

## Health Fact Sheet

Division: Acute Health

## Issue: ARMC - Hospital Demand Management Strategy

Austin and Repatriation Medical Centre will receive **\$6,318,920 million** through the Hospital Demand Management Strategy.

Emergency Department Improvements	\$1,100,670
New models of patient care	\$ 550,000
Improve patient flows	\$3,336,820
Prevent Emergency Department visits	\$ 460,000
Reduce waiting for nursing home care	\$ 871,430

### Initiatives include

#### 1. Emergency Department Improvements

- Seven day Rapid Assessment & Management of Older Patients within Emergency Department using a discharge coordinator and allied health support staff. \$200,000 recurrent.
- Establish a 4 bed Short Stay Unit within Emergency Department to streamline treatment of emergency patients. \$470,000 one off, \$430, 670 recurrent, total \$900,670.

#### 2. New models of patient care

- Establish a 12-16 place Ambulatory Care Centre. \$300,000 one-off, \$250,000 recurrent, total \$550,000.

#### 3. Improve patient flows

- Continue Care Coordinators to improve patient flows and discharge planning. \$400,000 recurrent.
- Upgrade and refurbish day surgery facilities to create additional bed capacity. \$350,000 one-off.
- Develop a Clinical Leadership Program. \$150,000 one-off.
- Continue Medical Assessment and Planning Unit. \$2,436,820 recurrent.

#### 4. Prevent Emergency Department Visits

- Establish Acute-Primary Care Liaison position. \$150,000 recurrent.
- Establish management programs for patients with Chronic Heart Failure and Chronic Respiratory Disease through nursing outreach. \$310,000 recurrent.

#### 5. Reduce waiting for nursing home care

- Establish a Residential Care Placement Team to coordinate nursing home placement. \$150,000 recurrent.
- Operate the Functional Maintenance Program for elderly patients awaiting placement. \$135,000 recurrent.
- Establish 5 Geriatric Evaluation and Management beds. \$586, 430 recurrent.

### Key ARMC issues addressed by the strategy

- A focus on elderly patients and their transition to nursing home care.
- Improving access to beds and reducing waiting times in busy Emergency Department.
- Patients with complex chronic conditions will be supported more comprehensively their community.
- Greater coordination of rehabilitation services across all campuses.

## Health Fact Sheet

Division: Acute Health

Issue: Barwon Health - Hospital Demand Management Strategy

Barwon Health will receive **\$2,870,890** through the Hospital Demand Management Strategy.

Increase hospital capacity	\$2,400,000
New models of patient care	\$70,890
Improve patient flows	\$400,000
Prevent hospital admissions	\$ 62,900

Initiatives include:

### 1. Increase hospital capacity

- Growth funding for emergency and elective patients. \$2,400,000 recurrent.

### 2. New models of patient care

- Establish a Home Buddy volunteer service to enable earlier discharge and prevent admissions. \$70,890 recurrent.

### 3. Improve patient flows

- Care Coordination services to improve patient flows and discharge planning. \$400,000 recurrent.

### 4. Prevent hospital admissions

- Establish falls clinic. \$62,900 recurrent.

### Key Barwon Health issues addressed by the strategy

- Demand growth for emergency services
- Improve care planning for older people including reducing delays in nursing home placement

## Health Fact Sheet

Division: Acute Health

Issue: Bayside Health - Hospital Demand Management Strategy

Bayside Health will receive **\$7,060,334** million through the Hospital Demand Management Strategy.

Emergency Department improvements	\$ 736,813
New models of patient care	\$ 696,507
Improve patient flows	\$1,240,758
Prevent Emergency Department visits	\$2,646,256
Increase hospital capacity	\$1,740,000

### Initiatives include

#### 1. Emergency Department improvements

- Enhanced assessment processes in Emergency Departments to speed discharge or admission. \$7,500 one-off, \$441,068 recurrent, total \$448,568.
- Establishment of Allied Health staff in Emergency Departments to prevent admissions and shorten hospitalisation. \$273,573 recurrent.
- Allocate a Data Manager to improve bed coordination between Emergency Departments and wards. \$14,672 recurrent.

