

The Alfred Elective Surgical Centre- Improving the flow of Elective patients

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The Alfred

- 621 bed major tertiary referral teaching hospital (Acute & Mental Health)
- Governed by Alfred Health
- Includes:
 - Sandringham Hospital
 - > 105 bed strong community focused Hospital
 - Caulfield Hospital
 - > 197 bed Sub Acute (Rehabilitation & Aged Care, mental health)
 - > 150 bed Residential Care (high care, transition care, mental health)

- Designated state-wide services include
 - Trauma Service (RMH and RCH also provide)
 - Burns
 - Heart Lung Transplantation
 - Cystic Fibrosis
 - Bone Marrow Transplant
 - HIV/AIDS

The Driver

- Access to services compromised
- Length of stay increasing
- Increasing waiting lists and wait for surgery
- High number of Hospital Initiated Postponements (30%)
- Ambulance bypass high (12 and 24 hour waits)
- Increasing financial pressures
- Service demand growing
- Aging and inflexible infrastructure

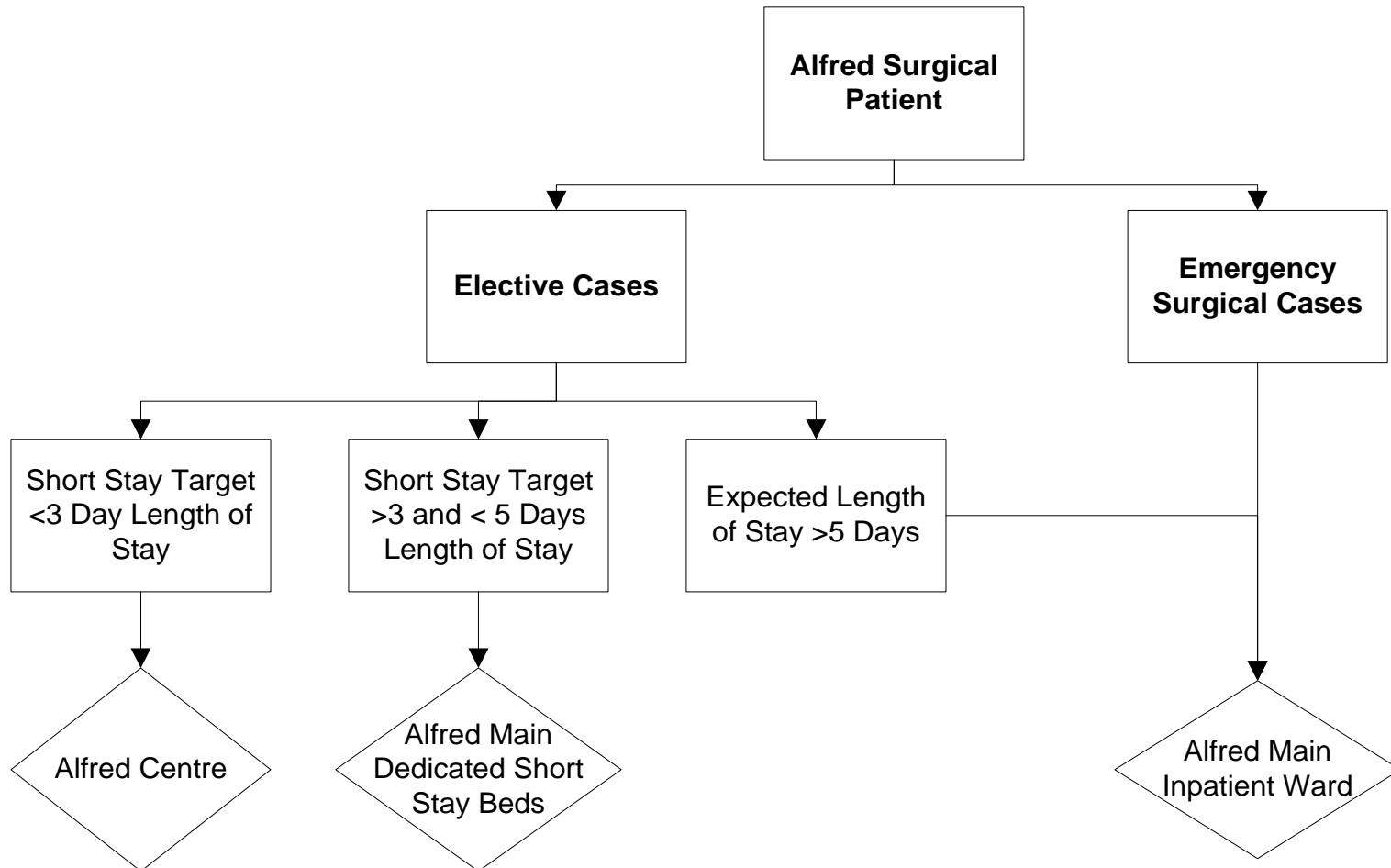
Solution

- Major paradigm shift in the management of elective surgery
 - Separation of elective and emergency streams
 - Focus on the patient journey
 - Focus on the patient experience
- Development of a framework and definition of the type of care and mode of delivery

Streams of Surgical Care

- Development of 3 streams of surgical care
 - Elective (planned) short stay
 - Elective (planned) long stay
 - Emergency (unplanned)

