



Practical Implications of Performing a Whole of System Review:

**ACT Health Experience –
A Work in Progress**





Background



- ACT Health has taken an organisation-wide approach to the Commonwealth National Access Targets
- One of the first pieces of work to be done under the National Access Program is the **Care Around the Clock** project



Objective

- To provide a detailed analysis of the Canberra Hospital Campus regarding what services are required when, and develop solutions and implementation plans to provide a hospital that is able to deliver the right care at the right time to the right person, regardless of the hour of the day or the day of the week



Team

- Executive Sponsor
- Program Director
- Clinical Lead
- Program Manager
- Business Analyst
- Communications Officer (NAP-wide)



Approach

- Accepted up front that as large as this piece of work was, it would only be the beginning ...
- Underpinned with:
 - Project Management framework and AIM
 - BPR structured, however used a wide variety of methods for collection of data and different methodologies for analysis



Approach – Collection of Data

- Quantitative data
- Qualitative data
 - 62 interviews
 - 7 fora
 - 54 Tag-alongs
 - 32 staff snapshot interviews
 - Patient perceptions



Approach – Patient Perceptions

Patient Perceptions Report

- 44 snapshot interviews
- Patient experience library
- ACT Health Healthcare Survey
- ACT Health feedback database
- Canberra Hospital Patient Satisfaction Survey results



Approach - Communications



CARE AROUND THE CLOCK Newsletter Issue 3

Keeping you informed

In This Issue

- We are listening
- Super Thursday
- Where are we up to?
- A global picture

Question of the week

Is there anything you would like to change?

[Write to us and let us know!](#)

Contact Us

Access Improvement Program
ACT Health, GPO Box 825,
Canberra ACT 2601

[Email us](#)

The Team

Grant Carey-Ide
Executive Sponsor

Sheryl Harrison
Project Director

Rachael Henson
Project Manager

Andrew Bailey
Business Analyst

Dr John Merchant
Clinical Lead

Emily Brissenden
Communications

Contact Us
E [Email us](#)
T 6205 5049

Forward to Friend

Do you know someone who might be interested in receiving this fortnightly newsletter?

[Forward to Friend](#)

We are listening

As part of the data collection for the *Care Around the Clock* project, patients are being approached across the Canberra Hospital campus. The patients are asked to identify three issues and three possible solutions that would improve their experience of the hospital.

Response to this process has been very positive. Data is included in the analysis of issues and key themes will be identified. Any issues identified that can be addressed immediately are escalated to the appropriate person. The patient's identity is kept as an anonymous.

Super Thursday

The *Care Around the Clock* team spent some quality time with many generous staff members doing tag-alongs well into the night and early morning on Thursday 11 November. The areas that were tagged include Wardsmen (Medical Imaging, Theatre, Equipment officer, Building 3, Emergency Department and Supervisor), Hospital Assistants, After hours Hospital Manager, After hours CNC, Evening Medical Registrar, Evening JMO, After hours Social Worker, After hours Pharmacist, Ward Clerks (Block wards and Night), Cleaners, Food Services and Medical Imaging.

The team would like to thank everyone who has been involved in the tag-along process so far. The 'tagged' staff members have been very supportive of the project, keen to be part of the information gathering process and are looking forward to the possibility of change in the way services are delivered around the clock.

Also many thanks to allied health - social work, physiotherapy, psychology, speech pathology and nutrition services - for allowing Rachael to tag-along with them and thanks to staff and patients on ward 9B and 6A for having a chat as well.

Where are we up to?

The team is winding up the information gathering phase of the project, ready to begin the massive task of analysing it all and

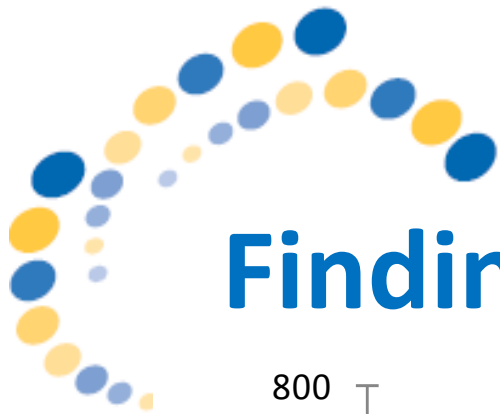
- Common language
- Proactive
- Means to recruit champions
- Inclusive interviews/tag-alongs
- Reference Group
- e Newsletter
- Intranet, Internet
- Acknowledgement



