

## NSW EMERGENCY CARE INSTITUTE WORK PLAN (2012 – 2013)

The ECI is here to work with and support emergency department staff, in consultation with consumers and the community, to research, plan and deliver more effective and efficient care leading to better outcomes for patients. The ECI provides a strong, independent voice for improvement on behalf of staff, patients and NSW communities.

Our role is to bring that together and disseminate across the whole of NSW to reduce variation in clinical practice and improve emergency care. We also conduct research and foster innovation, so as to assist EDs to meet upcoming challenges for the future.

This work plan describes the steps that the Network will take to improve services, to address inequities to access and to ensure that there is a sufficient workforce for the future provision of best practice services.

The principal activities / key result areas (KRA) of the ECI include:

- KRA 1 Knowledge Management:** Fostering communication across all key stakeholders including NSW Health, expert groups, clinicians and consumers at a state, national and international level.
- KRA 2 Clinical Governance:** Promoting excellence in the standard of care in all NSW Emergency Departments (ED's) by;
- Clinical networking, promotion and dissemination of evidence based practice
  - Providing a forum for the systematic analysis and assessment of information regarding the quality of care in NSW Emergency Departments.
- KRA 3 Clinical & Service Innovation:** Researching new innovative solutions to current and future challenges to Emergency care including new models of care and system developments.
- KRA 4 Strategic Planning:** Providing strong leadership to interest groups and emergency staff on the future direction of emergency care in NSW.

The ECI work plan has been developed with consideration of the following documents and activities and used to inform the prioritisation of projects:

- Rural Critical Care Taskforce Work Plan
- ACI Strategic Plan
- NSW State Health Plan
- Ministerial Taskforce for Emergency Care
- ECI Annual Stakeholder Survey

**KRA 1 Knowledge Management**

Fostering communication across all key stakeholders including NSW Health, expert groups, clinicians and consumers at a state, national and international level through:

- the establishment of an emergency clinician community of practice and promote sharing of information. Implement a 'platform' to facilitate emergency clinician community of practice
- promoting evidenced based clinical care through sharing of resources such as policies and guidelines
- building relationships and links with key agencies and stakeholder groups and identify opportunities for project work with these agencies
- providing accessible information to consumers on ED services and clinical information

Priority / Project Area	KPIs / Actions / Measures	Responsible Lead & Committee	Budget / Timeframe	Progress Update
Develop and implement a <b>communication and community engagement strategy</b>	<ul style="list-style-type: none"> <li>• Develop a communication and community engagement strategy in collaboration with the ACI Communications Team and ACI Consumer Sub-Board Committee</li> <li>• Implement endorsed strategies / actions</li> </ul>	Manager Special Projects / Executive	3 months	In progress
Build an interactive <b>website</b> that will be used by emergency care clinicians as a 'one-stop-shop' for all clinical and professional development needs	<ul style="list-style-type: none"> <li>• Deliver an innovative and interactive website that is accessible to emergency care clinicians and consumers across NSW</li> <li>• Build an e-learning platform for PEARLS and the Rural ED Education Program (wound care etc)</li> </ul>	Manager Special Projects / Executive	\$35k - build \$1k/year ongoing for licences etc	Completed the initial build of the website in November 2011 – launched. Enhancements and maintenance ongoing.
Develop <b>patient fact sheets</b> for clinicians to provide to patients at discharge	<ul style="list-style-type: none"> <li>• Develop patient fact sheets for the most common discharge diagnoses (top 20)</li> <li>• Develop patient fact sheets for other diagnoses as required</li> </ul>	Medical Project Officer / CAC	3 months	In progress
Develop new emergency care <b>clinical guidelines</b> and <b>forms</b>	<ul style="list-style-type: none"> <li>• Identify gaps in the development of clinical guidelines and the need for standardised forms</li> <li>• ECI to develop new guidelines and forms as required in accordance with NHMRC guideline protocols and the NSW Health Forms Committee</li> <li>• Currently under development: <ul style="list-style-type: none"> <li>○ Develop warfarin reversal guidelines</li> </ul> </li> </ul>	Medical Project Officer / CAC	Ongoing	In progress

