

Emergency Care Institute Operational Plan

2014 - 2016

This operational plan maps our activities to the key result areas the ECI were established to meet. These 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.

Assumptions and Expectations

This plan has been developed with the following assumptions:

RESOURCE	ASSUMPTION
ECI Clinical Director	The ECI Clinical Director for the 2014 – 2016 period is Dr Sally McCarthy
ECI Establishment	The ECI establishment (as at 1 July 2014) is maintained. That is: <ul style="list-style-type: none"> • Clinical Director – 0.5FTE • Manager – 1FTE • Special Projects Officer – 1FTE • Data and Information Manager – 1FTE • Research Fellow – 1FTE • Medical Project Officer – 0.5FTE • Advanced Trainee – 1FTE (to January 2016)
ECI Budget Reporting	The ECI will provide monthly budget reports on its expenditure YTD for the SACC Portfolio Director
ECI Performance Reporting	The ECI will continue to provide an annual report card that will be made publically available to stakeholders on the activities and achievements of the ECI for the calendar year. More regular or targeted reports can be produced on request.
Engagement	The ECI continues to plan and prioritise work in close collaboration with the Advisory Committees, LHDs, ACI and MoH, and relevant external organisations to ensure alignment. All decisions made are transparent, justifiable and communicated to stakeholders.

KRA 1 Knowledge Management

ECI Operational Actions	Responsible Officer	Timeframe	Progress / Comment
Provide support and advocacy to emergency clinicians and patients to ensure high quality care is provided	Clinical Director	Ongoing	
Create meaningful and publically available reports for stakeholders on emergency care activities, incidents and ED outcomes.	Data and Information Manager	Ongoing	
Maintain a community of practice and promote sharing of emergency care information and promote excellence in the standard of care in NSW emergency departments through holding regular Leadership Forums, FACEM Wisdom: Fast-Tracked, Nursing Forums and an annual Symposium.	Manager and Clinical Director	Ongoing	
Provide accessible information to consumers on ED services and clinical information	Manager and Clinical Director	Ongoing	
Produce a quarterly multidisciplinary emergency care newsletter	Manager	Ongoing	
Maintain the ECI website ensuring clinical tools, research, reports, education and training and members sections are up to date and functional	Manager	Ongoing	
Support and assist the development and strengthening the ECI's social media presence through the use of Twitter, Facebook and other appropriate platforms	Special Projects Officer	Ongoing	
Undertake site visits to metro, regional and rural emergency departments to appreciate the context and ensure the ECI remains a current and relevant body to frontline clinicians.	Manager	Ongoing	
Provide accessible information to stakeholders and promote sharing of information regarding emergency care costs and performance	Clinical Director and Data and Information Manager	Ongoing	
Advocate and work with stakeholders to implement the recommendations from the Internet Use in EDs Report	Clinical Director	Ongoing	

KRA 2 Clinical Governance

ECI Operational Actions	Responsible Officer	Timeframe	Progress / Comment
In collaboration with our partners identify gaps in the development of clinical tools and develop clear and concise evidence based decision support tools, procedures and tools in emergency care.	Medical Project Officer	Ongoing	
Develop an escalation flow chart for inter-facility transfer of patients	Advanced Trainee and Clinical Director	August 2014	Completed, but awaiting the NSW Transfer Working Group to re-establish to progress
Promote evidence based clinical care through sharing of resources such as policies and guidelines.	Clinical Director	Ongoing	
Review, endorse and promote clear, concise evidence based clinical practice guidelines, procedures and tools in emergency care.	Clinical Director	Ongoing	
Systematically review emergency department incidents in NSW.	Data and Information Manager	Ongoing	
Support and create an environment in emergency care settings to focus on quality in the implementation of time based targets, integration of care across the whole of hospital and whole of health system through working with NSW Health and LHDs.	Clinical Director	Ongoing	
Develop and support the implementation of best practice models of care in emergency care including Aged Care Emergency and ongoing collaborations with ACI networks.	Manager	Ongoing	
Produce an innovative clinical focus report on incidents and quality of care related to ED risk points, including triage, staffing and workforce and clinical diagnosis.	Data and Information Manager	December 2014 and ongoing	
Paediatric observation units and clinical follow-up project – participate in working group and coordinate a statewide survey of EPs and Paediatricians	Clinical Director	December 2014	Surveys completed. Ongoing work in conjunction with NSW Kids and Families
Clinical Initiatives Nurse (CIN) Review to be conducted in collaboration with the MoH, HETI and ED Nursing Leadership Group. CIN package to be reviewed for currency of practice and content (electronic and soft material)	Clinical Director	June 2015	

Prospective risk management in EDs – current practice evaluating incidents and the application to practice	Data and Information Manager and Clinical Director	March 2015	
Validate the triage audit tool developed by Prince of Wales ED	Research Fellow	December 2015	
Small ED Project - rolling out the ACEM ED Quality Framework to rural and remote EDs to improve clinical care <ul style="list-style-type: none"> 1. Standardisation of care – reduce variability and produce a small ED resource kit 2. Triage audit tool 3. Clinical audit tools based on those used by NDEC to capture review of deaths, mental health patients transferred; patients transferred to HD/ICU/paediatrics etc. 	Special Projects Officer Special Projects Officer Special Projects Officer	December 2015 December 2016 December 2016	
Provide a forum for the systematic analysis and assessment of information regarding the quality and safety of care in NSW emergency departments.	Data and Information Manager	Ongoing	
Support and ensure the work of the ECI Advisory Committees remain relevant, focussed and highly functional.	Manager	Ongoing	
Lead, develop and support the delivery of emergency care education and training events with a focus on locally identified gaps.	Manager	Ongoing	
Involvement and representation on various statewide and national committees – ECI to maintain a register of these representatives	Clinical Director	Ongoing	