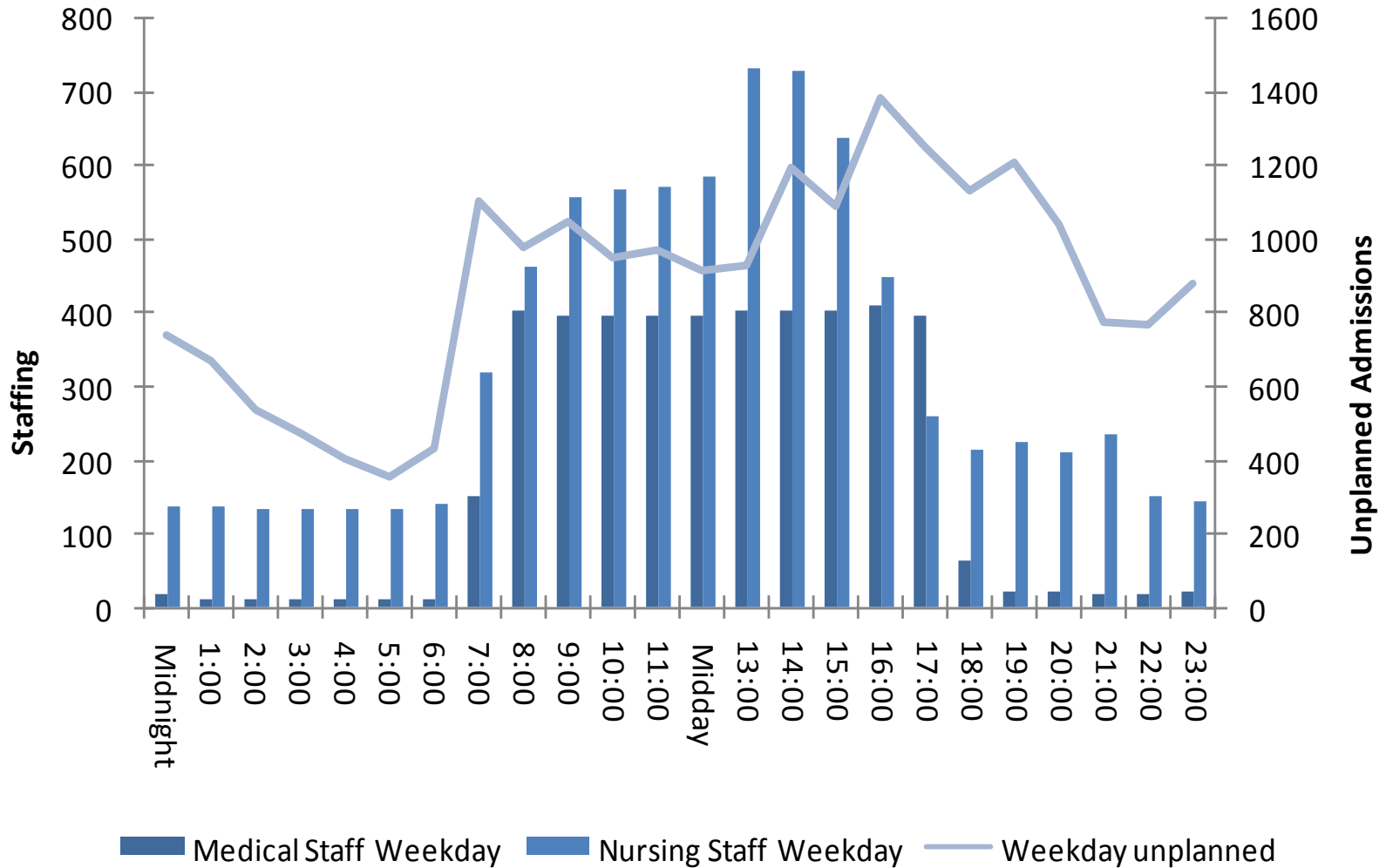
Approach - Analysis

- Sorted the information!
- Then sorted it again – thematic analysis
- Affinity diagrams
- Looked at the information using principles from a variety of methodologies and the quantitative data that had been collated
- Analysis report and summary report





Findings





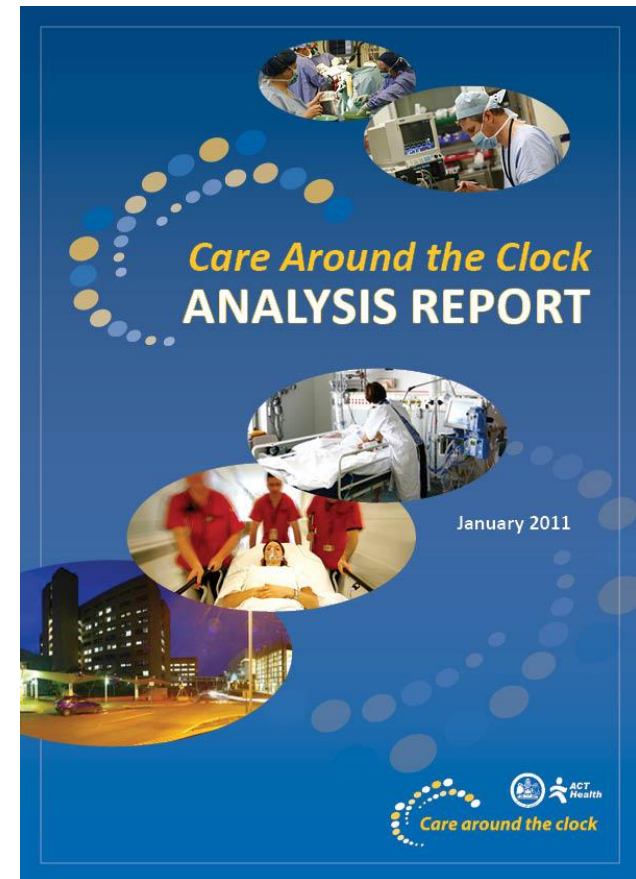
Findings





The good, the bad and lessons learned

- Small respectful gestures often cost only time
- Being inclusive with interviews costs time but uncovers unforeseen issues and can be used as part of the communication strategy





The good, the bad and lessons learned

- Although we knew this would be big, we didn't anticipate how big
- We could have analysed far more quantitative data
- The best laid plans.....learn how to pirouette patiently



Where to now?

- Hiatus due to organisational restructure
- Had a vision for the CAAtC work but this has changed
- The work will continue but with a changed approach that will enhance executive sponsorship

