The acquisition and analysis of comprehensive and high quality data on the provision of health care are critical for planning and implementing Clinical Redesign and other forms of health service improvement. As discussed in last month’s newsletter, HSI Tas and the THOs have collected our first live data from each of the State’s four major hospitals. The baseline data activity looked into areas that included all emergency department presentations over a 72-hour period, 7-day ward admissions and discharge profiles, and hospital bed/ward occupancy.

The findings are being presented to staff within each THO. The next step will be to determine, in consultation with THO staff, whether further in-depth data are required. Alternatively, THO staff from the relevant areas (e.g. emergency departments) can begin forming work groups to plan the design, implementation and evaluation of system modifications, with facilitation by HSI Tas where required.

Preparations continue for Tasmania’s own international conference on health service improvement, ‘Sustainable Healthcare Transformation’, scheduled to be held in Hobart from 18-20 March 2015. An impressive lineup of Australasian and international speakers is being planned, with representatives from the Mayo Clinic and Oxford University already confirmed. The event will be of great interest and benefit to Tasmanians in all areas of the health sector, and it would be wonderful to have strong local attendance at what we know will be a fantastic conference.

Training sessions in Clinical Redesign are continuing around the State. Please see our website for further details.

HSI Tas is funding scholarships for students interested in undertaking Honours in health services research within the acute health sector. The scholarships are not restricted to one discipline, and the students will typically remain in their discipline with supervision there. Again, further details are on our website.

As always, please contact us if you would like to learn more about our collaborative work with the Tasmanian health system.

Best regards,

Professor Greg Peterson and Assoc Professor Craig Quarmby
Co-Directors, Health Services Innovation Tasmania

Follow us on twitter!
The Health Services Innovation Program Team

The HSI Tas Team is a diverse group of professionals who assist with the coordination, development and delivery of a range of education, evaluation and planned initiatives and activities. Creating a strong structure and establishing Clinical Redesign and Leadership capacity in Tasmania is on top of our agenda and our vision is to achieve, with you, a sustainable Tasmanian healthcare system.

In September the focus was on the setting of collaborative goals and working with our THOs to promote awareness of the benefits of Clinical Redesign. The building of the foundation of Clinical Redesign in Tasmania has commenced and our Redesign, Education, Data and/or Research Leaders are out and about in your hospital working beside your Clinical Redesign Office Leaders.

We are developing a strong program of collaborative engagement and our Alliances and Partnerships play an integral role in how we function and bring together the key leaders of public healthcare in Tasmania. Thank you for reading our newsletter and supporting us.

Deb Avery  
Program Manager

Clinical Redesign High Level Diagnostics across the State

Three studies: Who owns the timeline (WOTTL), Why am I still here (WAISH) and Was the bed empty (WTBE), were conducted across the state in the four major public hospitals in July/August. The studies explored high level data such as number of ED presentations and length of stay by arrival day and hour of day, occupied bed days by specialty, hospital admission profile and ward discharge profile.

The WOTTL study (tracking all patients in a three-day period entering the ED) provided the NEAT (National Emergency Access Target) performance for each acuity category and average time frames for 16 time stamps within the patient’s journey, such as time between first being seen by a decision making doctor to time of the admit decision, time to pathology/radiology test request to review, bed request to bed allocated and specialist referral to review.

The WAISH study (monitoring why a patient was still within hospital in an inpatient bed, twice a day for a seven-day period), essentially looked at three main categories:

- Patient here for a clinical reason
- Patient waiting for non-clinical reason e.g. delays in discharge planning, or awaiting aged care assessment or nursing home access
Empty bed

This gave a latent bed capacity percentage, by category, by ward and day of the week.

The WTBE study was a desktop review of the same patients that were studied in the WOTTL timeline. It analysed whether the bed was empty at time of triage, and at the time of bed request, by day of week and across wards.

Qualitative stories were added to the report based on individual case scenarios.

The findings and recommendations in the studies were broadly consistent across the hospitals, and reflected the pressure to provide timely ED care and access to ward beds when required. Recommendations were broken into four types:

- Solution implementation
- Solution investigation
- Potential clinical redesign initiative
- Opportunities for review

The WOTTL, WAISH and WTBE reports were presented in mid-September, initially to each Executive team and then in various forums across the state.

Royal Hobart Hospital Showcase - feedback to staff from the WOTTL and WAISH Studies

Following the Clinical Redesign high level diagnostics undertaken at the Royal Hobart Hospital in August 2014, the THO-South Clinical Redesign Team presented the data to staff in various forums across an intense two-week period (15 September – 3 October).

These forums were very well attended with over 350 staff from a diverse range of roles within the hospital and community setting engaging in discussions about the way the Hospital undertakes its business. It has generated much interest from various healthcare groups.

Six Showcases formed part of these forums which were held in the Hospital Board Room over a two week period. A poster presentation told the story, using data, about the journey of our patients using the Hospital system. The information also highlighted trends and patterns in the organisation which need to be further investigated to understand the reasons behind the data. This will lead the Clinicians and those involved in patient care to rethink how we can improve our systems and processes to be more efficient and effective in our service provision. The outcome of implementing changes will have a positive effect for our patients and clients using our service and also the staff working within the organisation.

A very poignant film was shown during the Showcase which touched us all by standing in someone else's shoes...
hearing what they hear. Seeing what they see. Feeling what they feel. It was filmed by the Cleveland Clinic and can be found at Empathy: The Human Connection to Patient Care.

We will now form working groups to start looking at specific areas that need attention and further diagnostics and identify issues and problems in our systems that can be changed and then implement these changes.

