

Challenges and opportunities in Public Private Partnerships

The Relocation Of Elective Plastic Surgery from
Flinders Medical Centre
To
Blackwood Community Hospital

Gary Verstegen
Elective Surgery Coordinator
Southern Adelaide Health Service



Government
of South Australia

SA Health



FLINDERS
MEDICAL
CENTRE

Flinders Medical Centre

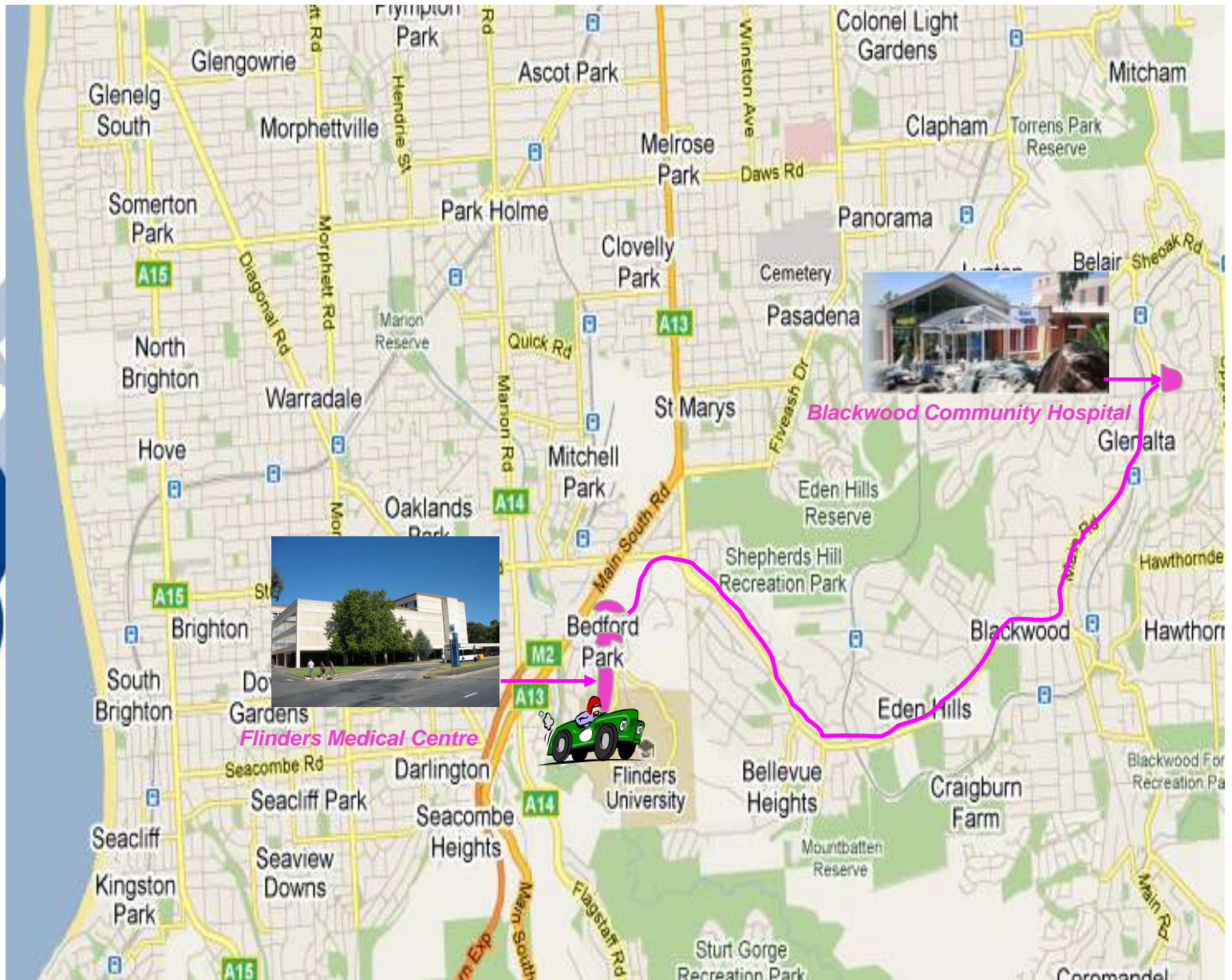
- > Flinders Medical Centre (FMC) is a 500 bed public teaching hospital
- > Co-located with Flinders University and Flinders Private Hospital (FPH) located at Bedford Park, South Australia.



