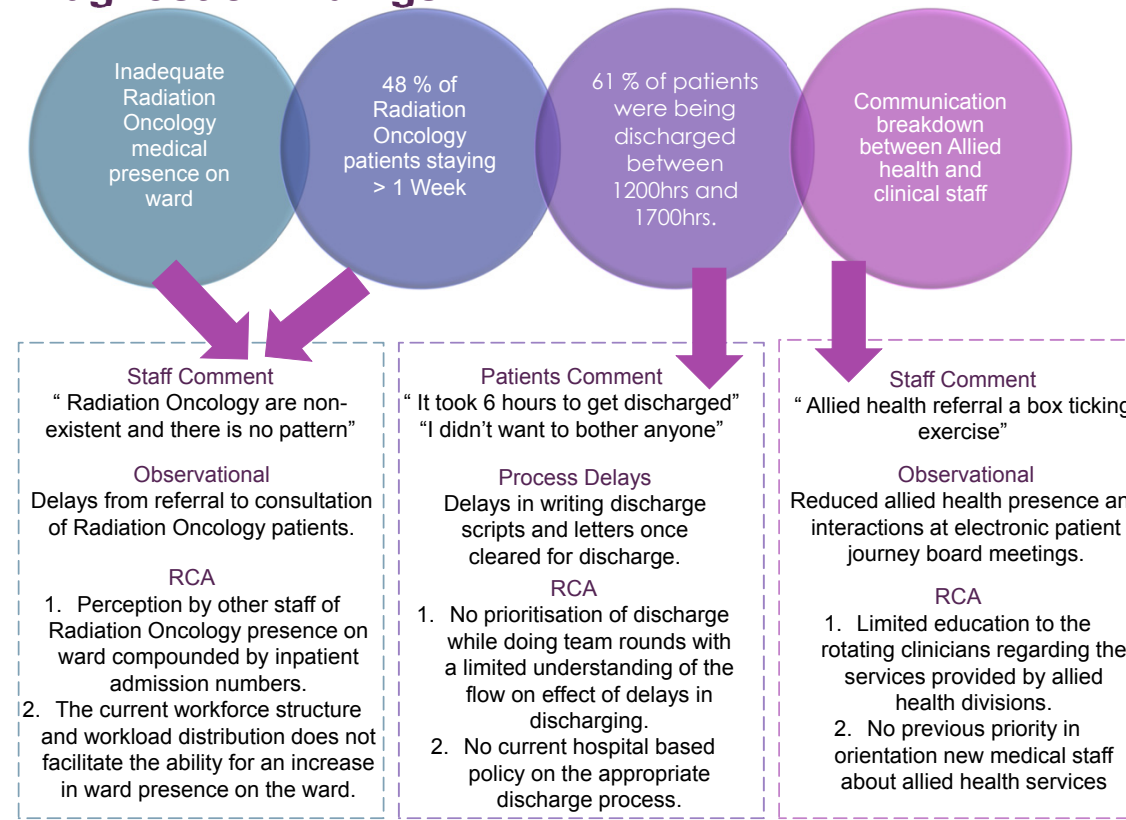
- Patient interviews (n=35)
- Patient Surveys (n=14)
- Staff interviews (n=35)
- Ward Observations
- Staff workshops
- Data Analysis



Solution Design

- Staff workshop
- Small focus groups
- Best practice reviews
- Site visit to other wards

Diagnostic Findings



Solutions

Solution # 1

One Radiation Oncology advanced trainee allocated to inpatient ward responsibilities to improve inpatient care.

Solution # 2

Optimising the electronic patient journey board meetings by introducing a set agenda prompting discharge planning based on estimated date of discharge.

Solution # 3

Introduction of an oncology ward orientation session for rotating resident medical officers around the role of allied health teams and optimal communication, referral and discharge planning processes.



Sustaining Change

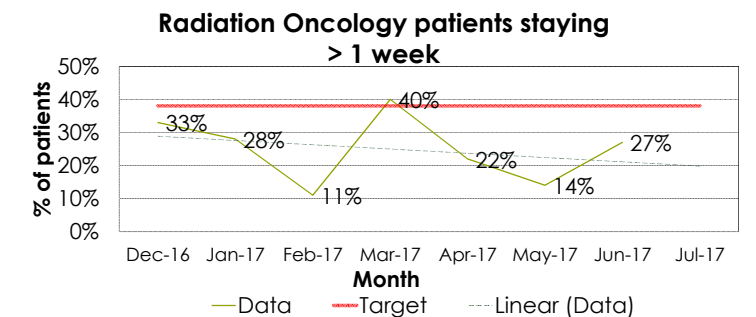
The strategy to sustain change was to embed the solutions to become business as usual for the unit. This was achieved through

1. Involving key stakeholders throughout the various redesign methodology phases.
2. Providing positive reinforcement through the use of small rewards, immediate verbal feedback and written recognition of individuals exhibiting desired behaviours.
3. Incorporating key performance indicators as apart of the set agenda in monthly heads of department and quality meetings.

Results

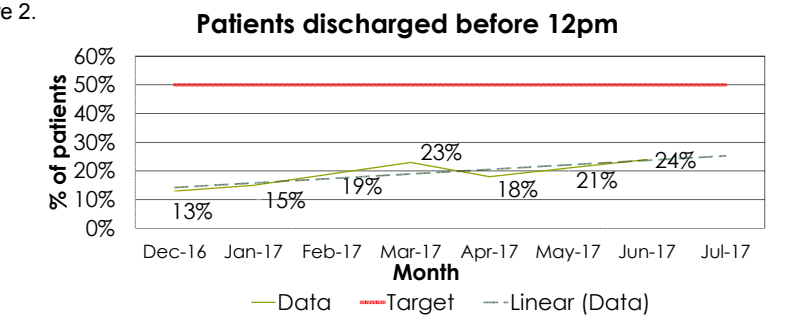
Objective # 1

Monthly audits between December 2016 and June 2017, the percentage of Radiation Oncology patients staying longer than 1 week was trending down from 33% to 14% as shown in figure 1. We have exceeded our objective in reducing patients staying longer than 1 week from 48% to 38%.



Objective # 2

Monthly audits between December 2016 and June 2017 found that the percentage of patients discharged before midday is trending upwards from 13% to 24% as shown in figure 2.



Patient Satisfaction

Patient satisfaction between January and June 2017, suggest the solutions did not have a negative impact on patient satisfaction during the course of implementation.

Benefits

- ✓ Increased open communication between medical and allied health.
- ✓ Improved operational function of the electronic patient journey board meeting.
- ✓ Increased ward presence of Radiation Oncology.
- ✓ Increased access to Radiation Oncology.
- ✓ Reduction in Radiation Oncology average length of stay by 4 days.

Conclusion

Oncology inpatient services at Westmead Hospital are vital to the 1600 cancer patients we admit yearly. This project has been able to identify key obstacles in providing timely access to appropriate, high quality care and an optimal patient experience.

Acknowledgements

We would like to thank our sponsor Dr Verity Ahern, Director of Radiation Oncology & Ms Emma Clarke, Director of Innovation and Redesign. We also extend sincere gratitude to the steering committee, patients & carers, consumers & all clinical & non-clinical staff that participated in the project.

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