#### 2. New models of patient care

- Establish an 8 bed Ambulatory Day Unit. \$56,389 one-off, \$250,000 recurrent.
- Establish a 10 bed Medihotel. \$120,000 one-off, \$270,118 recurrent.

#### 3. Improve patient flows

- Allied Health staff to improve Weekend Discharges. \$400,758 recurrent
- Additional Care Coordinators to improve patient flows, discharge processes and discharge planning. \$840,000 recurrent

#### 4. Prevent Emergency Department visits

- Develop a Rapid Assessment Service with community based treatment using General Practitioners and nurses. \$2,371,994 recurrent.
- Establish management programs for patients with medical conditions that require frequent hospital presentations through nursing outreach. \$154,262 recurrent.
- Reduce falls in the elderly through the establishment of a Falls Clinic. \$120,000 recurrent.

#### 5. Increase hospital capacity

- Additional growth funds for emergency and elective patients. \$1,740,000 recurrent.

### Key Bayside Health issues addressed by the strategy

- Improve waiting times in busy Emergency Department and admission processes for people who require hospitalisation across all campuses.
- Facilitate placement of patients requiring slow stream rehabilitation or nursing home care.

## Health Fact Sheet

Division: Acute Health

Issue: Eastern Health - Hospital Demand Management Strategy

Eastern Health will receive **\$11,619,290 million** through the Hospital Demand Management Strategy.

Increase hospital capacity	\$3,810,000
Emergency Department improvements	\$1,631,340
New models of care	\$3,413,000
Improve patient flows	\$ 489,000
Prevent Emergency Department visits	\$2,275,950

Initiatives include:

### 1. Increase hospital capacity

- Growth funding for emergency and elective patients. \$3,810,000.

### 2. Emergency Department improvements

- Enhanced assessment processes in Emergency Departments at Box Hill and Maroondah to reduce waiting times and improve discharge processes. \$720,000 recurrent.
- Open 4 new Short Stay beds at Box Hill and continue 4 Short Stay beds at Angliss. \$50,000 one-off, \$861,340 recurrent, total \$911,340.

### 3. New models of patient care

- Open 15 new beds at Maroondah to streamline treatment of emergency patients. \$210,000 one-off, \$1,032,000 recurrent, total \$1,242,000.
- Utilise 24 Interim Care beds from the private sector. \$9,000 one-off, \$1,752,000 recurrent, total \$1,761,000.
- Care Coordinators to improve patient flows, discharge processes and discharge planning. \$150,000 recurrent.
- Expand Home Rehabilitation Therapy Services. \$260,000 recurrent.

### 4. Improve patient flows

- Transit Lounges to assist with discharge planning at Box Hill and Maroondah. \$44,000 one-off.
- Data collection to improve bed management at Box Hill, Maroondah, and Angliss \$5,000 one-off, \$30,000 recurrent, total \$35,000.
- Clinical Change Managers to promote best practice. \$10,000 one-off, \$400,00 recurrent, total \$410,000.

### 5. Prevent Emergency Department visits

- Expand Emergency Department Care Coordination at Box Hill, Maroondah and Angliss \$1,200,000 recurrent.
- Pre Hospital Prevention program to improve management of patients with chronic conditions \$30,000 one-off, \$962,950 recurrent, total \$992,950.
- Establish falls clinic. \$83,000 recurrent.

### Key Eastern Health issues addressed by the strategy

- Demand growth at all hospitals
- Increase capacity of emergency departments at Maroondah and Angliss
- Reduce hospital readmissions through Case Management Initiative.
- Expand success of Short Stay Unit at Angliss to other sites

## Health Fact Sheet

Division: Acute Health

Issue: Melbourne Health - Hospital Demand Management Strategy

Melbourne Health will receive \$10,440,001 million through the Hospital Demand Management Strategy.

