Case for change
Patient experience required improvement as demonstrated by:
- 900 (15%) of patients are given 1-7 days notice of their Planned Date of Admission (PDA).
- 1600 (50%) of cancellations occur with only 1-7 days notice prior to their PDA.
- 4000 patients PDA is re-scheduled.

Method
- Booking and Admissions Tracking (2hrs)
- Day-Only Ward Tracking (16hrs)
- Recommendation for Admission (RFA) Process Mapping (4hrs)
- Data Analysis (12 month KPis)
- Policy and Guideline Reviews (4hrs)
- Patient Interviews (n15)
- Patient Journey Mapping (n15)
- Staff Interviews and Surveys (n35)
- Issues Prioritisation (3hrs)

Goal
Achieve a patient focused approach to improve the patient experience by timely communication with patients regarding their PDA.

Objectives
- ≥5% of our Clinical Category 2’ and 3’ Vascular and Urology patients have ≥7 days notice of their planned procedure date by March 2016 (Vascular 71.5%, Urology 77.1% as at April 2015).
- ≥85% of our Vascular and Urology patients who have their procedure cancelled by the hospital will receive >7 days notice of the cancellation by March 2016. *procedures clinically indicated within 90 days procedures clinically indicated within 365 days

Diagnostics
- RFA Process Map
- None

Issue
- Waitlist Policy Compliance
  - Limited awareness of current specialty and surgeon specific waitlist RFAs identified in surgeons survey.
  - Limited awareness of MoH Waitlist Policy.

Solution
- Generation of monthly Specialty Waitlist Report sent to Head of Department (HoD).
- Development of Local Policy Compliance Procedure document.

Results
- RFA forms stamped with ‘Short Notice List’ tick box.
- Admissions and Bookings facilitated theatre list.
- Document developed to identify local governance for waitlist management.

Incomplete RFA forms
- Approx. 30 RFA forms per month submitted to bookings office with missing mandatory minimum data set.
- Time average of admissions and bookings staff following up missing mandatory minimum data set.

Incomplete RFA for Clinical Category 2/3 patients not accepted.

Implemented since December 2015:
- Average responses: 54% (n691).
- 100% of surveyed patients satisfied with SMS reminder/confirmation.
- SMS reminder/confirmation sent to patients 10 days prior to their PDA.

Vascular and Urology Elective theatre bookings 2015-2016
- %7 Days PDA notice given to Category 2/3 patients

Sustaining change
- Incomplete RFA forms and SMS confirmation data reported monthly at staff and divisional meetings.
- Specialty Waitlist Report tabled at HoD meetings.
- Patient notification of planned date of admission and cancellations reported at monthly divisional, HoD and departmental meetings.
- Customised waitlist management strategies to be identified across all surgical specialties.
- Second phase of elective surgical booking redesign to progress with Pre-Admission Clinic Redesign Project.

Conclusion
- 100% of surveyed patients post solution implementation stated that they had a positive experience with the bookings process and services at Westmead Hospital.
- Staff have appreciated the consultative and collaborative approach throughout the project redesign phases.
- There has been a positive effect on workplace culture as demonstrated in the staff and patient evaluations.

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