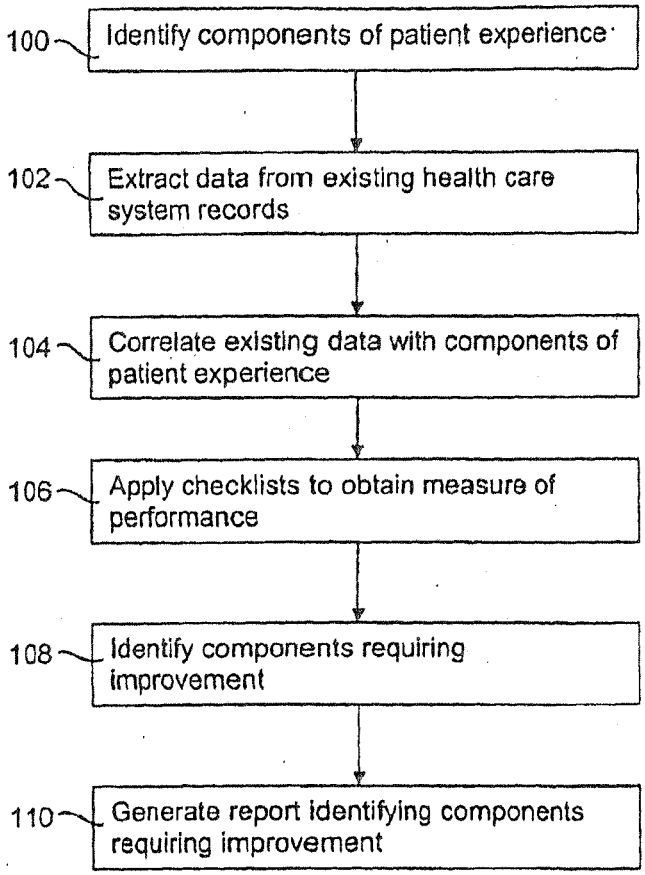
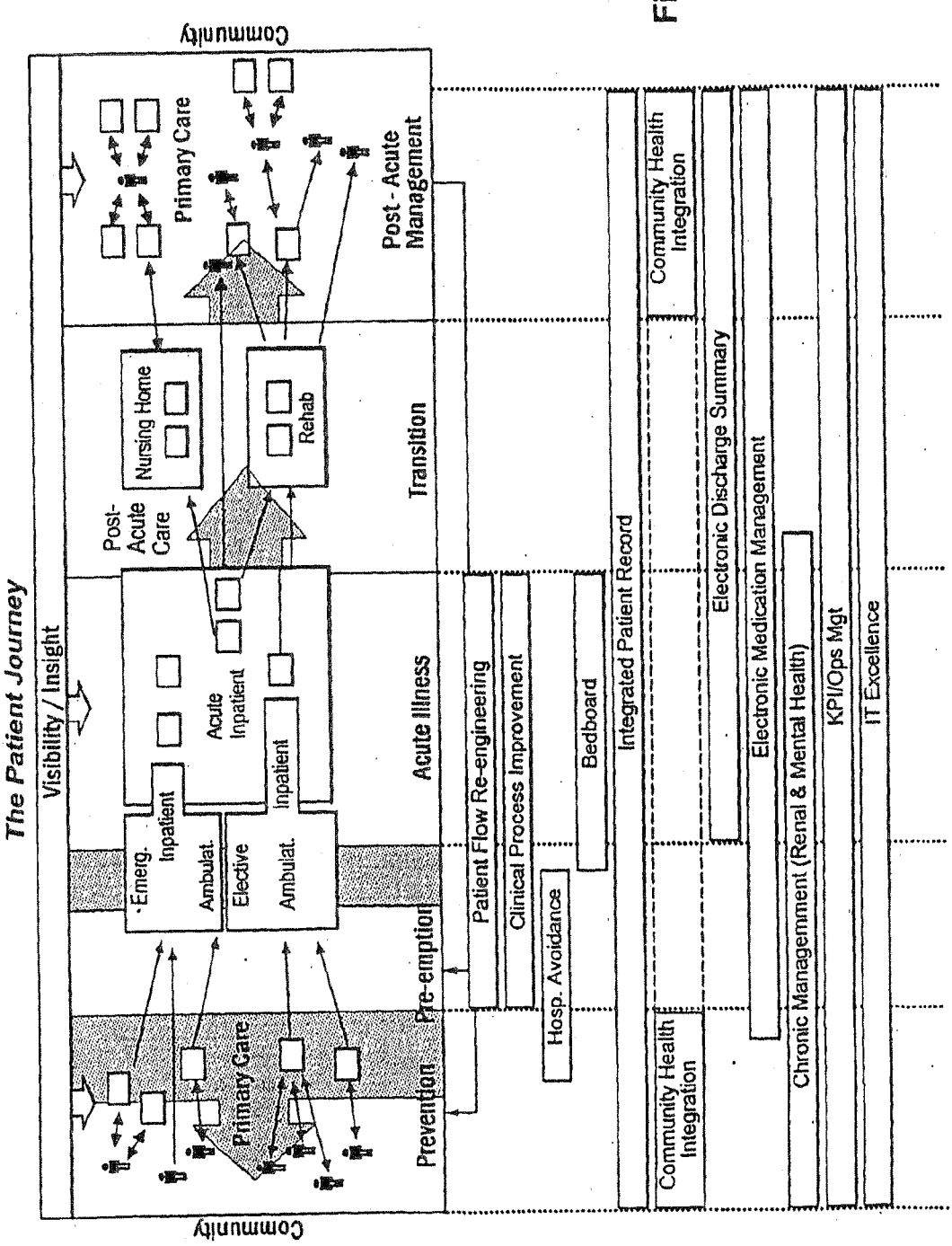

