We are pleased to announce the success of HSI Tas’ Sustainable Healthcare Transformation conference in March 2015. Exploring innovation in healthcare, the international conference was launched by the Vice-Chancellor, Professor Peter Rathjen, and the Tasmanian Minister for Health, the Hon. Michael Ferguson. The conference featured a high-profile array of health professionals and executives, experts in health and community services, consumer advocates and business leaders with innovative management success.

We thank all the attendees for their contribution to the conference. The enthusiasm and level of engagement across such a diverse group was remarkable and bodes well for the future of the healthcare system in Tasmania.

It has been full steam ahead for HSI Tas and the THO clinical redesign offices in planning and implementing redesign initiatives with THO staff across each of the State’s major public hospitals. Work is simultaneously occurring across emergency department presentation, the medical patient journey and, in the south, outpatient specialist clinics.

Data collection is underway within elective surgery and discussions have commenced with stakeholders in mental health. We acknowledge the contributions and enthusiasm of THO staff from the relevant clinical areas who have assisted in becoming members of work groups. Workshops and training sessions in clinical redesign are continuing across the State.

Are all the activities leading to improvements in the health system for patients? This, of course, is the key question and what we will be closely monitoring over the next year or so as the initiatives roll out. Despite not wanting to get too carried away and noting the need for further study, one early positive indication is that the percentage of patients leaving the emergency department within 4 hours has increased by a statistically significant extent, from 75% to 77%, since November 2014 in one of the State’s hospitals. Very early days, but this bodes well for the ongoing initiatives.

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

Best regards,
Sustainable Healthcare Transformation Conference 2015

The inaugural Sustainable Healthcare Transformation Conference was held in Hobart on 18 – 20 March 2015. A number of themes were introduced as part of the first conference delivered by Health Services Innovation Tasmania (HSI Tas) and they were:

- Leadership
- Capability and capacity building
- Research in healthcare improvement
- Innovation in health
- Innovation in industry - lessons from other industries

The conference aimed to share contemporary research in healthcare improvements to promote wider uptake and highlight the need for education and training (capability) in health system improvement methodologies.

The Conference Program also demonstrated the positive outcomes of healthcare initiatives in terms of patient outcomes and organisational advancement.

The Conference attracted over 300 delegate registrations and featured a wide range of leading international and Australasian speakers, peer reviewed presentations and showcases of innovative strategies and successful projects that have delivered real benefits and positive outcomes for healthcare organisations.

Reflections on Sustainable Healthcare Transformation Conference 2015

Professor Kenneth Walsh

Professor of Translational Research in Nursing and Midwifery, University of Tasmania
In 1982 I attended my first conference. I was a newly minted mental health nurse and I attended the Australian and New Zealand College of Mental Health Nurses conference in Hobart at Wrest Point. That conference made a big impression on me. I still remember some of the highlights and still keep in contact with some of the people I met there. In the years since then there have been many conferences (both good and bad) the memories of which tend to blur together. However, 33 years later I found myself at only my second Tassie conference, the Sustainable Healthcare Transformation Conference, and what a stand out it was.

As well as presenting several well received oral papers with colleagues, I was lucky enough to co-present a workshop “The courage to feel, the courage to act” with Dr Anthony McCann from Ireland. Anthony’s mix of scholarship, humanity and wisdom made for an engaging and thoughtful workshop. His inclusion in the program is testament to the HSI commitment to the relational and emotional aspects of redesign in healthcare.

In the days that followed I found myself wishing I could be in more than one place at a time, as we were spoiled for choice because of the quality and quantity of the concurrent sessions (many of whom were local – what talented people we have in our own back yard). The highlights of each day (as if we didn’t have enough already) were the keynote speakers. They were all good but I will just mention a few: Sir Robert Naylor for his wealth of experience, Professor Jeffery Braithwaite for reminding us to look at what goes right as much as what goes wrong, Dr Robert Herkes for reminding us of the work of Florence Nightingale and Professor Andrew Pettigrew for his hands on experience in the field of health innovation.

And if all that was not enough, the whole thing ran like clockwork thanks to a great conference team and there was a stand-out meal at a stand out venue; MONA… looking forward to the next one.

“The essence of transformation started with changing mindsets... the rest is history.

- Ray Mostogl, 2015
Poster Presentations and Oral Presentations

The conference was composed of various presentations that can now be accessed for immediate knowledge sharing. The presentations showed initiative and dedication to the area of healthcare transformation and the conference was the perfect opportunity for delegates to explore other peoples’ views and consider different angles for further research and publication.

