

Outpatient improvement and innovation strategy



Outpatient Improvement Projects Showcase Event

Eastern Health

Background:

- Outpatients' services are provided at 3 major sites including:
 - Angliss Hospital in Upper Ferntree Gully
 - Box Hill Hospital in Box Hill
 - Maroondah Hospital in Ringwood East
 - There are plans to provide some outpatient services at Yarra Ranges Health, which was newly opened in August 2008.
- Comprehensive suite of services
 - Specialty medical and surgical clinics
 - General medical and surgical clinics
 - Allied Health clinics
 - More than 90,000 attendances in 07/08 financial year



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Issues:

- Lengthy waiting times for some clinics
- High Fail to Attend (FTA) and cancellation rates
- Overbooking of clinics to compensate for high FTA's and high demand
- Constant rebooking of patients
- Limited planning to accommodate staff leave and periods of high and low demand
- Barriers to referral between clinics and sites
- Lack of consistency between clinics and sites
- Lack of information for external and internal referrers regarding clinics, waiting times and referral processes.



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Project aim and objectives:

1. Scoping of outpatient business rules for referral, referral criteria, process management, discharge and onward referral
2. Development of web-based outpatient service information
3. To review funding arrangements for Outpatients
 - To participate in VACS funding review
 - To implement VACS at Maroondah Hospital
 - To review and implement preferred model of MBS-funded specialist clinics
 - To align funding and activity targets



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Project aim and objectives:

4. To improve the Outpatients' experience across Eastern Health
 - To pilot customer service training for Outpatients staff at Box Hill Hospital
 - To upgrade the physical environment of the Outpatients facilities at Box Hill Hospital and Maroondah Hospital
5. To participate in other activities as part of the DHS Outpatient Improvement and Innovation strategy
6. To establish an Osteoarthritis triage service at Eastern Health



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Outcomes:

1. Scoping of outpatient business rules for referral, referral criteria, process management, discharge and onward referral
 - Agreed business rules were developed including:
 - Receipt of referral including likely waiting time.
 - Triage according to clinical need
 - Notification of appointment 2 - 3 weeks in advance
 - Reminder of appointment 2 – 3 days in advance
 - Minimum standards of communication with referrers



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Outcomes:

- Implementation of business rules:
 - Receipt of referral
 - Management of FTA's
 - Standard suite of letters
 - Specialty specific priority criteria and timelines
 - Appointment reminders



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Outcomes:

2. Development of web-based outpatient service information across all sites
 - Updated clinic information
 - Consultation with General Practitioners
 - Specialty specific priority criteria and waiting times
 - Functional brief for “Outpatients Communication System”



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Outcomes:

3. To review funding arrangements for Outpatients across Eastern Health
 - Participated in VACS funding review
 - Implementation of VACS at Maroondah
 - Eastern Health strategy regarding funding model of specialty clinics



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Outcomes:

4. To improve the Outpatients' experience across Eastern Health
 - Piloted customer service training at Box Hill Hospital
 - Physical environment upgrade
 - New chairs for patients with special requirements
 - Provision of disabled toilet facilities at Maroondah Hospital
 - New television and upgrade of wiring at Maroondah Hospital



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Outcomes:

5. Participation in DHS Outpatient Improvement and Innovation strategy

Outpatients Improvement and Innovation Advisory Committee
Garry Grossbard

Outpatient Experience sub-committee
Garry Grossbard

Outpatient Flow & Workforce Sub-committee
Maria Tucker

Data & Performance Management Sub-committee
Jason Ferriggi

Outpatients Benchmarking Committee
Eng Byrne & Marie Wintle

GP referral to Outpatients Committee
Lisa Shaw-Stuart



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Outcomes:

- Participation in the DHS workshop to develop and Outpatients Access Policy (Marie Wintle, Eng Byrne, and Lisa Shaw-Stuart).
- Participation in the Clinical Pathway workshop (Maria Tucker and Lisa Shaw-Stuart)
- Participation in pilot of VSRF+ (Marie Wintle)



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Outcomes:

6. Establishment of an Osteoarthritis triage service at Eastern Health
 - Recruitment of project officer
 - Steering Committee
 - Development of model of care
 - Agreement by Orthopaedic consultants
 - Recruitment of musculoskeletal coordinator
 - Commencement of clinic 29th September 2008



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Future plans:

- Business rules ensuring patient-focused care and good communication with General Practitioners
 - Development of Outpatients Communication System
 - Agreement of specialty specific priority criteria and timelines
 - Specialty and site specific booking templates
 - Process redesign of Outpatients administrative process across Eastern Health to achieve full implementation of the business rules



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Future plans:

- Website content
 - Information for GPs including referral criteria, waiting times & management plans
 - Information for consumers
- Website functionality (intermediate)
 - Electronic transmission of correspondence
 - Reminder correspondence with patients
- Website functionality (long term)
 - Online booking system
 - Central intake for Eastern Health



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Future plans:

- Funding reform
 - Implementation of VACS at Maroondah
 - Review of Outpatient funding models
 - Consistent model of MBS-funded clinics
 - Conversion of VACS to MBS-funded clinics
 - Growth strategy



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Future plans:

- Outpatient experience
 - Upgrade of facilities
 - Roll out of customer service training

Development of innovative service delivery models

- Implementation of OA triage service
- Development and implementation of clinical pathways
- Workforce models