Blackwood Community Hospital

- > Blackwood Community Hospital is a private, not-for-profit community hospital capable of providing a wide range of health services and is located in a picturesque setting 6 km from Flinders Medical Centre.
- > Blackwood Hospital consists of 51 Acute Care Bed Licenses and also operates 24 Independent Living Units.





Flinders Medical Centre



Background

- > The national waiting times targets have become a key performance indicator across all surgical units.
- > Demands however for elective surgery continue to exceed the units capacity and this impacted on the hospitals ability to maintain elective surgery targets
- > The inability to provide additional operating sessions at FMC led to short term strategies involving arranging Saturday sessions at both FPH & FMC. This was unsustainable.
- > The need was recognised for an ongoing increase in operating theatre sessions to support a sustained surgical service within the unit.



Background

- > With the impending reduction in theatre capacity from November 2010 for the FMC redevelopment, there was a need to look at relocating services to avoid a reduction in services.
- > Approximately 55% of plastic surgery waiting list is category 3 and therefore is at risk of cancellation when there are bed pressures
- > The Head of Unit identified Plastic Surgery as a unit that would be able and willing to relocate temporarily.
- > Blackwood Hospital had operating theatre, day surgery and overnight bed capacity.



FMC Activity

- > 55,000 inpatient stays per year
- > 60,000 Emergency Department presentations
- > 98% Bed Occupancy (adult wards)
- > 7,400 Elective surgical procedures
- > 1,000 Elective plastic surgery procedures
 - 85% Same Day
 - Over night stays = 650 bed days (2 beds)
 - **Aiming for 70% to be suitable for Blackwood**



Why Blackwood ?

- > Blackwood had capacity
- > FMC needed it
- > Location close
- > Head of Unit keen
- > FPH insufficient capacity
 - This capacity would be required for other specialities during planned theatre redevelopment at FMC.
- > Other Regional Hospitals lacked capacity



Planning Processes

- > Initial agreement with Unit to proceed
- > Meeting with Head of Unit and Regional CEO
- > Examined other options / obligations
- > Business Case / Briefing papers
- > Department and Ministers endorsement
- > Memorandum of understanding developed
- > Major stakeholder meeting
 - over 30 attendees
 - All concerns voiced

Planning Processes - 2

- > Risk analysis and Issues List
- > Working groups
 - **Theatres**
 - Theatres equipment
 - Anaesthesia
 - **Clinical**
 - Theatre schedules
 - Identifying patients suitable for transfer
 - Returns to theatre / FMC
 - **Administration**
 - Admission process / pharmacy and allied health
 - Coding
 - **IT**
 - Clinical information systems
 - Discharge summaries
 - **HR**
 - Staff consultation including unions
 - Credentialing & Scope of Practice



Financial Model

- > Pricing based on DRG theatre weights
- > Separate bed day rates
 - Overnight
 - Long Stay
- > Prosthetics are removed from model - FMC pays actual cost.
 - Enables full public pricing
 - Risk stays with public keeping procedure price down
- > Agreement / Contract