	<ul style="list-style-type: none"> <li>○ Develop a form for the physical assessment of mental health patients</li> <li>○ Standardise the PTA (WPTA) form</li> <li>○ Feedback on the ED SAGO chart developed by CEC</li> </ul>			
Inform the development of new <b>policies</b> and the revision of old policies as required	<ul style="list-style-type: none"> <li>● ECI involved in the review of all ED related policies</li> <li>● Prepare one page summaries for all ED related policies to draw clinicians attention to the main elements of the policy</li> <li>● ECI involved in policy / system changes on relevant working groups. ECI currently represented on:                             <ul style="list-style-type: none"> <li>○ PHR Review Working Group</li> <li>○ Early Access to Stroke Thrombolysis Working Group</li> <li>○ Australasian Health Facility Guidelines Group</li> </ul> </li> </ul>	Medical Project Officer / CAC	Ongoing	In progress
Support the implementation of the National Emergency Access Target <b>NEAT</b> in NSW emergency departments	<ul style="list-style-type: none"> <li>● ECI to collate NSW, national and international resources developed to support the implementation of NEAT and make these publicly available on the ECI website</li> <li>● Engage and attend the MoH NEAT Project Officers Group meetings</li> </ul>	Manager Special Projects / CAC	Ongoing	In progress
Develop and/or make available <b>equipment</b> manuals and guides for commonly used ED equipment	<ul style="list-style-type: none"> <li>● ECI to be consulted on the NSW Health master equipment list</li> <li>● ECI to make available and develop equipment guides for commonly used ED equipment</li> </ul>	Medical Project Officer / CAC	3 months	In progress
Develop a multidisciplinary emergency care <b>newsletter</b>	<ul style="list-style-type: none"> <li>● ECI to distribute and disseminate a fresh ED newsletter for stakeholders on a regular basis with the latest news in emergency care along with feature articles and interviews with people of interest</li> </ul>	Data and Information Manager / Executive	Ongoing	In progress
Build and maintain <b>networks</b> with relevant groups and individuals	<ul style="list-style-type: none"> <li>● Contribute to Interstate ED network activities and forums</li> <li>● Engage relevant Colleges and professional associations in work</li> <li>● Work in collaboration with relevant LHDs and NSW health organisations (including the four pillars) on projects and activities</li> </ul>	Network Manager / Executive	Ongoing	In progress

**KRA 2 Clinical governance**

Promoting excellence in the standard of care in all NSW Emergency Departments (ED's) through:

- clinical networking, promotion and dissemination of evidence based practice
- providing a forum for the systematic analysis and assessment of information regarding the quality of care in NSW Emergency Departments
- reducing variations in clinical care and promote and standardise evidence based practice in emergency care across NSW
- reviewing information management systems and advise on solutions through a coordinated state wide approach

Priority / Project Area	KPIs / Actions / Measures	Responsible Lead & Committee	Budget / Timeframe	Progress Update
Establish and support the work of the three Advisory <b>Committees</b> and the Executive Committee	<ul style="list-style-type: none"> <li>• Develop and endorse terms of reference</li> <li>• Measure and review performance against functions annually</li> <li>• Review membership annually</li> <li>• Action work generated by Committees</li> </ul>	Medical Director / All Committees	Ongoing	TOR and membership review scheduled for October 2012
Establish and support the work of the <b>Rural Emergency Medicine Group</b>	<ul style="list-style-type: none"> <li>• Develop TOR</li> <li>• Undertake a survey looking at 'how do base hospitals provide support to smaller facilities'</li> </ul>	Network Manager / Executive	Ongoing	In progress
Undertake <b>sites visits</b> to EDs across metropolitan, rural and remote NSW	<ul style="list-style-type: none"> <li>• Meet regularly with relevant groups and individuals</li> </ul>	Medical Director / Executive	Ongoing	In progress
Systematically review all <b>ED incidents</b> in NSW	<ul style="list-style-type: none"> <li>• Gain privileged status</li> <li>• Develop an ED specific taxonomy</li> <li>• Develop a streamlined process for reviewing incidents</li> <li>• Review RCAs and their recommendations and support the implementation of these to EDs in NSW</li> <li>• Quality project recommendations - work with identified agencies to operationalise these</li> <li>• Identify system issues central to contributing to SAC incidents in order to prioritise project work</li> <li>• Report on collaborative quality projects</li> </ul>	Data and Information Manager / IAC	Ongoing	In progress