KRA 3 Clinical & Service Innovation

ECI Operational Actions	Responsible Officer	Timeframe	Progress / Comment
Support and monitor ECI funded research projects led by other institutions including: <ul style="list-style-type: none"> • HiRAID: evaluation of an emergency nursing assessment framework on patient assessment and documentation research project • Assessment and management of the cognitively impaired elderly musculoskeletal patient • Over-census patient transfers from emergency departments to the ward • DESTINY Project 	Research Fellow	Various dates	
Commission the completion of an emergency workforce literature review to be completed and next steps identified.	Clinical Director	January 2016	Report completed April 2014 Next steps TBA
Consumer tools – both for the ED waiting room and while undergoing care in the ED. To prompt appropriate questioning, assist everyone in knowing what is currently happening and improve customer focus	Advanced Trainee and Medical Project Officer	August 2015	
Literature review and research study – physical assessment of the mental health patient	Research Fellow	January 2015	
Evaluate the ED Quality Framework Implementation project and identify next steps.	Special Projects Officer	August 2014	Completed
Implement the Nurse Delegated Emergency Care (NDEC) project	Special Projects Officer	June 2016	Ongoing
Evaluate the Nurse Delegated Emergency Care (NDEC) project	Special Projects Officer and External Consultant	June 2016	Go to tender February 2016 or complete in-house
Lead, and support the research project assessing the impact of the emergency physiotherapy practitioner on emergency department care for patients with musculoskeletal injuries	Research Fellow	June 2015	
Lead and support the Airway Registry Project in NSW and support other jurisdictions to establish their own registry.	Research Fellow	June 2016	
ED Team research project	Advanced Trainee and Clinical Director	August 2014	Publication in progress

Smart phone photography guidelines for use and storage in eMR	Advanced Trainee	August 2014	Presentation completed. Resource to be developed for website tools.
ED ultrasound credentialing and governance package for NSW EDs – collate what is available to enhance the ability of EDs and medical staff to implement robust credentialing of U/S practice in ED	Advanced Trainee and Medical Project Officer	January 2016	
Lead, develop and implement e-learning modules for: <ul style="list-style-type: none"> • Wound management for nurses • High risk / undifferentiated patient presentations to ED (“the red flags”) – for triage nurses, JMOs and non-specialist ED clinical staff 	Advanced Trainees and Medical Project Officer	January 2015	
Trauma educational modules – de-identify, write patient cases, obtain radiology reports in conjunction with trauma service at RNSH	Advanced Trainees and Medical Project Officer	August 2015	
Sponsor the best evidence into practice research prize at the annual ACEM and ICEN conferences	Manager	Ongoing	
Principal investigator in the NHMRC funded national NEAT research project	Clinical Director	June 2016	
Distribute and collate a biannual stakeholder survey to ensure the ECI is fit for purpose and addressing the needs of emergency care	Data and Information Manager	Biannually	
GP VMO Kit for outer metro, regional, rural and remote EDs –best practice package produced for LHDs (aligns with the ECI small ED project, ACEM EMET program and RDA)	Special Projects Officer	January 2016	
Locum Kit for Locum agencies to provide in orientation packages to medical staff working in small EDs (to assist locum agencies, EDs and LHDs)	Special Projects Officer	January 2016	
Develop a clinical and educational tools package to support implementation of the updated ED departures policy in NSW EDs	Advanced Trainee	August 2015	Completed and under review.
Develop a clinical resource on the role of an ED, utilising existing ACEM and jurisdictional policy and best practice guidance and submit for publication	Advanced Trainee	March 2015	

KRA 4 Strategic Planning

ECI Operational Actions	Responsible Officer	Timeframe	Progress / Comment
Provide strong leadership to interest groups and emergency staff on the future direction of emergency care in NSW.	Clinical Director	Ongoing	
Build relationships and links with key agencies and stakeholder groups and identify opportunities for project work with these agencies	Clinical Director	Ongoing	
Lead the coordination of identifying future information management requirements and IT capacity in emergency departments.	Clinical Director	Ongoing	
Ensure ECI resources are managed with due diligence	Manager	Ongoing	
Present and attend leading state, national and international conferences on the work of the ECI including the RCCC, ICEN, ACEM and IFEM.	Clinical Director	Ongoing	
Support HETI and LHDs identify education needs to develop the emergency care workforce of the future.	Clinical Director	Ongoing	
Establish an annual forum for emergency medicine trainees to learn more about the work of the ECI, and clinical support activities of the NSW Health system	Advanced Trainee and Medical Director	Ongoing	
Establish an annual Nursing Leadership Forum specifically designed to meet the needs of current and future nurse leaders in emergency care.	Manager	Ongoing	
Establish and maintain linkages with leading clinical information providers, educational groups and social media sites influential in emergency care, to build and embed the reputation and value of the ECI and ACI	Clinical Director, Medical Project Officer and Manager	Ongoing	
Publish ECI innovations and research in leading emergency care and relevant journals	Clinical Director and Research Fellow	Ongoing	