



Government
of South Australia
Southern Adelaide
Health Service



FLINDERS
MEDICAL
CENTRE

The power of outpatient redesign in improving the patients journey

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Flinders Medical Centre

Outline

- Background
 - Flinders Medical Centre
 - Plastics Treatment Room
- Diagnosing the problem
- Changes implemented
 - Booking and scheduling
 - Patient Flow
 - Environment redesign
- Outcomes
- Next Steps



Flinders Medical Centre

- Approx 19,000 attendances a month
- 4,500 attendances across 17 specialties for the surgical & specialty services division



Plastics Treatment Room

- 90 attendances per week
- 4 clinics per week
- Staffing
 - 1 full time RN
 - 2 part time RNs
 - 1 Registrar
 - 1 RMO

Types of services provided:

- Minor surgical procedures
- Wound management
- Post operative patient review





Plastics Treatment Room journey

- In September 2006 staff initiated discussions with medical staff due to concerns about how the Treatment Room was functioning
- Head of Plastic Surgery agreed to use a mapping session in November 2006 to identify issues for the whole multidisciplinary team



Diagnosing the problem

- Clinic observations
- Patient and staff tracking
- Mapping



Clinic Observations

- Inefficient flow
- Patients treated out of order
- Inefficient and hazardous clinical environment
- Inadequate clinic coordination



Patient & Staff Tracking

- 6 movements away from patient getting equipment needed for treatment

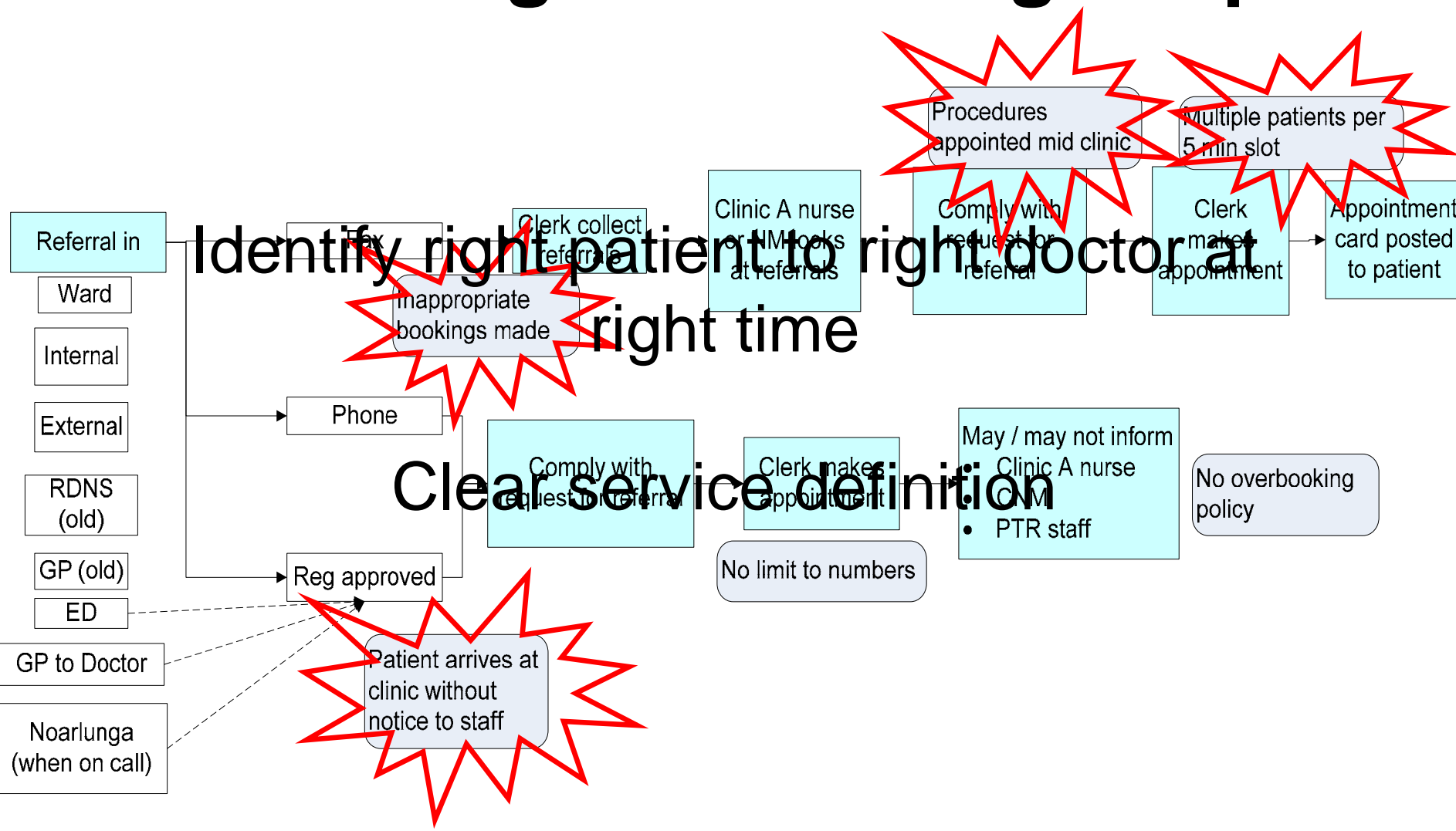
Wait in waiting area	Wait in treatment room	Total Time spent with Dr	Total Time spent with Nurse
26 mins	25 mins	6 mins	11 mins



