



Western Health is the major public provider of acute health services throughout Western Metropolitan Melbourne

Improved patient experience and employee morale through reduction of crisis management activities

Work studies that identified significant excess administration resources (40%) for recommended potential redeployment

Referee –

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Overview

Western Health was formed in July 2000 (from a much larger combined health service covering North, West and parts of Central Metropolitan Melbourne) and is the major public provider of acute health services throughout Western Metropolitan Melbourne.

Western provide a range of health services including emergency, elective, medical, surgical, obstetrics, paediatrics, community-based rehabilitation, acute geriatric medicine and subacute services from three acute hospital campuses - Western Hospital, Sunshine Hospital and The Williamstown Hospital. In addition, Western Health delivers residential aged care services from Reg Geary House and Hazeldean Nursing Home; and drug and alcohol services from the DASWest facility. We are a large organisation of approximately 5000 staff.

Western Health's catchment extends from Footscray and out to the growth corridors of Caroline Springs and Melton, up to Sunbury and down to Werribee. It numbers approximately 690,000 people and is growing at 4% per annum.

Objectives

WS & Associates were initially engaged to complete a scoping study with the Outpatient department located at 160 Gordon St Footscray. This scoping study focused on reviewing the existing systems, constraints and workflow applications.

WS was then subsequently engaged to complete a 10 week project to improve patient outcomes through creating capacity visibility and identifying value activities in existing work flows and processes within the Outpatients department.

Our approach

At the commencement of the project WS undertook detailed work studies in both Patient Management ('PM') and the Referral Management Centre ('RMC'):

In PM, WS focused specifically on the current processes in place to manage the patient queue and the missed revenue from lost patient outcomes.

In RMC, WS focused on the current referral management process from receiving through to waitlisting/allocating appointments.

WS also conducted extensive work load analysis and data analysis around the current systems Western Health had in place.

Outcomes

Based on our investigations and findings, WS constructed a Capacity Model (a forecast based on set criteria) and a Work Management System (actual data) to be used together to create a performance dashboard showing Planned Vs. Actual therefore greater visibility and accountability within the two areas.

Other specific outcomes achieved in our engagement include:

- Improved patient experience and employee morale through reduction of crisis management activities
- Substantial decrease in the patient queue and waiting time in PM through , multiple Queue Theory based initiatives to assist PM
- Work studies that identified significant excess administration resources (40%) for recommended potential redeployment