

Improving patient experiences in emergency departments: Policy and practice



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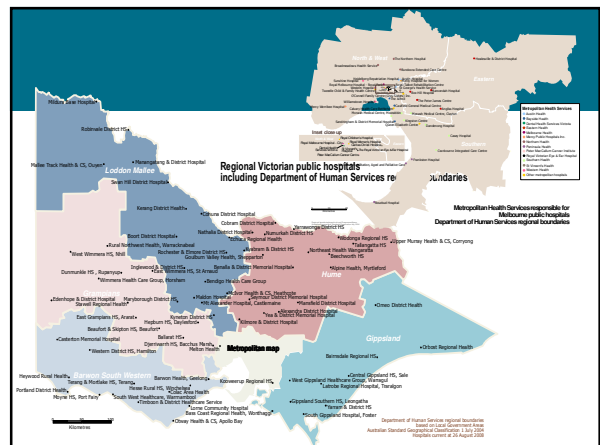
Acute Health Services: Emergency Program
Department of Health
Victoria, Australia

Department of Health



Victoria's health system

- Decentralised governance
- Public and private
- Population
 - 5.3 million (1.9% growth since 07-08)
 - >1.3 million emergency presentations (2008-09)
- 24-hour public emergency departments
 - 5 tertiary referral centres
 - 17 metropolitan
 - 5 regional & 11 rural
 - Numerous smaller GP led urgent care centres



Health system pressures



Context

- Victorian Auditor-General's report *Managing emergency demand in public hospitals* (2004 & 2007)
- Audit of 25 Victorian Emergency Department waiting rooms (January 2005)
- Government investment into improving patient experiences over four years

Strategy

- Promote a positive patient experience
 - Meaningful priorities
 - Develop practical and feasible solutions
 - Sustainable

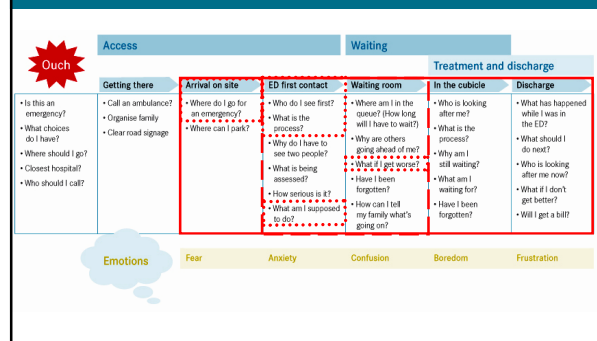
Key principles

- People and family centred
- Shared responsibility
- Access and equity
- Evidence-based
- Substitution
- Safe and high quality
- Efficient and effective
- Collaborative
- Sustainable

Set meaningful priorities

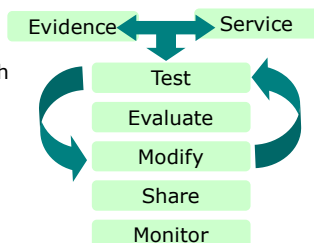
- Advisory groups
 - Emergency access reference committee
 - Clinical network
- Consumer perspectives
 - Research
- Government policy context

Key Research Insights The Patient Experience



Solution development

- Practical and feasible
 - Evidence
 - Literature
 - Primary research
 - Expert advice
 - Service context
 - System
 - Organisations



Respond to consumer needs

- Optimise service delivery
- Population
 - Access and equity
 - Reduce variation
 - Special needs groups
- Clinical
- Non-clinical
 - Environment
 - Psychosocial
 - Support

Environment

- Audit
- Physical amenity in waiting rooms
- Special needs groups
 - Children
 - Older
 - Aboriginal



Communication enhancement

Standardised ED signage improvements

- Central design concepts
- Pilot testing (on site)
- Signage & wayfinding experts
- Involvement of local staff
- Site specific recommendations
- Implementation at 38 sites
- Incorporate into new capital developments



Communication enhancements

Communications Workshops

- Communications workshop program
 - Built around patient-centred ED research
 - September 2005 to June 2008
 - ~2,000 staff attended 355 workshops at 34 hospitals
 - 67% nursing, 22% clerical and 10% medical
 - Rated as useful by 90% Module 1 and 88% Module 2
 - Interviews with managers

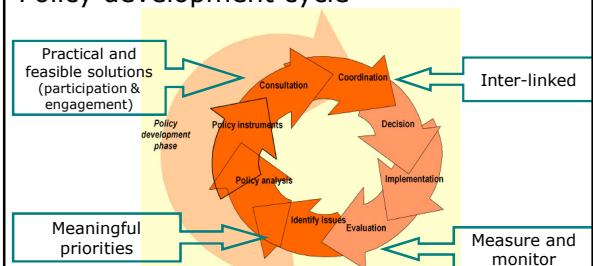
Module 1	Module 2
<ul style="list-style-type: none"> - Experience of patient/carer - Drivers of behaviour - Key patient needs 	<ul style="list-style-type: none"> - Models of interpersonal communications - Managing patient/carer behaviours

Governance

- Clinical governance
 - Resources
 - Signage guide
 - Information materials
 - Volunteer program
 - Pilot programs
 - Measures and monitors
 - Environmental audit
 - Satisfaction monitor
- System
 - Monitoring
 - Benchmarking
 - Policy guidance
 - Waiting room management
 - Volunteers

Conclusion

Policy development cycle



Source: Victorian Auditor-General's Office (2004)