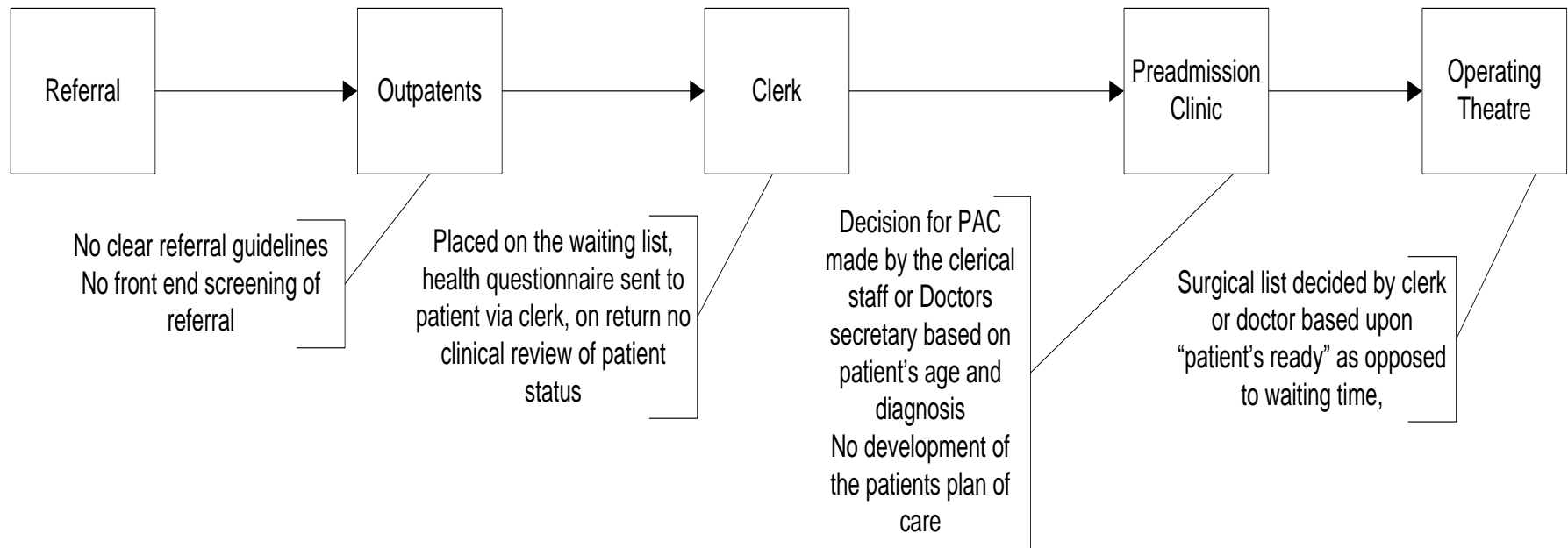
3 Streams of Surgical Care

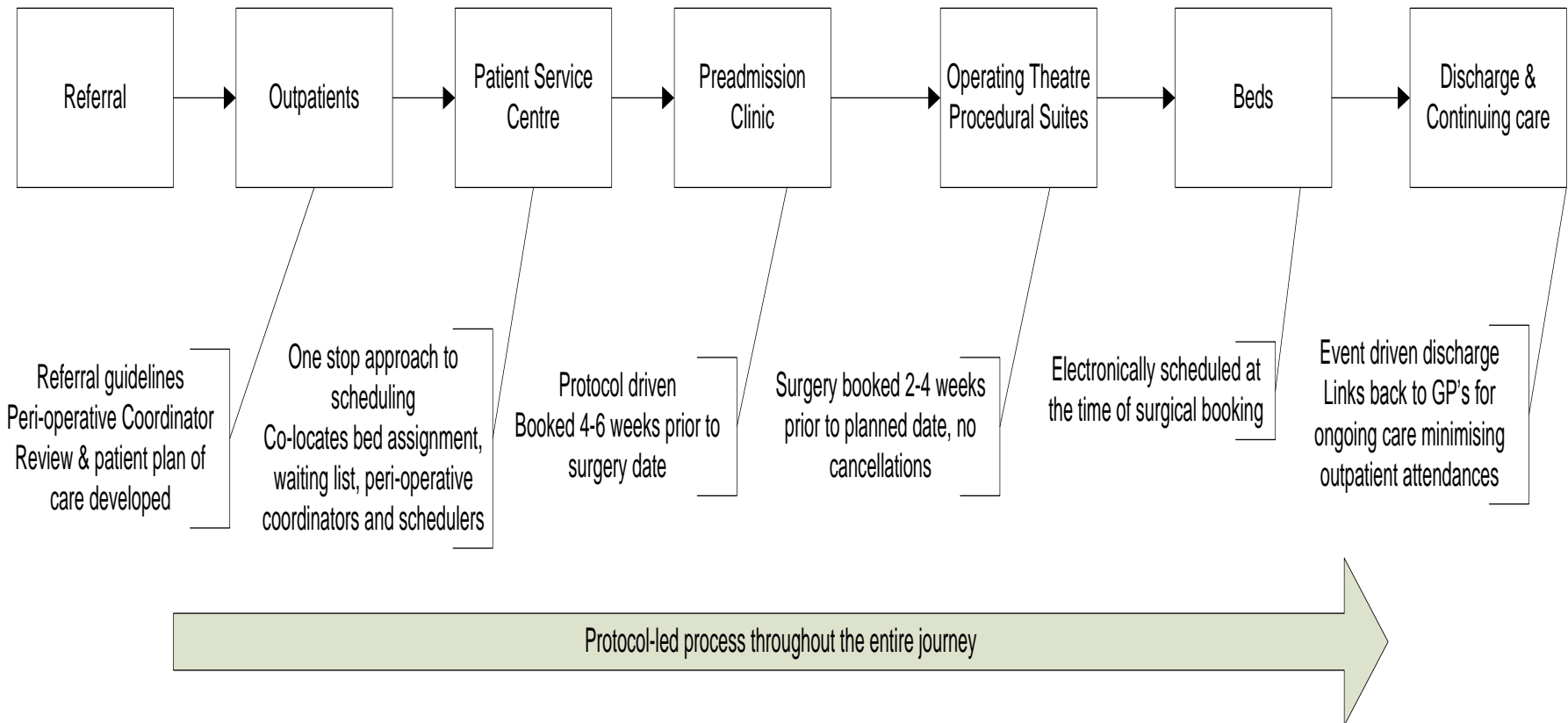


Program Objectives

- Improve timeliness of care
 - Decrease waiting time for category 2 and 3 patients
- Increase capacity to manage demand
 - Increase elective activity
 - Provide emergency theatre capacity
- Improved Peri-operative service quality and safety
 - Provide patients with one key contact
 - Reduce hospital initiated postponements
 - Minimise rework

Model of Care Pre-redesign





Initiatives

- Facilities improvements (separation of elective and emergency)
- Introduction of a peri-operative coordinator for all surgical units
- Surgery booked 2-4 weeks in advance with no cancellations
- Standardised approach to patient care
- Beds scheduled at the time of surgical booking
- Event driven discharge linking patients back into the GP

