Beat It! *Every patient, every time*,

Organisation Name: CCLHD
Presenter(s): Anne Louise Elsom & Ben Roberts

HRT 1520 Innovations Workshops and Awards
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**Key problem**: Lengthy waiting times and treatment delays for mental health consumers presenting to ED with less than half (47%) being assessed, treated, admitted, discharged or transferred within 4 hours

**Aim of Innovation**: To improve consumer experience by reducing waiting times and treatment delays

**Diagnostics** identified over 200 issues potentially causing delays. These included the role and availability of the psychiatric registrar, the length and depth of the mental health assessment, inconsistent referral and discharge processes, presentation times and workload, delays in physical assessment and poor communication and cohesion between teams

**Changes implemented**: 12 solutions were prioritised based on their ability to impact on the root causes of delays and ease and cost of implementation

**Outcomes so far**

- 6 solutions have been implemented
- ≈ 30% improvement in reducing waiting times. Over 90% non-admitted treated within 4 hours
- Increased consumer and carer satisfaction
- Improved communication and collaboration between ED and MH

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Health Service CCLHD
Key Problem

- Mental Health consumers presenting to the Emergency Department at Wyong Hospital have experienced delays in assessment and treatment. During 2013, only 47% of these consumers met the Emergency Treatment Performance goal of being admitted, discharged or transferred within 4 hours. Of those consumers requiring acute admission, 69% waited longer than 4 hours.

- Those suffering from mental illness experience high levels of coexisting physical illness, poorer health outcomes, social disadvantage and high levels of co-morbid alcohol and drug use. The complexity of these issues contributes to Mental Health (MH) consumers representing to Emergency Departments (EDs) more frequently and spending longer in the EDs than other patient cohorts. Evidence shows that prolonged time spent in ED can be detrimental to a patient’s mental state and increase the risk of adverse events for those presenting with Mental Health problems.
Aim of this innovation

• To improve mental health consumers experience at Wyong ED by reducing waiting times and treatment delays.

• By December 2015 mental health consumers presenting to ED will be admitted, discharged or transferred within 4 hours, thereby improving Mental Health ETP from 47% in 2013 to 81%
Baseline Data / Current Situation

• Working in collaboration with ED we utilised clinical redesign methodology and diagnosed over 200 potential causes for delays. These included:
  – the role and availability of the psychiatric registrar
  – the length and depth of the mental health assessment
  – inconsistent referral and discharge processes
  – presentation times and workload
  – delays in physical assessment
  – poor communication and cohesion between teams

• 12 solutions were prioritised
Key Changes Implemented

- Standing Operating Practices (SOP) for FirstNet referrals & Discharges
- Dual computer monitors to monitor referrals & electronic patient journey boards bed status
- Nurse Treat Only SOP
- PECC & Consultation Liaison backup to ED Team
- Staggered shift times to meet peak demand periods
- Dedicated ED Staff Specialist for contact point

Under Development

- Clinical Initiative Nurse Pathways
- Streamlined documentation
- Physical Assessment protocol
- Video Assessments
- Combined Education Sessions
- Assessment Clinic
Outcomes so far

Since commencing the project we have implemented half (6) of the solutions and seen ≈ 30% improvement in mental health ETP performance.

National ED Access Target 81%
MH ED Wyong
Outcomes so far

★ Mental Health consumers who do not require admission are being assessed, treated and discharged within 4 hours with non-admitted ETP achieving or exceeding target of 81%
Lessons Learnt

• Maintain consumer experience as focus

• Collaboration and ownership by all stakeholders is essential

• Cascading sponsorship to translate and reinforce the importance of changes

• Regular, clear and concise communication is paramount to success

• Ensure robust and accurate data to support and monitor performance
Contact for this Innovation

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