100
Identify components of patient experience
102
Extract data from existing health care system records
104
Correlate existing data with components of patient experience
106
Apply checklists to obtain measure of performance
108
Identify components requiring improvement
110
Generate report identifying components requiring improvement

Figure 1

Figure 2


The Patient Journey
Visibility / Insight
Community
Primary Care
Post - Acute Management
Nursing Home
Rehab
Post-Acute Care
Transition
Acute Inpatient
Inpatient
Emerg. Inpatient
Ambulat.
Elective
Ambulat.
Acute Illness
Primary Care
Prevention
Pre-emption
Patient Flow Re-engineering
Clinical Process Improvement
Hosp. Avoidance
Bedboard
Integrated Patient Record
Community Health Integration
Electronic Discharge Summary
Electronic Medication Management
Chronic Management (Renal & Mental Health)
KPI/Ops Mgt
IT Excellence
Community Health Integration

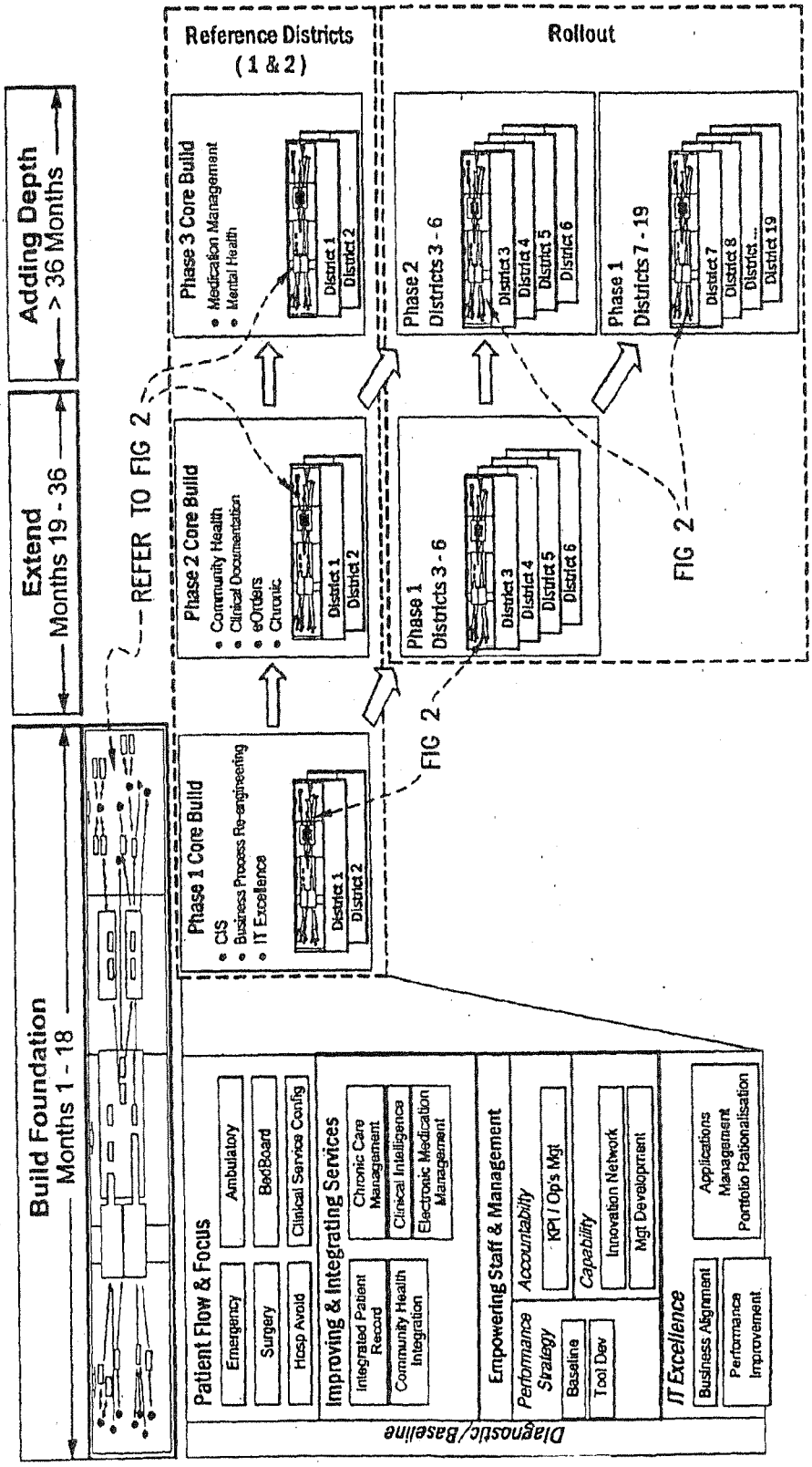

Reference Districts
(1 & 2)
Rollout
Adding Depth
> 36 Months
Extend
Months 19 - 36
Build Foundation
Months 1 - 18
REFER TO FIG 2
Phase 3 Core Build
Medication Management
Mental Health
Phase 2 Core Build
Community Health
Clinical Documentation
eOrders
Chronic
Phase 1 Core Build
CIS
Business Process Re-engineering
IT Excellence
District 1
District 2
Phase 2
Districts 3 - 6
District 3
District 4
District 5
District 6
Phase 1
Districts 7 - 19
District 7
District 8
District ...
District 19
FIG 2
Patient Flow & Focus
Emergency
Surgery
Hosp Avoid
Ambulatory
BedBoard
Clinical Service Config
Improving & Integrating Services
Integrated Patient Record
Community Health Integration
Chronic Care Management
Clinical Intelligence
Electronic Medication Management
Empowering Staff & Management
Performance Strategy
Baseline
Tool Dev
Accountability
KPI / Op's Mgt
Capability
Innovation Network
Mgt Development
IT Excellence
Business Alignment
Performance Improvement
Applications Management
Portfolio Rationalisation
Diagnostic/Baseline