Implementation

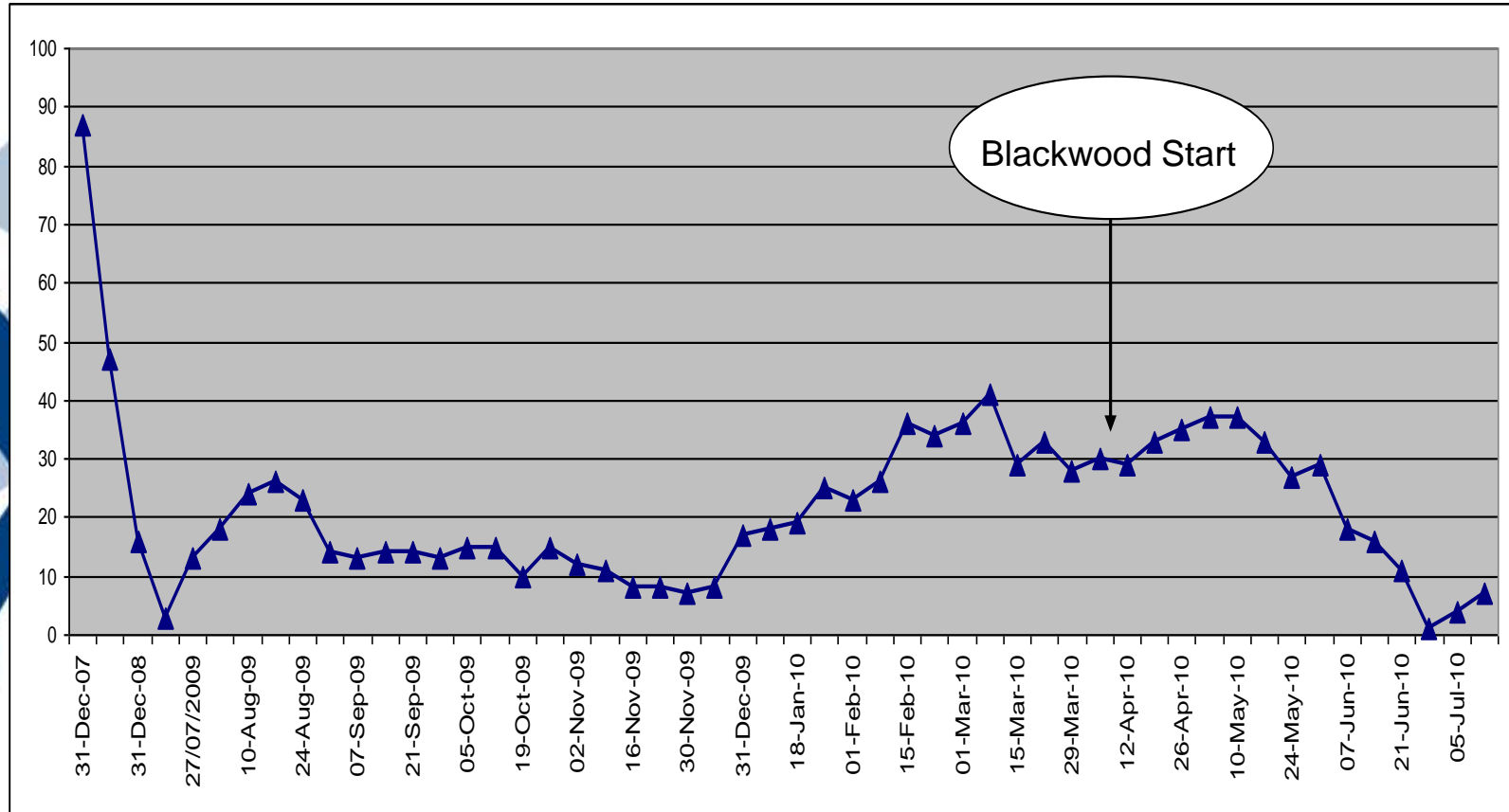
- > Commenced April 2010
- > First list a trial
- > Head of Unit and Head of Anaesthesia
- > 2 more trial lists in May
- > Debrief after each list to work through all issues
- > Front end process important to ensure all patients suitable
- > Dedicated coordinator



