

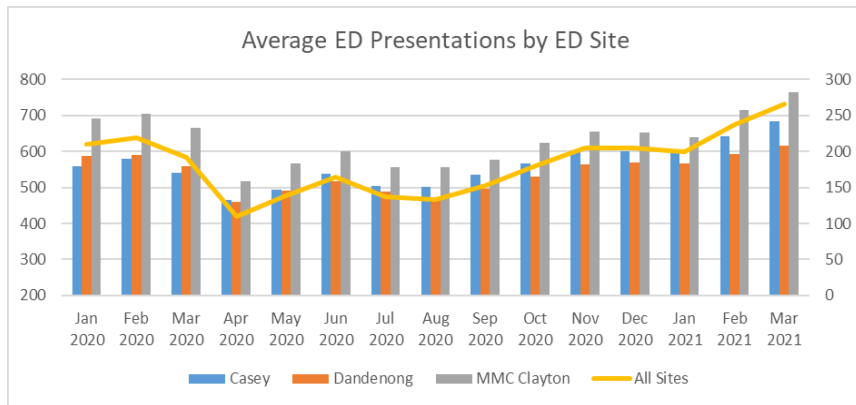
Improving Access to our Services

Martin Keogh, Chief Operating Officer
March 2021



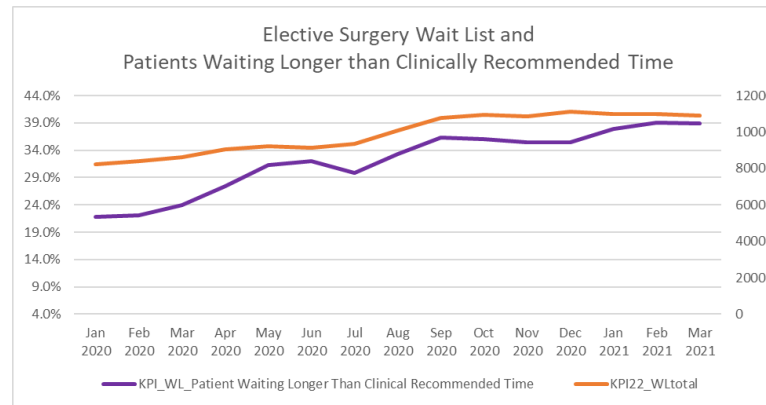
2020/21 has brought significant challenges, whilst presenting opportunities to enhance the way we deliver services for our community. Since emerging from the second COVID-19 wave in October 2020, we have observed unprecedented demand in our Emergency Departments and Maternity Care, along with increased wait times for Elective Surgery & Specialist Consulting appointments.....negatively impacting on patient experience.

Emergency Department Presentations



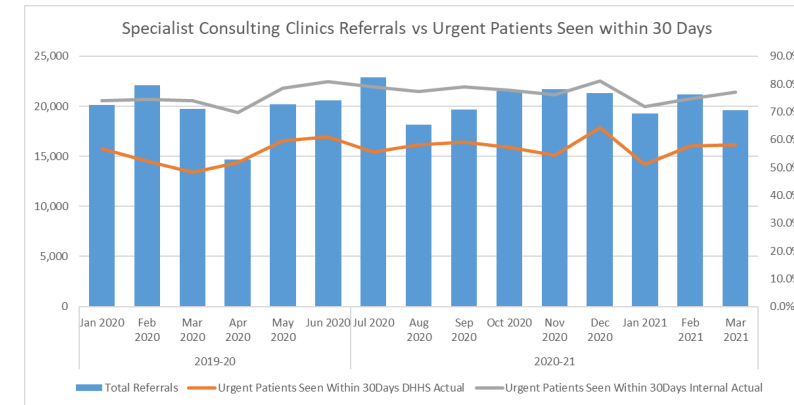
Emergency Department presentations above pre-COVID levels in all groups but particularly in Paediatrics & Mental Health

Elective Surgery Wait List and Long Waits



Long waits stabilising but there is a large post-COVID-19 “catch up” required

Specialist Consulting Clinics



Rapid expansion of virtual care has supported access during COVID-19, however timely access to care remains a chronic challenge



Despite the challenges with COVID-19, our agile teams have pivoted rapidly in the setting of a constantly changing environment and have demonstrated significant achievements across key access streams in the past 18 months..... we now plan to build on the opportunities COVID-19 has provided....