'Bookings/scheduling' map

Identify right patient to right doctor at right time

Clear service definition

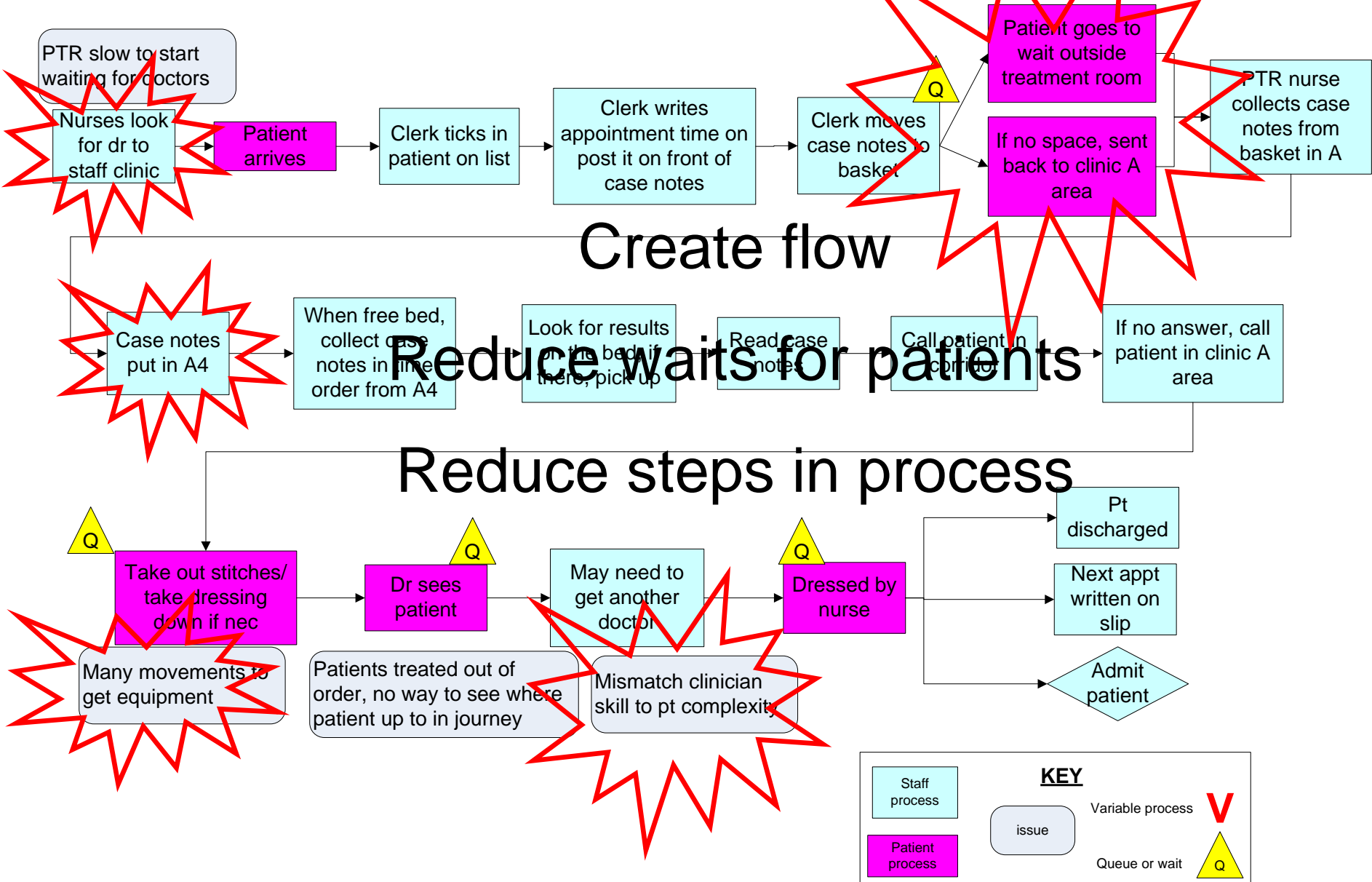


Interventions

- Review clinic list day prior to identify complex pt/procedures/inappropriate bookings – OASIS medical database
- One patient = one time slot
- Reappointment slip – more info for future appt
- Alternative clinics for non treatment room patients
- Voice mail



'Clinic Flow' map



Create flow

Reduce waits for patients

Reduce steps in process



Interventions

- Dedicated medical staff assigned to commence clinic promptly
- Identifying complex patients
- Relocation of case note storage
- Coordinator role to monitor patient flow
- Relocation of patient waiting area
- Implementation of patient paging



Work environment

- Limited space for safe patient & nurse movement
- Poor lighting
- Inadequate writing surfaces
- Congested central preparation room
- Inadequate access to computer/telephone
- Poor access to resources