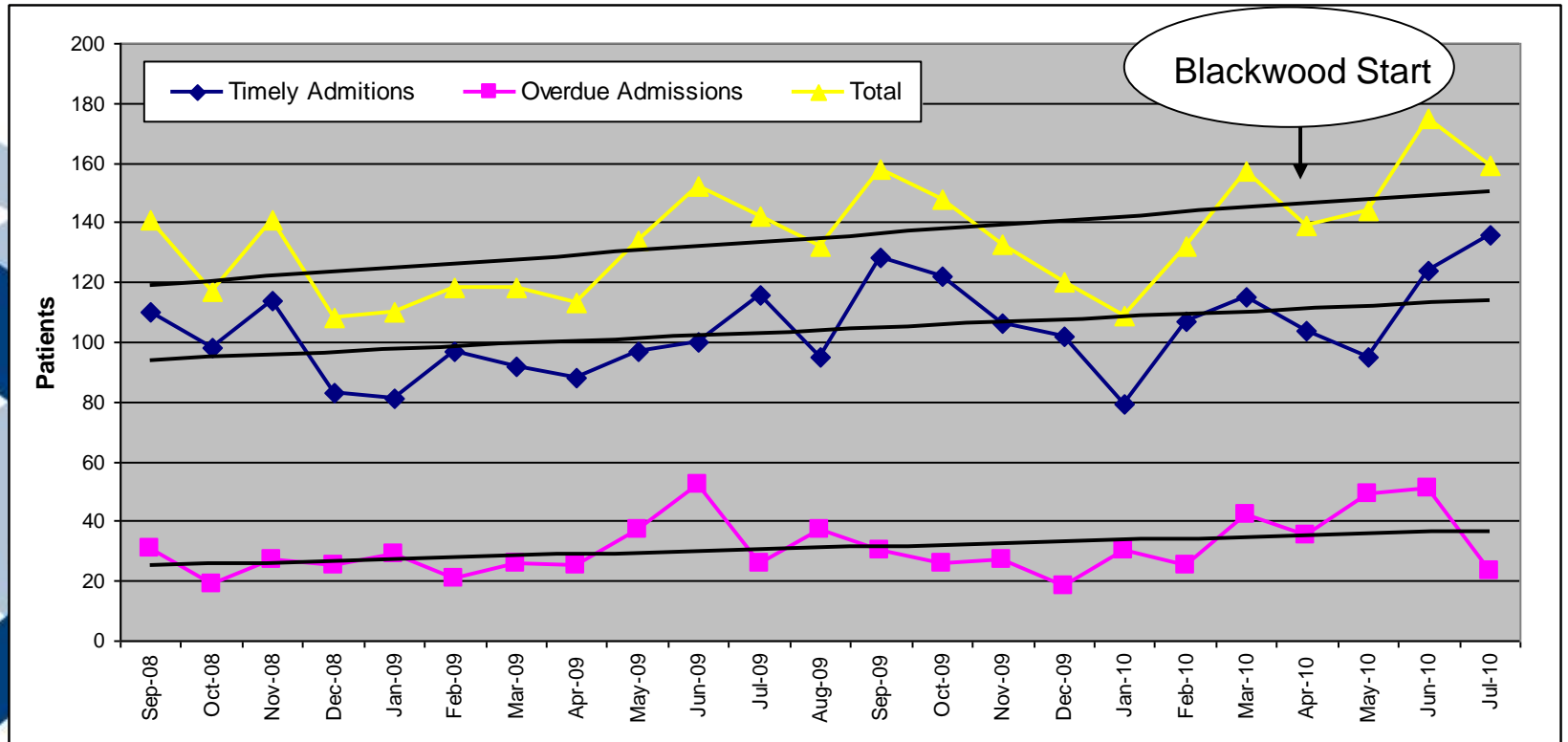
Is it successful

- > Overdue patients have decreased
- > Timely admissions increased
- > Admissions to Blackwood continue to grow
- > The unit now has protected activity
 - During the past 2 months FMC has cancelled approximately 20 elective planned admissions due to bed pressures
- > No adverse advents or returns to FMC
- > Monitoring of all patient outcomes