Lead, develop and support the delivery of emergency care <b>education and training</b> events	<ul style="list-style-type: none"> <li>• NECCS – annual education event</li> <li>• Rural and regional emergency care skills and education workshops – MLHD, SNSWLHD and Dubbo (2012)</li> <li>• ED Operational Efficiency Workshop (held March 2012)</li> </ul>	Network Manager / CAC	Ongoing \$20,000p.a.	In progress
Lead, develop and support the delivery of emergency care <b>education and training</b> modules	<p>Rural and remote ED education support project</p> <ul style="list-style-type: none"> <li>• ECI to appoint a nursing project officer to develop e-learning models on wound care and the assessment and risk recognition of the undifferentiated emergency patient</li> </ul> <p>PEARLS project</p> <ul style="list-style-type: none"> <li>• Work in collaboration with the project lead to host an e-learning platform for these modules</li> </ul>	Network Manager / CAC	June 2013 \$200,000	Need to recruit to a nursing project officer role
Present and attend leading state, national and international <b>conferences</b> on the work of the ECI	<ul style="list-style-type: none"> <li>• RCCC - Rural Critical Care Conference</li> <li>• CENA – College of Emergency Nursing Australasia</li> <li>• ACEM – Australian College for Emergency Medicine</li> <li>• IFEM – International Federation for Emergency Medicine</li> </ul>	Medical Director / Executive	Ongoing	In progress
Implement a <b>Quality Framework</b> in NSW emergency departments	<ul style="list-style-type: none"> <li>• Prepare a PROF outlining the project plan for the development and implementation of a quality framework in NSW emergency departments</li> <li>• ECI to invite LHDs to nominate level 4 – 6 to participate</li> <li>• ECI to provide orientation to 24 appointed Project Officers</li> <li>• ECI to provide project coordination and monitoring of funds, appointments and deliverables for this project</li> <li>• ECI to develop an evaluation framework for facilities to monitor and measure their achievements and barriers to implementation against</li> </ul>	Manager Special Projects / RAC	12 months \$1.5m	In progress
Implement a <b>core set of quality indicators (KPIs)</b> for EDs	<ul style="list-style-type: none"> <li>• Prepare a PROF outlining the project plan for developing a core set of quality KPIs for use in NSW EDs</li> </ul>	Manager Special Projects / RAC	12 months	Not commenced
Support the NSW Emergency Department <b>Airway Registry Project</b>	<ul style="list-style-type: none"> <li>• Finalise the PROF submitted by Dr Fogg and Dr Vassiliadis</li> <li>• Determine what involvement the project team would like the ECI to have in the project</li> </ul>	Manager Special Projects / CAC	TBC	Under development

**KRA 3 Clinical and service innovation**

Researching new innovative solutions to current and future challenges to Emergency care including new models of care and system developments through:

- leading the coordination of identifying future resources and IT capacity in emergency departments
- identifying innovative solutions to support the delivery of emergency care in rural NSW
- supporting the MOH and LHDs in workforce planning activities for EDs in NSW
- identifying education needs to develop the emergency care workforce of the future
- developing the emergency care workforce of the future