Emergency Department Improvements	\$2,562,681
New models of patient care	\$ 180,000
Improve patient flows	\$ 500,000
Prevent Emergency Department visits	\$ 949,000
Reduce waits for nursing home care	\$6,248,320

Initiatives include:

### 1. Emergency Department Improvements

- 16 bed Short Stay Unit to streamline treatment of emergency patients. \$2,562,681 recurrent.

### 2. New models of patient care

- New position established to enhance knowledge and skills of General Practitioners to improve transfer of patients into the community. \$180,000 recurrent.

### 3. Improve patient flows

- Change Management program to improve patient flows and discharge processes. \$300,000 one-off.
- Re-engineer Admission and Discharge processes to increase bed capacity. \$200,000 one-off.

### 4. Prevent Emergency Department Visits

- Disease Management for Congestive Cardiac Failure and Chronic Obstructive Pulmonary Disease. \$336,000 recurrent.
- Establish winter management programs for chronically ill patients. \$213,000 recurrent.
- Emergency Department Care Coordination program for patients who can be supported in the community. \$400,000 recurrent.

### 5. Reduce waiting for nursing home care

- Establishment of 54 Interim Care beds at Melbourne Extended Care & Rehabilitation Service. \$4,307,320 recurrent, \$150,000 one-off, total \$4,457,320.
- Increase Home Rehabilitation Capacity. \$351,000 recurrent.
- Convert 12 acute beds to Geriatric Evaluation & Management at Royal Melbourne Hospital campus. \$1,392,000 recurrent.
- Improving collaboration between physicians and geriatricians at Royal Melbourne Hospital. \$48,000 one-off.

### Key Melbourne Health issues addressed by the strategy

- A focus on elderly patients and their transition to rehabilitation and nursing home care.
- Improves waiting times in busy Emergency Department and admitting process for people who require hospitalisation.
- Patients with complex chronic conditions will be supported more comprehensively their community.
- Greater coordination of rehabilitation services.

## Health Fact Sheet

Division: Acute Health

Issue: Northern Health - Hospital Demand Management Strategy

Northern Health will receive **\$6,415,651 million** through the Hospital Demand Management Strategy.

Increase hospital capacity	\$1,200,000
Emergency Department improvements	\$ 500,000
New models of patient care	\$2,969,800
Improve patient flows	\$1,041,351
Prevent Emergency Department visits	\$ 704,500

### Initiatives include:

#### 1. Increase hospital capacity

- Additional growth funds for emergency and elective patients. \$1,200,000 recurrent.

#### 2. Emergency Department improvements

- Increase medical triage to fast track patients and reduce the length of stay in the Emergency Department. \$500,000 recurrent.

#### 3. New models of patient care

- Utilise 10 interim care beds from the private sector and establish flexible Interim Care Options program. \$1,711,000 million recurrent.
- Introduce a Home Therapy Service in Broadmeadows. \$47,800 one-off, \$ 1,211,000 million recurrent, total \$1,258,800.

#### 4. Improve patient flows

- Continue Care Coordinators in the Emergency Department to improve discharge processes. \$400,000 recurrent.
- Improve Elective Surgery capacity by extending use of the Day Procedure Unit. \$232,452 one-off.
- Extra capacity in the Aged Care Medical Unit for elderly patients needing complex discharge planning. \$70,899 recurrent.
- Extra Allied Health staff for complex discharge management. \$290,000 recurrent.
- Establishment of a Weekend Discharge Service. \$48,000 recurrent.

#### 5. Prevent Emergency Department visits

- Introduce Post Acute Care arrangements on the weekend to prevent admissions. \$200,000 recurrent.
- Establish Acute Primary Care Liaison. \$150,000 recurrent.
- Establish the Chronic Disease Management Pilot for patients with Congestive Cardiac Failure and Chronic Obstructive Pulmonary Disease. \$354,500 recurrent.

### Key Northern Health issues addressed by the strategy

- Increased hospital capacity in sub-acute and interim care.
- Patients with complex chronic conditions will be supported more comprehensively in their community.
- A focus on elderly patients and reducing delays in nursing home placement.