The Alfred Centre

- 81 bed elective surgical facility
- Co-located on The Alfred site
- Statewide service provider
- Surgical access provided for all surgical units (excluding Cardiac with a length of stay of 3 days or less)

The Alfred Centre

AlfredHealth

Procedure unit

Day-of-procedure-admission
6 ORs
2 Endoscopy Procedural rooms
3 staged recovery (39 spaces)

Overnight accommodation

18 Short Stay Beds
8 Medihotel (3 shared rooms, 20 single rooms)

Day Medical/Radiology Interventional Treatment Area

16 Treatment Bay Medical Day Unit

Patient Services Centre and Preadmission

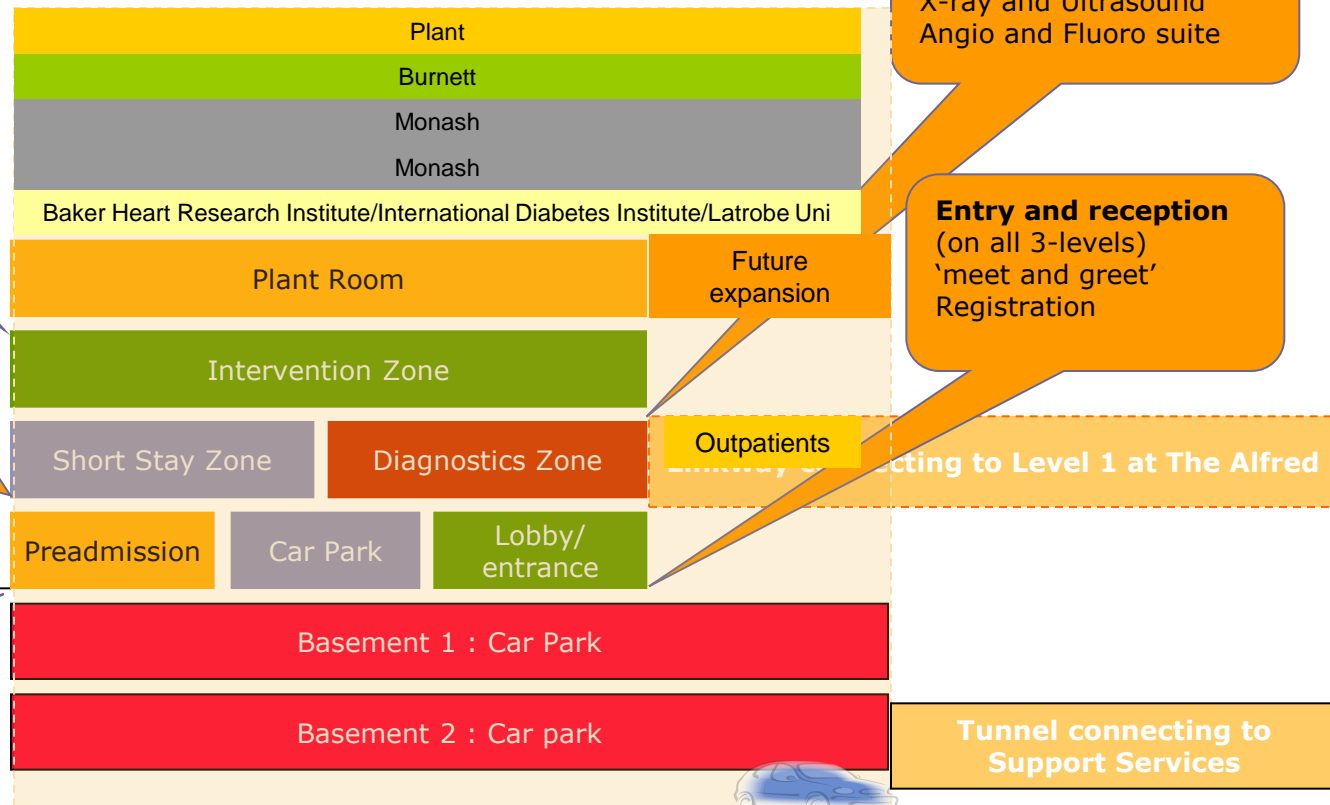
Planning patient journey
Scheduling centre
Administration hot desks
15 consulting rooms
Pathology