Commissioning of the Casey Hospital Expansion

Establishment of COVID-Safe streaming model across each ED

Telehealth Expansion

Surgical Services re-alignment

Redesigned Maternity Model of Care and Service Expansion



Image source: <https://lablog.uofmhealth.org/rounds/telehealth-visits-skyrocket-for-older-adults-but-concerns-and-barriers-remain>

Feature	New Capacity
Multi-day beds	77 beds
Same-day beds	10 beds
ICU beds	6 ICU equivalent beds
ED	5 Fast Track cubicles 10 SSU beds
Dialysis	9 dialysis chairs
Theatres	1 new theatre and procedure room 1 additional theatre planned (mid-April 2021)
CSSD	New department
Refurbished / Expanded Areas	Pharmacy / Pathology / Support Facilities

- Maintenance of COVID-19 'normal' streaming model of care
- Facilitates refurbishment of the Southside ED in preparation for full-commissioning in Feb 2022
- Commissioning of nine additional cubicles and treatment spaces

- Rapid expansion of telehealth to ensure continued access to specialist and outpatient clinics
- Clinician-designed workflows to ensure fit-for-purpose models of care
- Refined governance and operational leadership to maintain safety and minimise risk

- Specialty-specific surgery planning across sites
- Established contracted care partnerships with key external hospital providers including:
 - St John of God Cabrini Health
 - Vision Institute
 - Corymbia House
 - Jessie McPherson Private Hospital

- Innovative ante-natal care schedule integrating telehealth to facilitate remote and timely access to expert maternity services.
- Expansion of Clayton Maternity Services with additional birth suite, PAU assessment and Ultrasound capacity



Combined with service improvement initiatives, planned additional capacity over the next four years will help meet future demand....

South Eastern Private Hospital Mental Health Expansion



<https://www.signsanddenong.com.au/3d-exterior-signs/>

- Expanded agreement between Monash Health and South Eastern Private Hospital (SEPH)
- 20-additional inpatient mental health inpatient beds
- Patient-centred, recovery and rehabilitation-focussed model of care offering step-up and step-down type inpatient care
- Innovative and collaborative clinical workforce model between health services

MMC Clayton ED Expansion



- Planned commissioning Feb 2022
- Dedicated adult, paediatric emergency departments including a Behavioural Health hub
- Workforce growth and model of care refinement in preparation for full commissioning

Victorian Heart Hospital



- Planned commissioning Feb 2023
- Detailed model of care planning and workforce profiling
- Commissioning and operational budget development for Treasury
- Clinical service and space profiling for vacated space at adult MMC Clayton campus
 - 3 Cath Labs + recovery areas
 - 6 CT treatment chairs
 - 2 Theatres
 - 12 same-day beds
 - 47 multi-day beds
 - 5-6 ICU beds per day
 - Specialist Consulting capacity

Cranbourne and Pakenham Community Hospital



- Planned commissioning of Cranbourne and Pakenham sites by mid-2024
- Service profiling including:
 - Integrated community services
 - After-hours urgent care
 - Day surgery
 - Specialist consulting services
 - Diagnostic services
 - Pharmacy services
 - Mental health and AOD services
 - Dialysis services
 - Palliative care and rehabilitation services
 - Dental services



We want to provide every one of our patients with equitable, seamless, timely, safe and appropriate care; wherever they access our services



Exceptional Care, Anywhere

FIVE KEY WORKSTREAMS



Objectives of the Program

- To refine NOT reinvent our healthcare service. What we have is good, but we can improve
- To facilitate cohesion, coordination and cooperation across our programs and contribute to timely, high-quality care
- To provide every patient with a seamless transition of care between departments or services
- To combine our people, resources, process and focus on delivering a tailored response for the individual – the appropriate treatment, delivered in the right way, at the right time, in the right place

Each of the five workstreams is made up of prioritised initiatives



Emergency Care



Site Progression of Care meetings

- Refresh of site-based clinician-led meetings focussing on:
 - Access Performance
 - Escalation
 - Improvement
 - Innovation
- Combination of Org-wide and site-specific improvement initiatives
- Action-based approach