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## Health Fact Sheet

Division: Acute Health

Issue: Peninsula Health - Hospital Demand Management Strategy

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Peninsula Health will receive **\$6,204,739 million** through the Hospital Demand Management Strategy.

Increase hospital capacity	\$2,010,000
Emergency Department improvements	\$ 568,748
New models of patient care	\$1,731,340
Improve patient flows	\$ 886,430
Prevent Emergency Department visits	\$1,008,221

### Initiatives include:

#### 1. Increase hospital capacity

- Growth funding for emergency and elective patients. \$2,010,000 recurrent.

#### 2. Emergency Department improvements

- Enhanced assessment processes in the Emergency Department to reduce waiting times and improve discharge processes. \$568,748 recurrent.

#### 3. New models of care

- Open 8 new beds to streamline treatment of emergency patients. \$1,731,340 million recurrent.

#### 4. Improve patient flows

- 4 new monitors for beds to facilitate patient movement from the Emergency Department and Intensive Care Unit. \$150,000 one-off.
- Establish a new Acute-Primary Care Liaison position. \$150,000 recurrent.
- Expand Home Rehabilitation service. \$586,430 recurrent.

#### 5. Prevent Emergency Department visits

- Improve management of patients with Chronic Cardiac Failure with the establishment of a clinic. \$84,322 recurrent.
- Expand Care Coordination to improve access to community services and disease management. \$823,899 recurrent.
- Establish Falls Prevention Program. \$100,000 recurrent.

### Key Peninsula Health issues addressed by the strategy

- Rapid demand growth for emergency and elective surgery.
- Improve access to beds.
- Reduce waiting times and improve processes in the Emergency Department.
- Patients with complex chronic conditions supported more comprehensively in their community.

## Health Fact Sheet

Division: **Acute Health**

Issue: **Southern Health - Hospital Demand Management Strategy**

The Southern Health service will receive **\$10,470,400 million** through the Hospital Demand Management Strategy.

<b>Increase hospital capacity</b>	<b>\$1,920,000</b>
<b>Emergency Department improvements</b>	<b>\$1,653,000</b>
<b>New models of patient care</b>	<b>\$3,344,400</b>
<b>Improve patient flows</b>	<b>\$2,501,000</b>
<b>Prevent Emergency Department visits</b>	<b>\$1,052,000</b>

### Initiatives include:

#### 1. Increase hospital capacity

- Growth funding for emergency and elective patients. \$1,920,000 million recurrent.

#### 2. Emergency Department Improvements

- Improve emergency department processes and environment to improve reduce length of stay of patients and retention of nurses. \$194,000 one-off, \$1,459,000 recurrent, total \$1,653,000.

#### 3. New models of patient care

- 18 new Ambulatory Care beds (12 at Monash, 6 at Dandenong). \$110,000 one-off, \$250,000 recurrent, total \$360,000.
- Facilitate early transfer of patients from the Emergency Department at Clayton and Dandenong to sub-acute services. \$95,000 one-off, \$247,000 recurrent, total \$342,000.
- Open 24 new interim care beds at Kingston. \$2,102,400 million recurrent.
- Trial the use of Interim Care places from the private sector. \$540,000 recurrent.

#### 4. Improve patient flows

- Establish a surgery pre-admission and peri-operative clinic at Dandenong, Clayton and Moorabbin. \$90,000 one-off, \$450,000 recurrent.
- Improve ward processes and discharge planning and extra allied health staff. \$174,000 one-off, \$607,000 recurrent, total \$781,000.
- Expand psychiatric, drug and alcohol services to provide 24 hrs x 7 days at Dandenong and Clayton. \$380,000 recurrent.
- Continue Care Coordination at Dandenong and Clayton. \$800,000 recurrent.

#### 5. Prevent Emergency Department Visits

- Expand Home Rehabilitation Therapy Services. \$329,000 recurrent.
- Establish falls clinic. \$123,000 recurrent.
- Establish Acute Primary Care Liaison at Clayton and Dandenong. \$300,000 recurrent.
- Establish the Chronic Disease Management Pilot for patients with respiratory disease and asthma, diabetes, heart failure, depression. \$300,000 recurrent.