The poster program covered a wide variety of topics including:

- Enhancing post hospital care
- Multi morbidity in an ageing population
- Tasmanian health pathways
- Building community connectedness
- Addressing isolation and attrition

Please visit our conference website to access the poster presentations.

THANK YOU

We would like to thank Conference partners who worked collaboratively with us to deliver on what was a successful conference:

- Department of Health - Commonwealth of Australia
- University of Tasmania
- Department of Health and Human Services Tasmania
- THO Health Organisation South - Health Promotion
- Tasmania Medicare Local
- Hobart City Council
- Institute for Creative Health
- Australian Music Therapy Association

Clinical Redesign in Tasmania
Clinical Redesign Office North

Clinical redesign is under way at the Launceston General Hospital. The Clinical Redesign Office – North (CRO N) was formed in August 2014 and has since been working closely with hospital staff to identify opportunities for improving health service delivery.

Work in four initial key priority areas has begun with planning and diagnostics now completed. The solutions design phase has commenced in the areas of patient flow, emergency access and the medical patient journey. Planning and early diagnostics are currently underway for the elective surgery key priority area. These diagnostic activities include big picture mapping, staff and patient interviews, patient tracking and observational studies.

The ED Clinical Redesign Team, with support from CRO N, has implemented a new team-based model of care in the Emergency Department in which an ED consultant oversees two teams of doctors, each managed by a registrar.

Patients are allocated to a team upon presentation to ED and doctors work together to provide care. Since team-based care was introduced, the time for patients to be first seen by a senior doctor has significantly reduced. Staff have given very positive feedback with reports of improved accountability, visibility and supervision. Team-based care was also used as an example of clinical innovation for the recent accreditation to the NSQHS (National Safety and Quality Health Service) standards at the LGH, and illustrates the importance of clinical redesign in ensuring our hospitals remain innovative and responsive to change.
Clinical Redesign Office North-West

Scott Fletcher (Clinical Lead); Dan McCarthy (Program Officer); Mitchell Dwyer (Research Assistant); Marielle Ruigrok (Clinical Lead); and Lynne Pearce (Program Officer).

Medical Patient Journey

The Diagnostic report for NWRH and MCH was completed and presented to management. Feedback from the steering group members about the report has ranged from ‘there is nothing surprising here’ to ‘but that was when…..was here and if you collected data now we would be much faster than that”

Surveys from patients on medical wards are still being collected from NWRH and MCH. Staff surveys have been distributed to staff at MCH and NWRH with a high return rate.

Patient experiences at point-of-discharge have been recorded and transcribed for two patient interviews for NWRH.

Surgical Initiative

Membership nominations have begun for the Theatre Productive & Planning and Hip and Knee Arthroplasty Patient Journey working groups.

The nominees will provide representation from a diverse range of stakeholders including but not limited to team members from: medicine, nursing, management, allied health and administration.

Patient Flow Initiative

The THO North West executive level Clinical Redesign Steering Committee have endorsed the top 4 priority areas for this body of work:

1. Structure, Governance, Roles & Responsibilities (including bed management)
2. Admissions Policy and Practice
3. Real-time Whole of Hospital Patient Flow and KPI Monitoring
4. Organisation Culture & Leadership

Key diagnostic activities are underway with admissions process mapping sessions completed at

Emergency Department Initiative

Seventy percent of the Day in the Life Of’ (DILO) observational tracking activities have been completed.

Preliminary discussions have been held with the ED Seniors team regarding the potential for solutions design targeting Nurse Initiated Radiology, Pathology & Analgesia.

Big picture mapping session findings have now been prioritised and themed ready for solutions design workshops to commence.

A new Key Performance Indicator (KPI) monitoring electronic template has been developed. The monthly performance trend data is now being
Clinical Redesign Office South

A Rapid Improvement Event (RIE) for the Wellington Specialist Outpatient Clinics (RHH) was held at the Baha’i Centre on 30 and 31 of March 2015. An RIE is a facilitated workshop allowing a diverse group of health stake-holders to focus on developing new ways to improve the service in a concentrated environment.

Staff from the specialty areas ENT, Neurosurgery, Ophthalmology and Plastics attended the event.