Daily Operating Rhythm

- Refinement of Tier Meetings and membership
- Refinement of allocation processes
- Review of W4W model & systems
- Implementation of revised capacity escalation processes
- Clarification of roles and responsibilities in bed allocation, handover and transfer processes



Excellent Ward Management

- Revision of Principles and approach
- Revision of ward daily operating rhythm including JMS “protected time” model
- Ward rounding monitor
- Revision of Monthly ward governance meetings with medically-led MDT participation
- Refinement of ward level metrics & org-wide dashboards



Emergency Department

- Access Performance Re-set
 - ED Flow Coordinator
- AV offload improvement
- See Times Improvement
 - EMR Optimisation
- Short Stay Flow Improvement
- Geriatrician in ED Initiative trial
- Mental Health improvement plan



Model of Care Reform

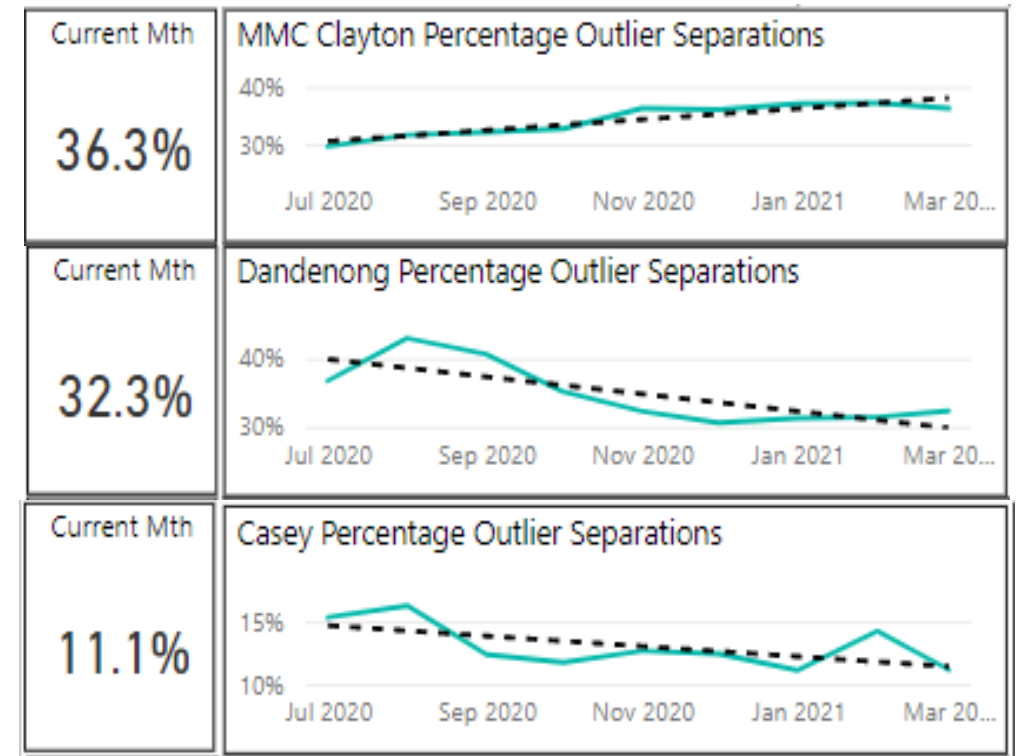
Gen Med Reforms:

- Load Levelling review
 - Preparing for winter
- Model of Care Review at MMC
- Bed plan configuration across all sites:
 - Casey Hospital
 - Dandenong Hospital
 - MMC Clayton
 - MCH
 - Moorabbin
 - Kingston Centre



Demand and Capacity Planning

- Site Capacity Planning undertaken annually to respond to changes in demand and capacity
 - Emergency & Elective Demand
 - Strategic Services Planning across sites
- In coming months, we will be working with Unit Heads, Nurse / Midwifery Managers and Ward Governance teams to review home unit configurations across each site
- We are aiming to maximise service configuration within and across sites to best respond to demand and maximise clinical expertise



- Five key workstreams are well established and these work programs will continue to progress
- Regular updates will be provided at employee forums and managed through the Monash Health Executive Committee
- Consultation with sites regarding site capacity plans will continue to be refined by site-based leadership teams at local Progression of Care forums