### Key Southern Health issues addressed by the strategy

- Increased hospital capacity in sub-acute care and transition care.
- Patients with complex chronic conditions will be supported more comprehensively in their community.
- A focus on elderly patients and their transition to nursing home care.
- Increased capacity in Emergency Department.

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## Health Fact Sheet

Division: Acute Health

Issue: Sisters of Charity Health Service - Hospital Demand Management Strategy

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Sisters of Charity Health Service will receive **\$7,065,825 million** through the Hospital Demand Management Strategy.

Increase hospital capacity	\$2,160,000
Emergency Department improvements	\$ 559,000
Improve patient flows	\$ 869,144
New models of patient care	\$3,092,681
Prevent Emergency Department visits	\$ 385,000

### Initiatives include:

#### 1. Increase hospital capacity

- Growth funding for emergency and elective patients. \$2,160,000 recurrent.

#### 2. Emergency Department improvements

- Increased assessment processes in Emergency Departments to reduce waiting times and improve discharge processes. \$559,000 recurrent.

#### 3. Improve patient flows

- Open 4 new Geriatric Evaluation and Management beds at St George's Hospital. \$469,144 recurrent.
- Continue Care Coordination to improve patient flows and discharge planning. \$400,000 recurrent.

#### 4. New models of patient care

- On going funding for 30 beds to streamline treatment of emergency patients. \$2,682,681 recurrent.
- Enhance the Hospital in the Home initiative with a General Practitioner Liaison Service to improve care, in particular, for residents of nursing homes. \$150,000 recurrent.
- Expand Home Rehabilitation Services. \$260,000 recurrent.

#### 5. Prevent Emergency Department visits

- Expand the Assessment, Liaison and Early Referral Team to access community services for patients discharged and improve disease management. \$300,000 recurrent.
- Establish a Falls Clinic. \$85,000 recurrent.

### Key St Vincent's Hospital issues addressed by the strategy

- High demand growth in emergency services.
- Improve access to beds and reduce waiting times in the Emergency Department.
- Build on successes of ALERT program to improve care of older patients.

## Health Fact Sheet

Division: Acute Health

Issue: Western Health - Hospital Demand Management Strategy

Western Health will receive **\$22,799,160 million** through the Hospital Demand Management Strategy.

Increase capacity	\$17,280,000
Emergency Department improvements	\$ 1,297,340
Improve patient flows	\$ 3,936,820
Prevent Emergency Department visits	\$ 285,000

### Initiatives include:

#### 1. Increase capacity

- Open 24 hour emergency department and 68 new hospital beds at Sunshine Hospital by July. Includes 4 new Intensive Care beds and 4 Coronary Care beds. Further expansion with 120 new beds opening in March 2002. \$17,280,000 recurrent.

#### 2. Emergency Department improvements

- Establish an Emergency Department Quick Response Team at Sunshine. \$15,000 one-off, \$275,000 recurrent, total \$290,000.
- Open a new 4 bed Short Stay Unit at Sunshine Hospital. \$576,720 one-off, \$430,620 recurrent, total \$1,007,340.

#### 3. Improve patient flows

- Ongoing funding for 14 beds at Western Hospital to speed assessment, access and care co-ordination of emergency patients. \$2,436,820 recurrent.
- Improve patient management practice through a change management initiative. \$400,000 one-off.
- Expand Care Co-ordination services at Western and Sunshine Hospitals. \$800,000 recurrent.
- Establish a General Practitioner Liaison initiative for Western and Sunshine Hospitals. \$300,000 recurrent.

#### 4. Prevent Emergency Department visits

- Establish an After Hours Telephone Hospital Advice Line to improve management of patients with complex conditions. \$115,000 recurrent.
- Open a Falls Clinic in the Western suburbs. \$170,000 recurrent.

### Key Western Health's issues addressed by the strategy

- Rapid growth in demand for health services.
- Improve access to beds for emergency and elective patients.
- Further reduce waiting times for emergency patients by streamlining treatment processes.