All staff engaged in preparation work around their department's core business, demographics, demand and capacity for new and review patients, and clinic processes prior to the RIE. This allowed directed discussion from the onset at the RIE around issues each speciality had identified as problematic.

GP Liaison Officers and Tasmania Medicare Local staff attended and participated in discussions about identified issues around GP referrals, correspondence and pathways for management of waitlist patients.

Following the workshop, each speciality group began work on relevant issues.

The timeframe for Round One of this Clinical Redesign work is six months. There is a plan to identify another five specialist areas for Round Two to begin in September 2015.

A Specialist Outpatients Clinic Project Officer and Clerical Services Officer have been appointed for a twelve-month period to support this initiative.

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ELIZABETH GORDON
Honours Student

We're pleased to announce that HSI Tas has funded an Honours Scholarship for University of Tasmania student
Elizabeth Gordon. Elizabeth has a long standing interest in healthcare and has worked mainly in the acute side of cardiology for the past eighteen years.

Completing an MBA in health management through UTAS increased Elizabeth’s commitment to being a part of change in the public health system. “Though change is essential it’s the most difficult thing to roll out and implement. Doing the groundwork and keeping stakeholders informed of the reasons for it increases the chance of a successful transition.” Elizabeth said.

She has a strong interest in clinical redesign and feels that moving to one statewide health system provides an ideal opportunity. Elizabeth recognises that in the public health system we do a lot of things well; however there are also many opportunities for Tasmania to provide more effective and efficient care.

Elizabeth is excited about undertaking her Honours, supervised by Professor Leigh Kinsman. She will be researching the quality of emergency cardiac care provided in Northern Tasmania and the barriers to meeting National Standards on clinical care.

“I have looked at the area of clinical redesign with much interest, not every problem requires more money; issues can be reevaluated and redesigned provided there are enough pieces on the board with which to do so.” Elizabeth said.

Health Services Innovation Tasmania and its partners congratulate Elizabeth on her being awarded the Scholarship and welcome her to the Clinical Redesign Team!

PROFESSIONAL DEVELOPMENT OPPORTUNITIES
UPCOMING WORKSHOPS AND COURSES

Relational Technology: Skills for Involving People in Change

- places still available in Launceston and Campbell Town!

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  
*Lead Facilitators:* Professor Kenneth Walsh and Dr. Karen Ford

WORKSHOP 2: Motivating and Facilitating Change for Health  
*Lead Facilitators:* Professor Kenneth Walsh and Dr. Karen Ford

For dates and to register for these workshops, please visit our website.

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**Clinical Redesign Course**

- **places still available**

This course is delivered over 20 weeks including 5 face to face days. The course is designed to equip participants with the practical tools, skills, techniques and behaviours to effectively problem solve within the healthcare setting.

In order to apply improvement methodologies to real life problems in healthcare, participants are required to submit an abstract of up to 250 words at the time of enrolment, outlining a clinical redesign issue they would like to address within their scope of influence.

A short presentation will be required at the conclusion of the 20 week period, as a visual demonstration focusing on lessons learned (template will be provided). This challenging and rewarding course in innovation and redesign is aimed at anyone who is passionate about improving service delivery across the patient journey.

- Develop and promote an in-depth understanding of Clinical Redesign methodologies
- Apply the practical phases of Clinical Redesign methodology including scoping, diagnostics, intervention, evaluation and continuous improvement
- Develop skills and identify appropriate tools to recognise waste in healthcare, collect and analyse data, perform root cause analysis and big picture mapping, prioritise issues and set goals, implement and assess effectiveness of solutions, sustain positive change and reflect on project learnings
- Strengthen understanding of communication plans and effectively engage healthcare professionals
- Maximise resources, systems and processes in order to improve service delivery and patient access to care

**Note:** the 20 week course is inclusive of face to face interactive educational sessions, site visits, coaching and is supported by online resources including a forum to facilitate peer to peer learning and knowledge sharing.

**Workshop Details:**

**Venue:** 99 Bathurst Street, Hobart

**Dates:**
- 28th and 29th of July (face to face)
- 29th and 30th September (face to face)
- 24rd November (face to face)

For further information or to register, please visit our website. Enquiries can be sent to Pieter.VanDam@utas.edu.au.
Health Services Innovation March Newsletter

The March Health Services Innovation Newsletter is a special edition and is a valuable resource for those working in Clinical Redesign. For hard copies of the newsletter please contact clinical.redesign@utas.edu.au. The electronic version is available here.

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