

The Game

Understanding capacity is the aim of the game

Instructions to participants

- Team of five players sit in a row. One score sheet each.
- The team represents the stages of the patient journey in a hospital:
GP > outpatients > theatre > surgical ward > rehabilitation
- GP rolls the dice and takes the relevant number of 'patients' from the 'waiting room' and passes them to Outpatients. Outpatients rolls the dice and passes what they can to theatre and so on. When rehabilitation has rolled the dice and completed the patient journey, start round 2.
- The game lasts for 10 rounds – each function has the opportunity of throwing the dice 10 times.

Each 'department' can throw anything from a 1 to a 6, and on average, will throw 3.5, which is equivalent to 35 at the end of 10 weeks.

You have been contracted to process 35 patients at the end of 10 weeks.

What does the game tell us?

Team 1	
Team 2	
Team 3	
Team 4	
Team 5	
Team 6	

Constraints theory

- A system will produce up to what its first constraint allows (bottleneck).
- The system is producing maximum output at this point.
- The way to increase production is by reducing variation and removing the bottleneck.
- New bottlenecks will emerge as flow increases, which becomes the new constraint.

Constraints theory and loss

- Once capacity is lost, it can't be reclaimed by greater effort later in the process
- The loss represents a reduction in patient flow... e.g. discharge delays resulting in bed block
- Present flow = system capacity - loss

What does it mean?

An example from PFC

- One hospital, moved average length of stay from 6.4 days to 5.9 days
- Saving of 26 beds ...an extra ward!

Collecting and using Health Service data

HS minimum data set

Patient level data

- patient unit record number (de-identified)
- gender
- date of birth
- postcode.

Event details

- date of first referral
- referral source
- date placed on clinic list
- appointment date
- clinic speciality
- interpreter required
- reason for visit
- visit outcome
- next scheduled visit.

CHS minimum data set

Client level data

- date of birth
- postcode
- health condition

Consumer level data

- current consumer
- date of last attendance
- date of first referral to service
- referral source
- date of first contact with service
- current appointment date
- interpreter required
- reason for visit
- clinic attended
- health practitioner seen
- outcome from visit

Program measures

Health Service

- percentage (%) of new patients
- percentage (%) of follow up patients
- percentage (%) of daily 'did not attend' (DNA) rate
- percentage (%) of patients discharged from outpatient services
- percentage (%) of patients discharged from outpatient services to primary health services
- time between initial referral and appointment date
- patient time waiting for outpatient services.

Program measures

Community Health Service

- percentage (%) of new clients
- percentage (%) of review clients
- percentage (%) of clients referred from outpatients
- percentage (%) of clients with complete referral documentation
- time between initial referral and appointment date
- client time waiting for community health services (time between initial referral and actual appointment).

How to collect data

The screenshot shows a Microsoft Access form titled "DATA ENTRY FORM" with a yellow header. The form is designed for data entry and includes the following fields and controls:

- PATIENT IDENTIFIER:** Text box with a small icon.
- GENDER:** Dropdown menu.
- DATE OF BIRTH:** Date picker.
- POSTCODE:** Text box.
- DATE OF FIRST REFERRAL:** Date picker.
- REFERRAL SOURCE:** Dropdown menu.
- REFERRAL SOURCE OTHER:** Text box.
- DATE PLACED ON CLINIC LIST:** Date picker.
- DATE OF APPOINTMENT:** Date picker.
- INTERPRETER REQUIRED:** Dropdown menu.
- CLINIC SPECIALITY:** Dropdown menu.
- SEEN BY:** Text box.
- REASON FOR VISIT:** Dropdown menu.
- OUTCOME FROM VISIT:** Dropdown menu.
- NEXT SCHEDULED CLINIC:** Text box.

At the bottom of the form, there are three buttons: "CLOSE FORM", "ADD NEW RECORD", and "DELETE THIS RECORD". The status bar at the bottom indicates "Record: 1 of 1" and "Hospital UR Number. This number MUST not be exported to the data extract (M)".

Questions



Your data angel

Masterclass
Series



A Victorian
Government
initiative



Next steps

- Orientation session 14/8
- Action learning session 1/9
- Baseline data due 18/9
- Program measures 22/9
- Learning session one 3/10

Submit project plans and present rigorous diagnostics



Masterclass Series