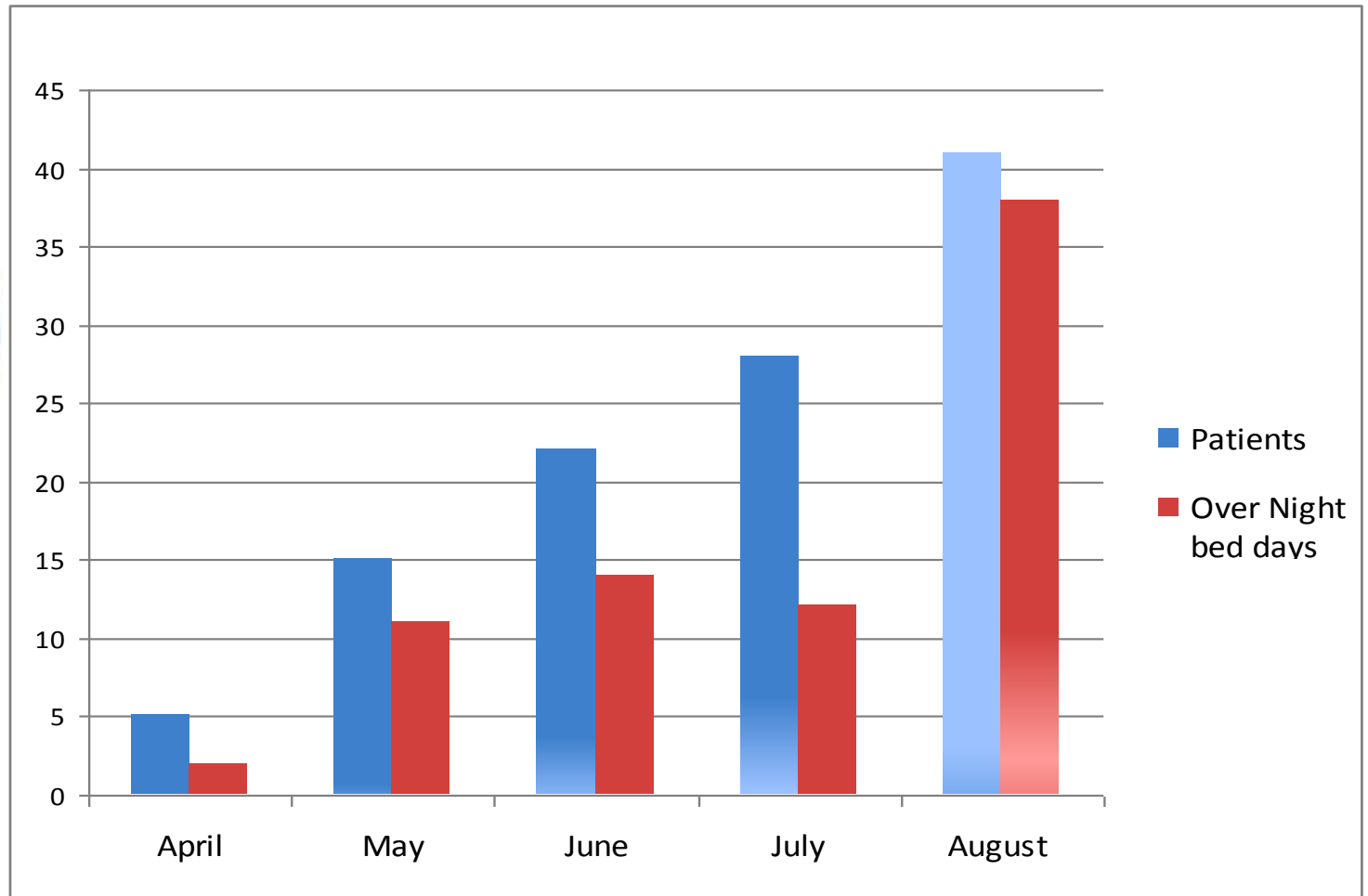
Elective Plastic Surgery Overdue Patients



Plastic Surgery Activity



Activity Transferred to Blackwood





Patient Satisfaction Survey

- > Given to all patients at discharge
- > 37 responses May – July
- > 100% patients responded that they felt
 - Made feel welcome on arrival
 - Involved in planning their care
 - Involved in discharge planning
- > Comments were highly positive about staff, hospital and facilities



Challenges

- > Patient selection
 - Dedicated coordinator
 - Specific theatre lists based on the Blackwood exclusion criteria

- > Equipment constraints
 - Opportunities created

- > IT delays
 - Impacting on discharge summaries
 - Admission efficiency



Summary

- > Worked well because Blackwood wanted it
- > Blackwood had capacity
- > Plastic Unit wanted it
- > Management wanted it
- > As Elective Surgery Coordinator I certainly wanted it
- > Everyone was involved in all points of the process,
- > All inclusive meetings



Summary - 2

- > Quick decisions once approval was gained.
ie: Surgeons, Anaesthesia, Nurses, Admissions, Preadmission, Allied Health
- > Ongoing monthly meetings including all consultants
- > Managed by the Plastics Unit
- > Currently looking at the potential for other units to relocate some activity



thankyou