Diagnostic Unit

MRI and CT
X-ray and Ultrasound
Angio and Fluoro suite

Entry and reception

(on all 3-levels)
'meet and greet'
Registration



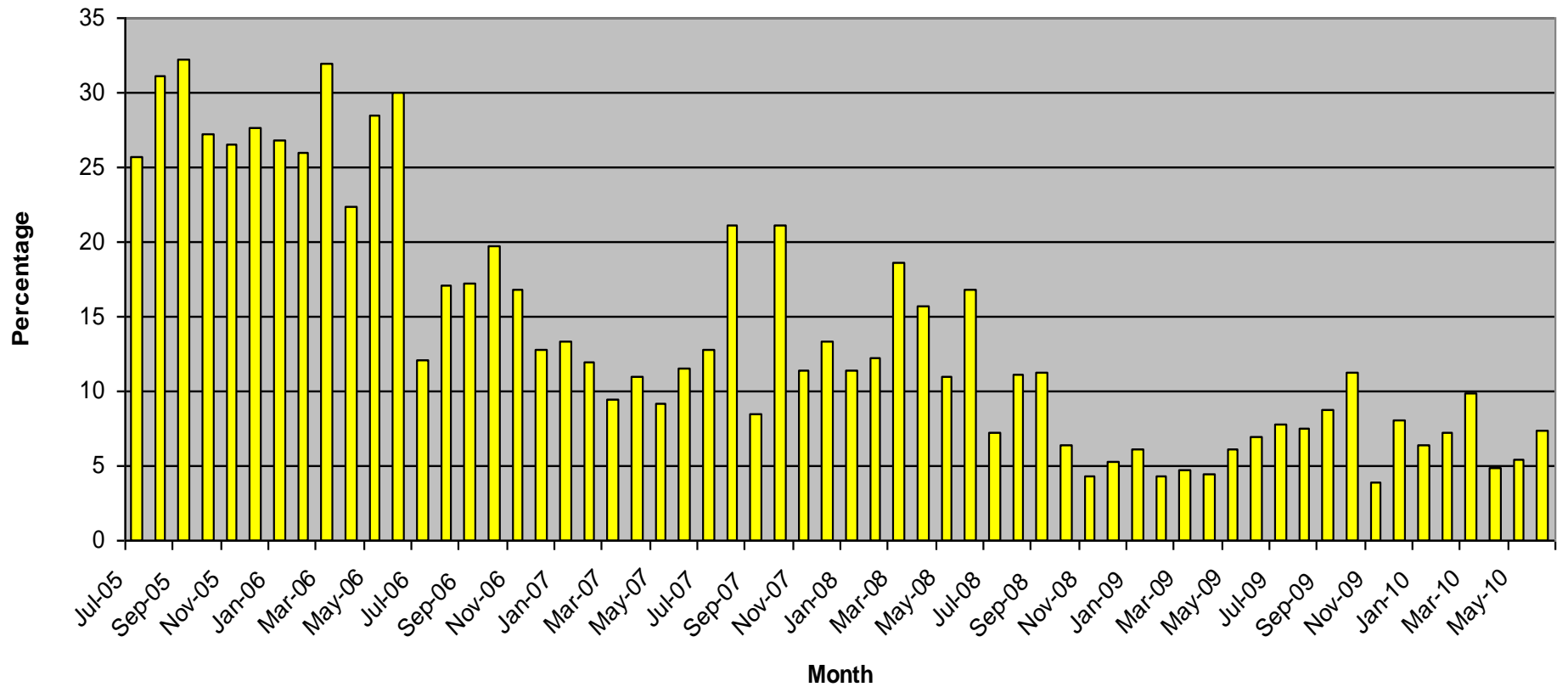
Connecting to Level 1 at The Alfred

Tunnel connecting to Support Services

Emergency Capacity Increase

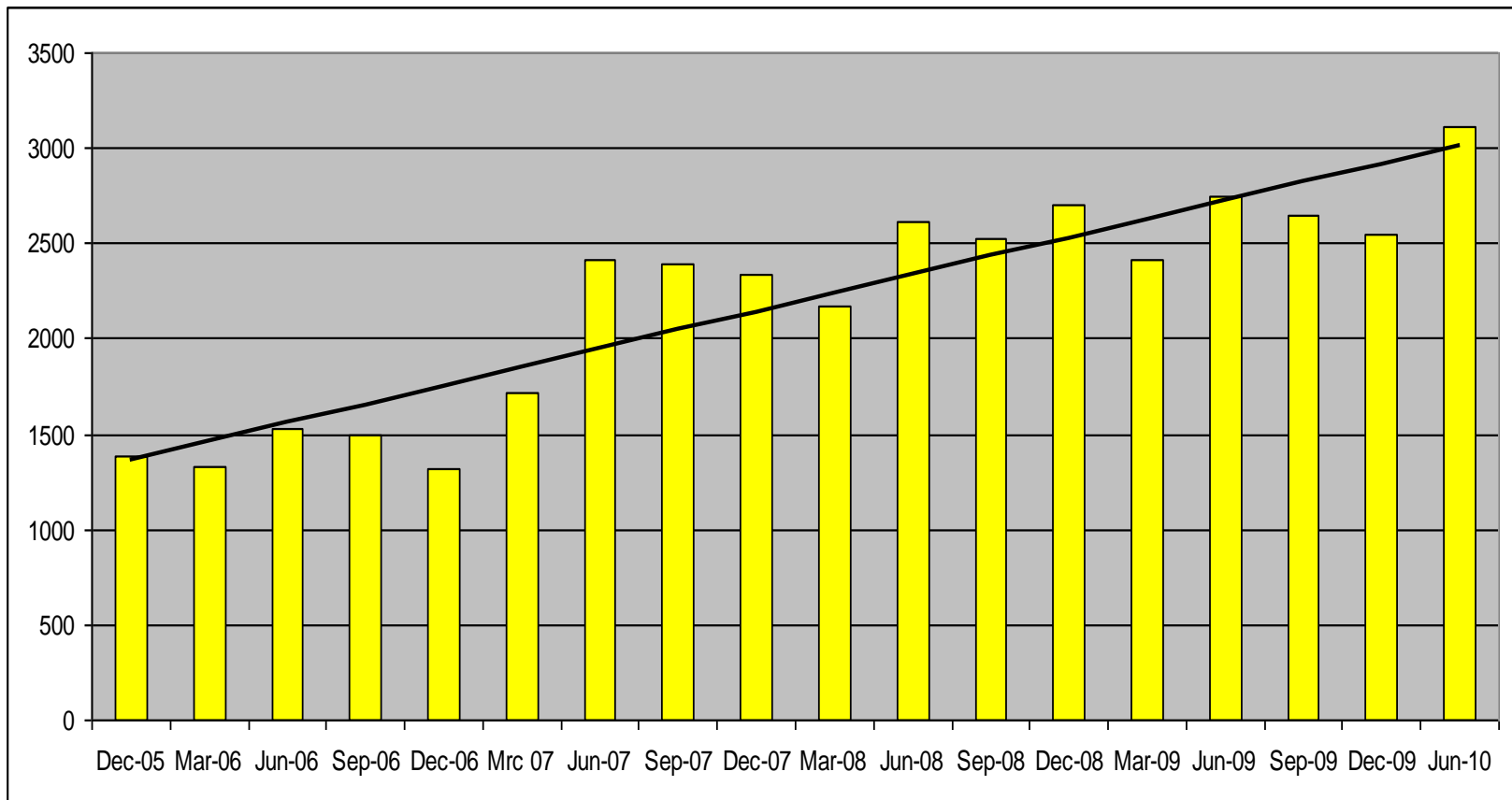
- Introduction of daily OCTOC list (Ortho/Trauma consultant on call)-April 2007
- Increase in the number of “elective trauma” lists-ongoing treatment of elective trauma patients
- Introduction of all day Neurosurgery lists Monday-Friday
- Additional 2 sessions per week allocated to plastics emergency work

