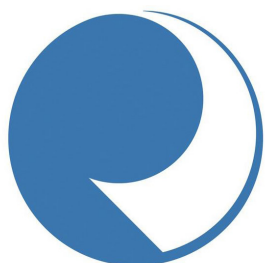


CASE STUDY – Peninsula Healthcare

"THE MOST SUCCESSFUL CHANGE MANAGEMENT PROCESS"



PENINSULA HEALTH

PENINSULA HEALTHCARE CUTS DELAYS TO FIRST CASE SURGERY START TIMES BY 37%

After examining current processes, defining the extent of the problem and developing baseline measurements, the Vative and Peninsula Health team agreed to focus on three key areas:

- Team vision and surgical start time approach
- Patient arrival time
- Patient processing from arrival to pre-operative area.

Staff workshops and surveys, value stream and process mapping and process audits were conducted. This included a review of patient arrival times, the issue of late arrivals and how patients were accessing the hospital before 7am.

The project team noted that the definition of 'first case surgical start time' varied across members of the surgical team. A new approach was required to streamline this



process, and a Surgical Start Time Team Agreement clearly set out the roles and responsibilities for each discipline in achieving a timely surgical start.

Patient access and arrival times also contributed to the problem. Hospital access and signage was reviewed and updated, ensuring a consistent approach and easier access for elderly patients arriving for the first time. Signage will be further improved as new building works are commissioned.

Pre-admission processes were reviewed, with improvements to information sent to patients, a day- prior phone call and admission checklists to reduce delays on arrival. Admission times were staggered to reduce the waiting area batching and to smooth out admission throughput. The project team then turned its attention to patient processing on

OVERVIEW

INDUSTRY

Health

CLIENT PROFILE

Peninsula Health is the major healthcare provider and teaching hospital for the metropolitan and regional areas on Victoria's Mornington Peninsula. It offers 900 beds, and its network includes the Frankston and Rosebud hospitals. Services include obstetrics, a wide range of surgery, aged care, rehabilitation, emergency and intensive care, oncology, psychiatric services and Hospital in the Home.

BUSINESS SITUATION

Peninsula Health's surgical and anaesthetic services recognised the need for a more seamless patient journey, with a particular focus on the first surgical case for the day. Management had observed multiple problems with delays to first case surgery, resulting in extended patient waiting times and staff frustration as the co-ordination of timely and safe care was affected. Idle time early in the morning not only led to staff downtime and waste, but prevented additional surgical cases being scheduled.

SOLUTION

Vative's Health Division introduced Lean Six Sigma thinking and methodology in the development of new processes that would reduce start time delays and engage the whole surgical services team in a co-ordinated approach to patient care.

“The Lean Six Sigma methodology provided the team with a step by step approach to addressing the surgical start time issues...

The process involved defining the problems, engaging all staff, strong leadership, executive support and continuous improvement.”

arrival. While the new surgical team agreement supported the surgical flow, process improvements ensured dedicated times for patient handling by each discipline. Each staff member knew their access times for every patient, and the journey board developed by staff showed patient progress at a glance.

“ This project has resulted in one of the most successful change management processes in surgery and anaesthesia services at Peninsula Health ”

As one senior anaesthetist says: “this project has resulted in one of the most successful change management processes in surgery and anaesthesia services at Peninsula Health...”

Karen Barker, Vative’s Healthcare Division Director says the Lean Six Sigma methodology provided the team with a step by step approach to addressing the surgical start time issues.

“The process involved defining the problems, engaging all staff, strong leadership, executive support and continuous improvement. Two years after we began this project, Peninsula Health has given very positive feedback and reports that the improvements achieved through Lean have been sustained.”

VATIVE

Vative achieves significant business improvement for clients through solutions which are simple, realistic and highly effective. Providing consultancy and training services, Vative’s 45-strong team includes Lean and Six Sigma excellence coaches with extensive business management, academic, engineering and trade backgrounds.

OUTCOMES

The first case surgical start time project achieved significant results for Peninsula Health:

- 37% reduction in delays to first case surgical start time
- 11% improvement in patient arrival times
- Increased patient satisfaction from clear written and verbal instructions
- Good staff alignment through definition of surgical roles and times.