Priority / Project Area	KPIs / Actions / Measures	Responsible Lead & Committee	Budget / Timeframe	Progress Update
Develop and support the implementation of best practice <b>models of care</b> in emergency departments	<ul style="list-style-type: none"> <li>• Promote successful models of care addressing general population and specialty needs (rural, children and older people)</li> <li>• Review existing models of care / identify successful practices and their application in emergency care settings</li> <li>• Work with key agencies to identify new models of care to meet the needs of departments and the community</li> </ul>	Manager Special Projects / CAC	August 2012	Completed
Develop a <b>decision support framework</b> for research and project proposals	<ul style="list-style-type: none"> <li>• Develop guidelines and process for collaborating with the ECI on research and projects</li> </ul>	Network Manager / RAC and Executive	August 2012	For endorsement at September Executive
Contribute as a project partner towards the <b>Sepsis Kills Project</b>	<ul style="list-style-type: none"> <li>• ACI/ECI are partners in this project</li> <li>• ECI funded a project officer for 12 months (end April 2012)</li> <li>• ECI represented on Management Group</li> </ul>	Medical Director / Executive	Ongoing	In progress
Undertake an <b>Emergency Workforce Research Project</b>	<ul style="list-style-type: none"> <li>• Support this research project led by the University of Sydney Workforce Research Centre.</li> </ul>	Network Manager / CAC	September 2012 \$29,700	In progress
Support and spread examples of <b>innovative practice</b> across NSW	<ul style="list-style-type: none"> <li>• PAEDS Box – developed by Donovan Dwyer to be rolled out to interested facilities</li> </ul>	Network Manager / CAC	Ongoing	
Support the expansion of the Aged	<ul style="list-style-type: none"> <li>• Prepare a PROF outlining the project plan for this body of work</li> </ul>	Network	June 2013	Led by the Ministry

Care Emergency <b>(ACE) Project</b>		Manager / CAC	\$1.3m	of Health
Support the <b>HiRAID</b> : evaluation of an emergency nursing assessment framework on patient assessment and documentation research project	<ul style="list-style-type: none"> <li>• Finalise the PROF submitted by Kate Curtis and Margaret Murphy</li> <li>• Determine what involvement the project team would like the ECI to have in the project</li> </ul>	Manager Special Projects / RAC	TBC	Under development
Support the research project assessing the <b>impact of the Emergency Physiotherapy Practitioner on Emergency Department care for patients with musculoskeletal injuries</b>	<ul style="list-style-type: none"> <li>• Confirm RAC decision</li> <li>• Finalise the PROF submitted by Katherine Maka</li> <li>• Determine what involvement the project team would like the ECI to have in the project</li> </ul>	Manager Special Projects / RAC	TBC	Under development

**KRA 4 Strategic planning**

Providing strong leadership to interest groups and emergency staff on the future direction of emergency care in NSW.

Priority / Project Area	KPIs / Actions / Measures	Responsible Lead & Committee	Budget / Timeframe	Progress Update
Identify emergency <b>data and information requirements</b>	<ul style="list-style-type: none"> <li>Identify databases used across NSW that capture ED data</li> <li>Source data and information requirements and request access if not available</li> </ul>	Data and Information Manager / Executive	3 months	In progress
Create meaningful publicly available <b>reports for stakeholders</b> on emergency care activities and ED outcomes	<ul style="list-style-type: none"> <li>Analyse data trends and research drivers in demand and strategies to address these</li> <li>Monitor quality measures, ED demand and workforce supply</li> <li>Biannual report card – ECI activities</li> <li>Annual SAC1 ED Incident Report</li> </ul>	Network Manager / Executive	Ongoing	In progress
Distribute and collate an annual <b>stakeholder survey</b> to ensure the ECI is fit for purpose and addressing the needs of emergency care staff	<ul style="list-style-type: none"> <li>Annually survey emergency care clinicians to maintain engagement with stakeholder groups and ensure priority areas are addressed and the ECI is a relevant body</li> </ul>	Data and Information Manager / Executive	Ongoing	In progress. Next released in August 2012
Hold an annual <b>emergency care symposium</b> bringing together emergency care stakeholders	<ul style="list-style-type: none"> <li>Event manage - plan and evaluate this annual event</li> </ul>	Manager Special Projects / Executive	Ongoing	In progress. Next scheduled for 9 November 2012
Support the quarterly <b>ED Leaders Forum</b>	<ul style="list-style-type: none"> <li>Event manage – plan and evaluate this quarterly Forum</li> </ul>	Manager Special Projects / Executive	Ongoing	In progress
Ensure ECI resources are managed with due diligence	<ul style="list-style-type: none"> <li>Work closely with the Director Corporate Services to ensure expenditure does not exceed the budget</li> <li>Report to the ECI Executive quarterly on the budget status</li> <li>Work with the ACI and MoH to secure recurrent funding beyond 2012 / 2013 for the ECI</li> </ul>	Network Manager / Executive	Ongoing	In progress