Hospital Initiated Postponements

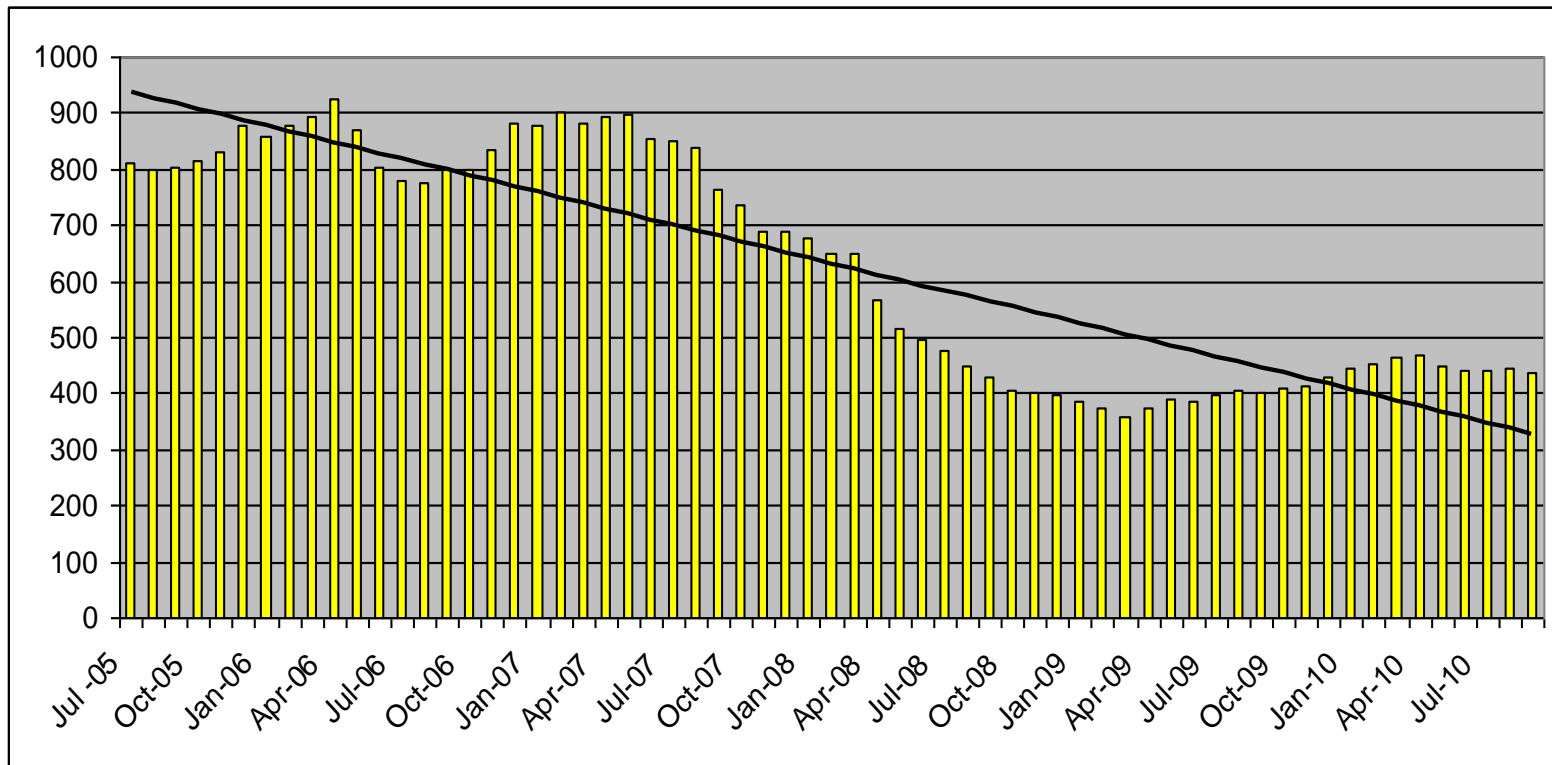


Elective Surgery Admissions Dec 2005-June 2010

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Patients waiting >365 days (total days wait-ready for care and not ready for care)



Outcomes

- 85% increase in the number of elective surgery admissions
- Reduction in HiP rate 7% across Alfred Health (<1% Alfred Centre)
- Decrease in patients waiting greater than recommended category time
- Decrease in length of stay
- Increase patient and staff satisfaction