Interventions

- Reduce beds from 4 to 3
- Designated room for privacy
- Limit access of relatives/staff
- Wall mounted storage of resources
- Improve lighting
- New workbenches
- Extra telephone & computer access



Interventions

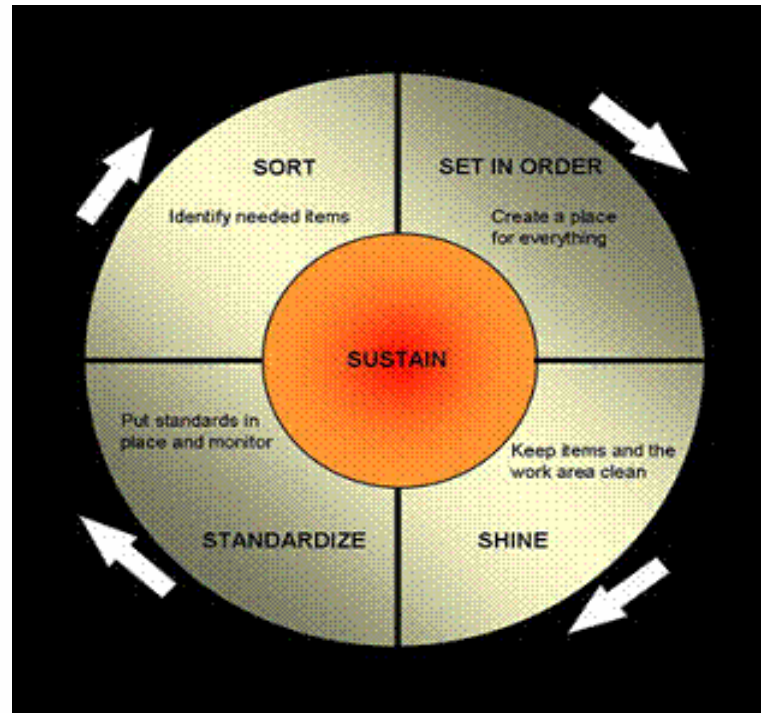


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Workplace Reorganisation '5S'

- Visually orientated system of cleanliness & workplace organisation designed to reduce waste







Workplace Organisation



Challenges

- Staff opposition to change – include all in redesign process/value all ideas
- Separation anxiety due to '5S'/removing waste (including traditional work practices) – trial all changes, ask for feedback



Staff feedback

- Positive feedback
- Improved preparation for clinics
- Clinic lists well managed
- Anticipate & deal with potential delays
- Improved staff morale





Redesign outcomes

- Improved pt satisfaction – verbal feedback
- Matched right doctor to patient
- Created safe clinical workspace
- Reduced waste – time/resources
- Developed great team work!



Outcomes

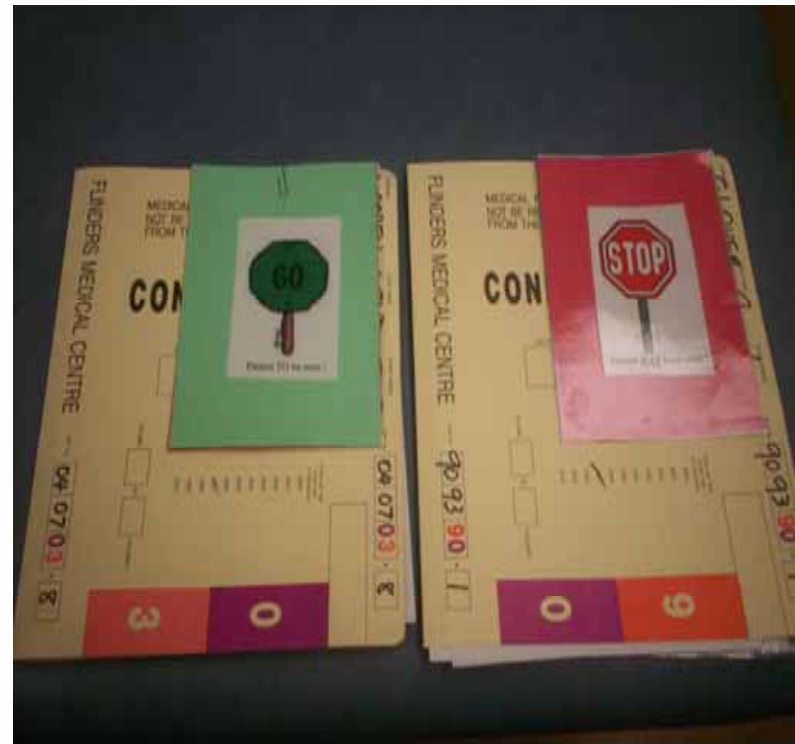
- Removed 6 steps in clinic flow
- Reduced nurse movements from 6 to 1

	Wait in waiting area	Wait in treatment room	Total Time spent with Dr	Total Time spent with Nurse
November 2006	26 mins	25 mins	6 mins	11 mins
September 2007	4 mins	1 min	4 mins	8 mins



Next Steps

- Continuous improvement
 - Weekly meetings
 - Story board to display results
- Nurse led clinics



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