

***Building consistent membership in
multidisciplinary care planning teams to enhance
outcomes for patients undergoing radiation
treatment for cancer in the outpatient setting***

**Multidisciplinary Care
Planning
Project
Royal Brisbane and Women's Hospital**

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Queensland Government

Queensland Health

Cancer Care @ RBWH

- Largest cancer care provider in Queensland
- Provide tertiary and super specialty cancer services to Central Area Health and beyond
- Activity has increased in Cancer Care on average 15% in last 2 years
- Predicted population increase of 680 000 in Central Area Health in next 10 years
- Increase in cancer incidence
- Increase in screening; early detection

Our business...



Cancer Care Services @ Royal Brisbane and Women's Hospital

63 inpatient beds

Up to 90 patients/day in
Oncology Day Therapy Unit

Up to 200 patients per day
having Radiotherapy

Up to 1000 patients per week
through clinics/OPU

3300 new patients to the service
last year

Multidisciplinary Care Planning- Goal 1

Enhance Allied Health Professional resources to Cancer Care Services



- Increase in FTE in Feb 2006
- Increase in inpatient availability
- Commence services/activities in outpatients
- Quarantine AHPs to Cancer Care
- Operationalise the Queensland Health *Toolkit for Managing Demand on Allied Health Community and Outpatient Services 2005*

Multidisciplinary Care Planning- Goal 2

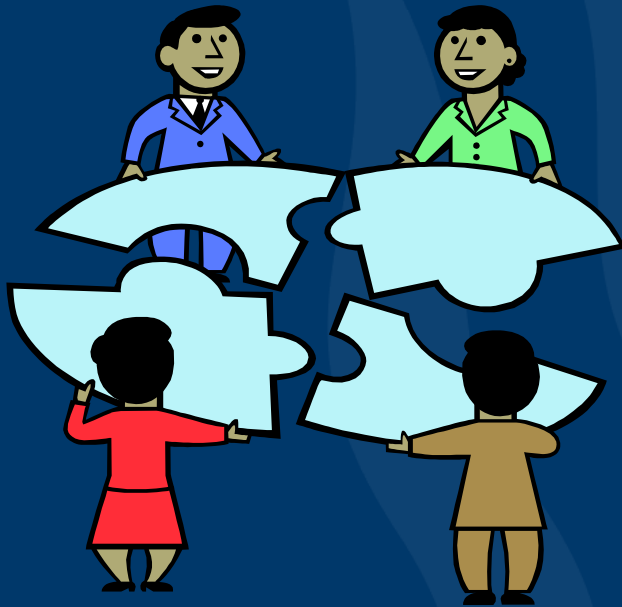
Provide **co-ordinated** multidisciplinary care in Cancer Care Services at RBWH

- Same format for MDT meetings
- Introduce electronic Bed Management software to set hard target discharge dates for inpatients
- Develop into a forum to discuss outpatients of concern to mobilise intervention from MDT to prevent/delay admission



Multidisciplinary Care Planning- Goal 3

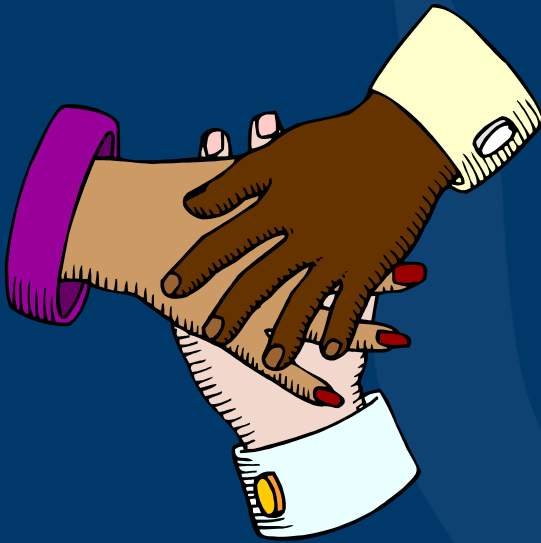
Improve **communication** between members of the health care teams



- Traditionally verbal referral to AHP
- New Referral form contains more info to assist with Demand Management
- Each discipline functioning in silos
- Educate team members about team dynamics
- Support new members to give their expert opinion

Multidisciplinary Care Planning- Goal 4

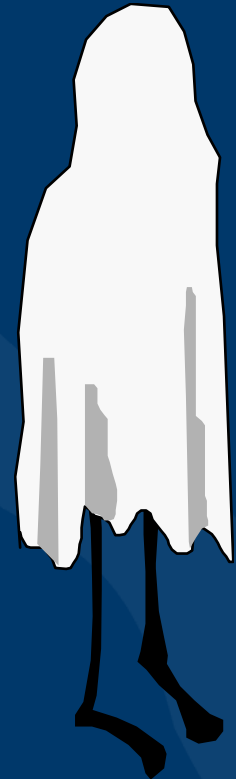
Create **patient centred Multidisciplinary teams**
across the continuum of care



- Inpatient areas and outpatient areas operating separately – poor info transfer, double documentation
- Streaming of MDTeams into Radiation Oncology, Medical Oncology, Haematology and BMT - linked to RBWH CCS Care Coordination model

Before MCP project

- 5 Haematology/BMT meetings
- Medical Oncology meeting
- No Radiation Oncology meeting
- Not all attended by same staff
- Not every AHP discipline in attendance
- No IT support



Changes to meetings...

