



Creating a whole of organisation approach to redesign

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Members of Eastern Health: Angliss Hospital, Box Hill Hospital, Healesville & District Hospital, Maroondah Hospital,
Peter James Centre, Wantirna Health, Yarra Ranges Health and Yarra Valley Community Health Service



Outline

- Eastern Health
- Approach to redesign
- Roles and responsibilities - governance
- Project selection and monitoring
- Information management
- Capability building
- Next steps



About Eastern Health

- Tertiary public health service provider
 - 7 inpatient sites
 - 140,000 emergency patients
 - 300,000 outpatients
 - Over 100,000 inpatient admissions



Approach to redesign

- A method for continuous improvement
- Build on existing improvement activities
- Start from where the organisation is at



Approach to redesign

- Planned project approach
- Just in time approach
- Linking the redesign effort



Roles and Responsibilities

- Program Governance
 - Executive
 - Dedicated time
 - Authorising and oversight
 - Executive Sponsor
 - Executive Coach



Roles and Responsibilities

- Project Level
 - Project Lead
 - Clinical/Technical Lead
 - Improvement Project Leads
 - Local governance structures



EH Governance Group





Project Selection

- Linked to organisation's performance
- End to end processes
- Readiness for involvement
- Clinical lead engagement



Project Monitoring

- Monthly project monitoring
- At risk projects
- Standardised reporting approach
- Executive sponsor involvement



Information management

- Online environment for storage and access of project documentation
- Viewing access for all
- Contribution access for improvement team members



Projects List - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Refresh Home Search Favorites

Address http://intranet/hcp/projects/Lists/Projects/AllItems.aspx?SortField=PercentComplete&SortDir=Desc&View=%7bEB1E46F8%2d7E80%2d49D5%2dA3C0%2d3D981907C270%7d

Current Intranet > Eastern Health Intranet

Welcome Amsing, Nicole (BHH) | This List

easternhealth

Redesign Projects

Eastern Health AH BH MH PJC/WH Emergency Allied Health

Site Actions

Eastern Health Intranet > Redesigning Hospital Care > Redesign Projects > Projects List

Projects List

View All Site Content

Lists

- Projects List

Documents

- EH Redesign Program
- Administration Deliberate Improvement Program PJC&WH
- Box Hill Hospital Access Project
- Clinical Support Redesign
- Co-ordinated Wait List Project
- Endoscopy Project
- Electronic Bed Management Program
- Health Independence Redesign
- Improving the Patient Journey: ED Non Admitted Patients
- Improving the Patient Journey: Gen Med Go Elsewhere (amife.h)

New Actions Settings

View: **All Current Projects**

Project Name	Category	Health	Start Date	End Date	Owner	Sponsor	Open/Closed
Status: Open (16)							
Administration Deliberate Improvement Program - PJC &WH	Category3	On Track	30/03/2009	30/09/2009	Farley, Allison (PJC)	ANTHONY BLACK	OPEN
Clinical Support Redesign	Category3	On Track	15/04/2009	15/04/2010	Rice, Jan (BHH)	DAVID PLUNKETT	OPEN
Co-ordinated Waitlist Project	Category3	At Risk	1/10/2008	30/06/2009	Mitchell, Lisa (BHH)	CLARE DOUGLAS	OPEN
Endoscopy Project	Category3	At Risk	25/02/2009	25/02/2010	Sharrock, Robert (BHH)	CLARE DOUGLAS	OPEN
Health Independence Redesign	Category3	On Track	1/03/2009	31/10/2009	Kotis, Michelle (WH)	ANTHONY BLACK	OPEN
Improving the Patient Journey - ED non admitted patients	Category1	On Track	9/02/2009	10/03/2010	Cooney, Rebecca (BHH)	DAVID PLUNKETT	Open
Long Stay Older Persons Project - COAG	Category3	At Risk	1/10/2008	30/09/2009	McKenna, Anne (PJC)	ANTHONY BLACK	OPEN
Medical Inpatient	Category1	On Track	1/10/2009	1/10/2010	Riddell-Bridge, Kath (BHH)	DAVID PLUNKETT	OPEN
South Ward (APMH) Project	Category3	On Track	29/04/2009	29/04/2009	Turnham, Gregory (WH)	ANTHONY BLACK	OPEN
Transforming Care At the Bedside	Category3	At Risk	29/04/2009	29/04/2009	Black, Anthony (PJC)	ANTHONY BLACK & DENISE PATTERSON	OPEN
Electronic Bed Management Program	Category3	At Risk	29/04/2009	29/04/2009	Kokai, Zoltan (EHMHHS)	ZOLTAN KOKAI	ON HOLD
Box Hill Hospital Access Project	Category3	On Track	1/03/2008	31/12/2009	Douglas, Clare (EHMHHS)	X	CLOSED
Improving the Patient Journey - General Medicine to resi care and TCP	Category2	On Track	1/12/2008	30/06/2009	Amsing, Nicole (BHH)	X	CLOSED
Nurse Specials Project	Category3	On Track	29/04/2009	29/04/2009	Riddell-Bridge, Kath (BHH)	X	CLOSED
Patient Transport Project	Category3	On Track	29/04/2009	29/04/2009	Shaw-Stuart, Lisa (MH)	X	CLOSED
Your surgery initiative (Stage 2 Patient Information)	Category3	On Track	28/09/2009	28/09/2009	Lamb, Sandra (YRH)	X	

Done Local intranet



Capability Building

- Information packages
- Standard tools and templates
- Support for the Project Leads
- Coaching for the Improvement Project Leads



Uptake

- 500 staff participated in capacity building activities
- Across projects 700 hours of tracking
- 16 projects overseen by Governance Group
- >50 improvement projects



Next steps

- Strengthening the connection between routine quality work and redesign
- Moving from a project approach to process excellence as part of routine work
- Strengthening capability development



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