Sue Hughes
Program Officer CRO South

Next Steps: Elective Surgery

Elective surgery is a key priority area for HSI Tas and the THOs. Surgical planning days are scheduled for late October, with workshops to be held across the State. An overview of elective surgery in the State was performed in May-June by HSI Tas and consultants. HSI Tas and KM&T (Lee Holmes) will now report back the “Quick Look” report. HSI Tas will assist surgical teams to explore opportunities for further data collection and analyses, and Clinical Redesign in light of the findings and other existing priorities.

Next Steps: University of Tasmania MBBS Curriculum

A three-week selective has been developed for year 5 of the Bachelor of Medicine, Bachelor of Surgery (MBBS), which will be offered next academic year. This selective offers the opportunity for students to explore the field of Health Service Improvement, including the methods and techniques commonly used in this area. The selective will have a practical focus by working alongside HSI Tas staff and Clinical Redesign staff. Students will undertake possible exercises such as literature review, patient tracking, patient interviewing and data analysis. Possible areas of focus include Emergency Department, elective surgery, outpatient clinics and mental health.

PROFESSIONAL DEVELOPMENT OPPORTUNITIES

UPCOMING WORKSHOPS

An Introduction to Clinical Redesign

This workshop is designed for any clinician and other staff working in acute care, to learn more about the Clinical Redesign process. The outcomes of the day are:

- to understand the structure and principles of Clinical Redesign
- to become familiar with the Scoping, Diagnostic, Intervention, Evaluation and Continuous Improvement phases of program of work

**Hobart:** Wednesday 8 February, Friday 13 March, Friday 17 April 2015
**Launceston:** Dates are being finalised for early 2015
**North-West Regional Hospital:** Tuesday 11 November 2014
To register for these workshops, please visit our website.

Working with People for Health Service Innovation

These workshops are designed for project and clinical leaders in the HSI Tas redesign program and complement the “Introduction to Clinical Redesign Workshop”. There are two workshops in the series and it is recommended that participants attend both.

The interactive workshops blend theory with practical tools and processes and aim to:

- enhance communication and engagement skills related to workplace culture, innovation and redesign
- increase participants’ understanding of shared humanity and its relevance to working with self and others in changing environments
- enhance skills in using strengths based and solution focused approaches to innovation and change
- enhance skills in motivating teams and facilitating change

WORKSHOP 1: Communication and Engagement for Health Service Innovation  
**Date:** Tuesday November 25, 10:00 - 16:00  
**Venue:** The Grange, Campbell Town  
**Lead Facilitators:** Professor Kenneth Walsh and Dr. Karen Ford

WORKSHOP 2: Motivating and Facilitating Change for Health Service Innovation  
**Date:** Thursday December 4, 10:00 - 16:00  
**Venue:** Campbell Town Community Centre, 70 High Street, Campbell Town  
**Lead Facilitators:** Professor Kenneth Walsh and Dr. Karen Ford

To register for these workshops, please visit our website.

Sustainable Healthcare Transformation  
International Conference on Health System Innovation  
Hotel Grand Chancellor, Hobart, Tasmania, Australia  
18 – 20 March 2015
There are just over six months to go until Health Services Innovation Tasmania, University of Tasmania delivers and hosts an International Sustainable Healthcare Transformation Conference in Hobart!

The Conference will assist in achieving a sustainable healthcare system committed to ongoing improvement in the quality, effectiveness and safety of care delivery through education, evaluation, and strategic innovation.

The HSI Tas Team are excited to feature a range of leading international and Australasian keynote speakers, peer-reviewed presentations, and showcases of innovative strategies and successful programs that have delivered real benefits for patients and healthcare organisations.

Working with their partners and networks the HSI Tas Team are busy promoting awareness of the International Sustainable Healthcare Transformation Conference and are looking forward to demonstrating the positive outcomes of some ground breaking healthcare initiatives, particularly in terms of patient outcomes.

The Conference is not only an excellent professional development opportunity, it is a fantastic networking opportunity for Educators, Researchers, Clinical Leaders and Policy makers.

The call for abstracts is open and due by 14 November 2014. We invite either contributed papers (10 min plus 5 min for questions) or posters (to be presented electronically, with a 1-min verbal overview) in the following categories:

- Innovation in healthcare delivery
- Research in healthcare improvement
- Leadership in healthcare
- Capability and capacity building in healthcare improvement
- Lessons from other industries

The conference will be held at the Hotel Grand Chancellor, Hobart, Tasmania. For more information please visit [www.healthcaretransformation.com.au](http://www.healthcaretransformation.com.au)

For all enquiries and booking visit the conference website.

### HSI Tas Honours Scholarships in 2015

HSI Tas invites students interested in undertaking Honours in health services research within the acute health sector to apply for Honours in 2015, with research projects including:

- A historical evaluation of the ‘Elective Surgery Blitzes’
- An examination of inappropriate ambulance service usage
- Determinants of utilisation of an after-hours GP clinic (Launceston)
- An investigation into frequent hospital emergency department attendees
- An exploration of consumers’ experiences of hospital outpatient clinic services
- An exploration of the various pathways to presentation at the hospital emergency department
- A comparative analysis of ‘GP-type presentations’ to hospital emergency departments in Tasmania
- A qualitative evaluation of previous hospital-based clinical redesign projects undertaken in Tasmania
- An investigation into streamlining the patient journey for those with lung cancer

Up to six $5,000 Honours Scholarships are available. Additionally, direct research and associated travel costs will be covered by the program.


Closing Date: Friday 31 October 2014