Figure 3

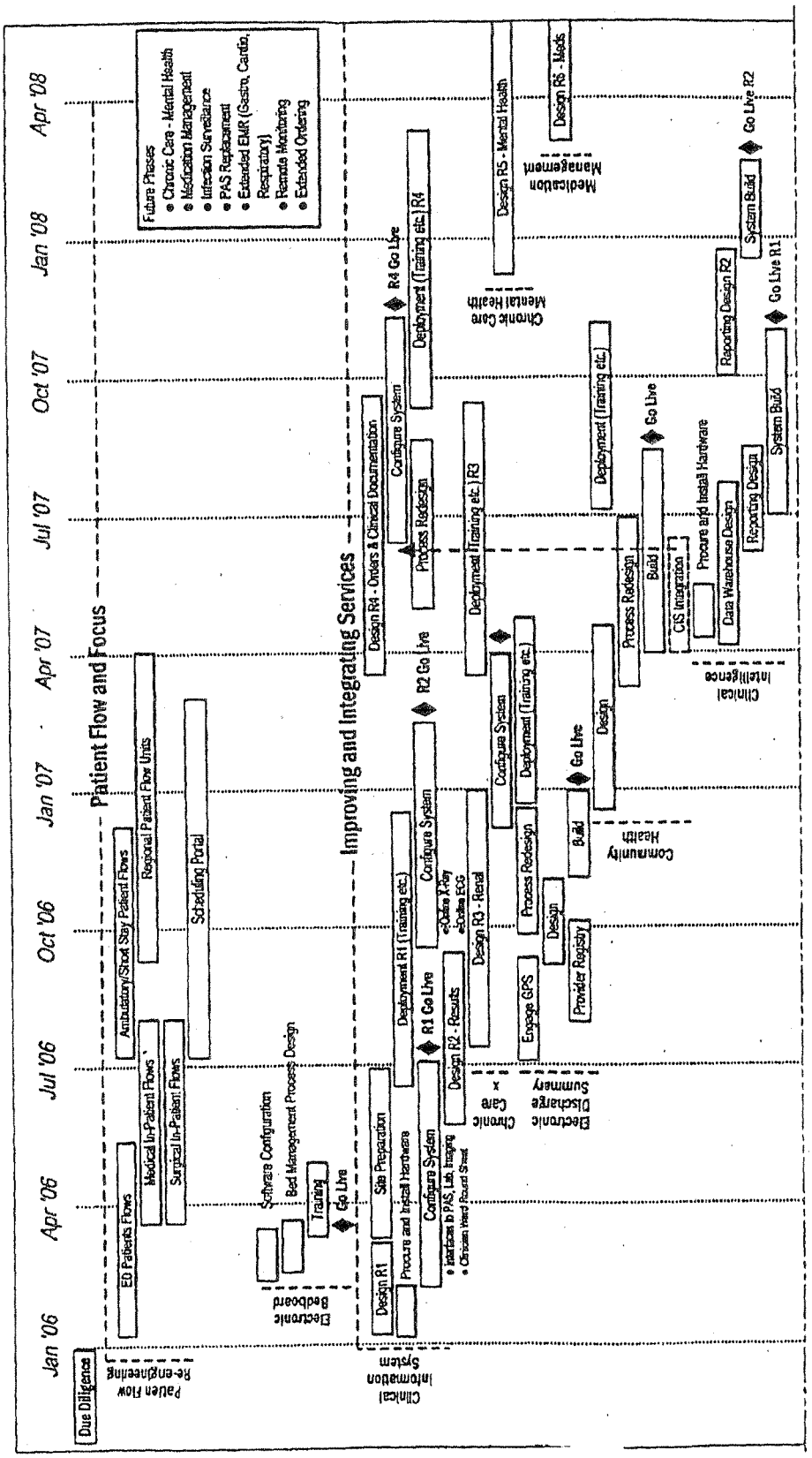


Figure 4

Figure 4A

Fig 4A