- One weekly meeting in each treatment stream
- AHPs assigned to a treatment stream – same faces = trust
- Format developed – inpatients, then outpatients of concern
- All AHP disciplines in attendance to take referrals
- IT support



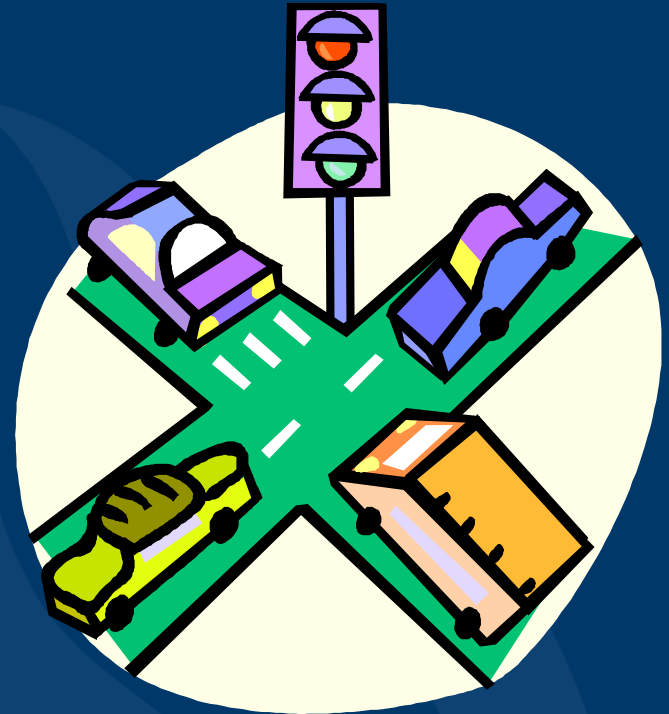
Other Changes

- Establish rules for referral to AHPS – blanket vs direct
- Establish “clinic” slots in the outpatient area for patients to be assessed, reviewed, treated
- Education of all staff in roles of each discipline
- Establish multidisciplinary patient and carer education sessions- role expansion



Making the Change...HOW??

- Staff surveys – AHP job satisfaction; referrer satisfaction; patient satisfaction; role clarity; meeting protocols
- Culture change – quarterly newsletters, consultation, inservice, demonstration, higher authority
- Knowing the business – inpatient population needs, OPD, roles, communication pathways
- Identifying barriers during the project plan – key stakeholder buy-in and strategies to address
- Selling wider vision



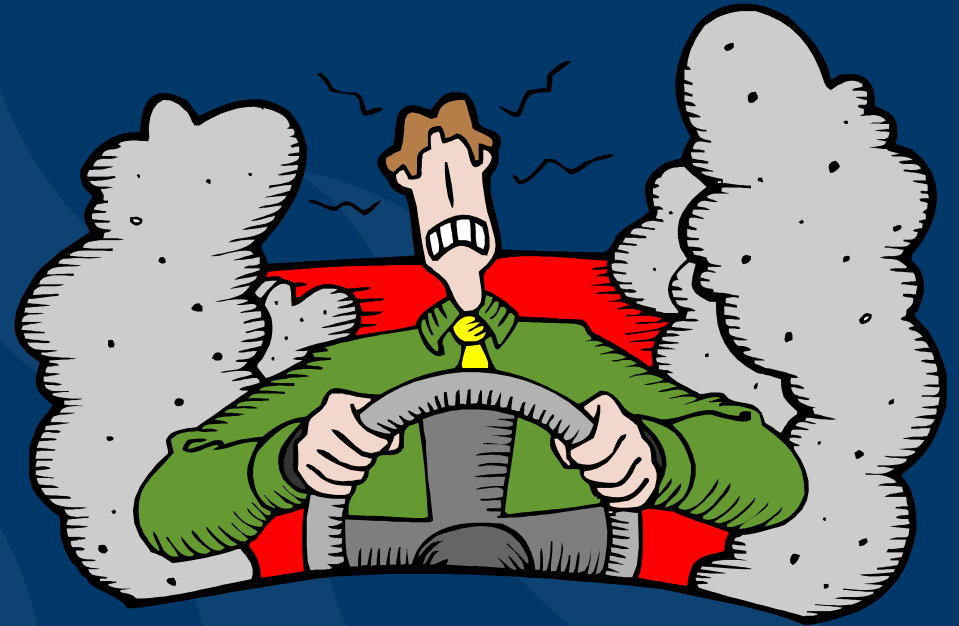
Outcomes

- AHP job satisfaction has improved
- Patient satisfaction has improved (esp H&N)
- Staff satisfaction improved
- Access to AHPs improved
- Prevention rather than Intervention
- Maintaining function – wellness focus



Challenges

- Established culture
- Roles not well known
- Initial rotating AHPs
- Communication within the team
- Key stakeholder engagement – what's in it for me?



MCP meetings - Achievements



- Enhancing the Allied Health resource in Cancer Care and developing specialist professionals
- Model of Care change to improve access to comprehensive multidisciplinary health professionals to support and maintain function during radiation treatment for cancer in the outpatient setting