Fig 4B

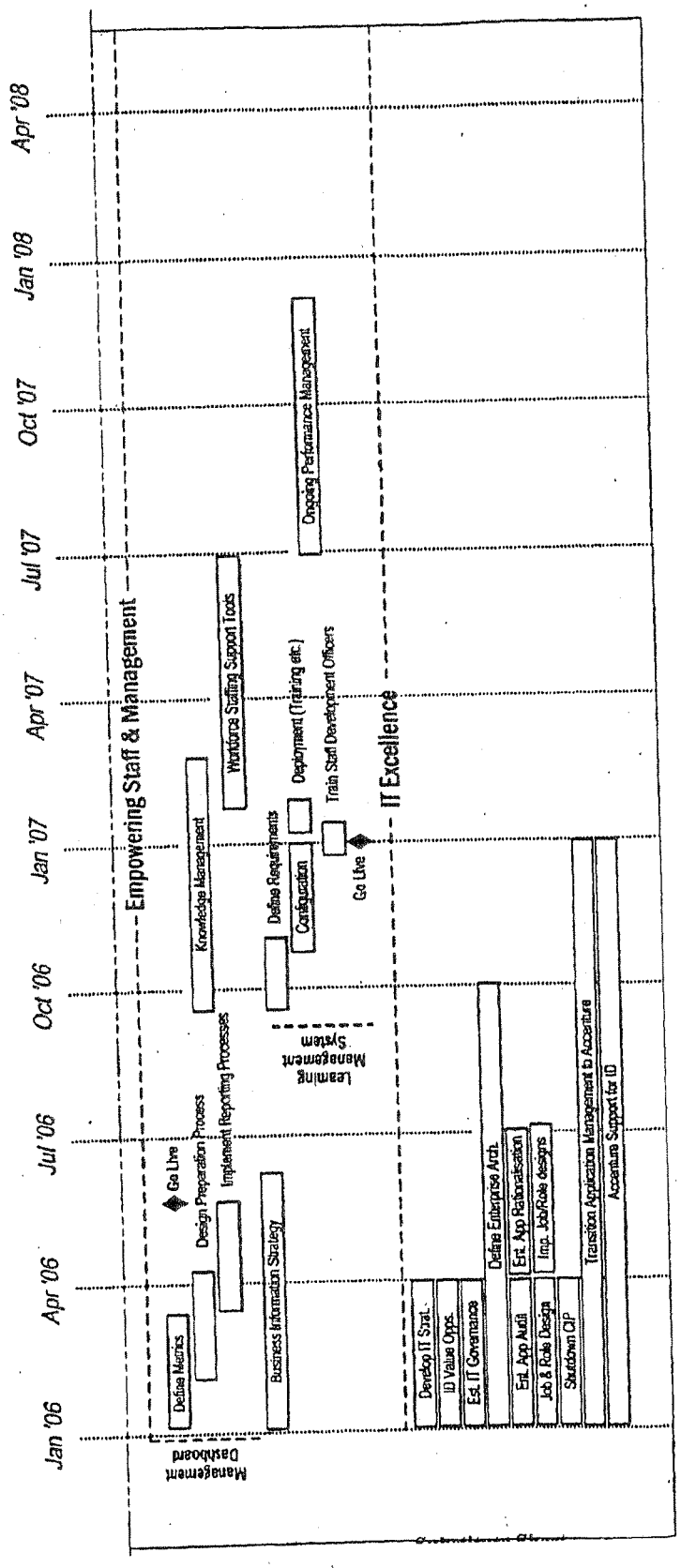


Figure 4B

Figure 4

Fig 4A
Fig 4B

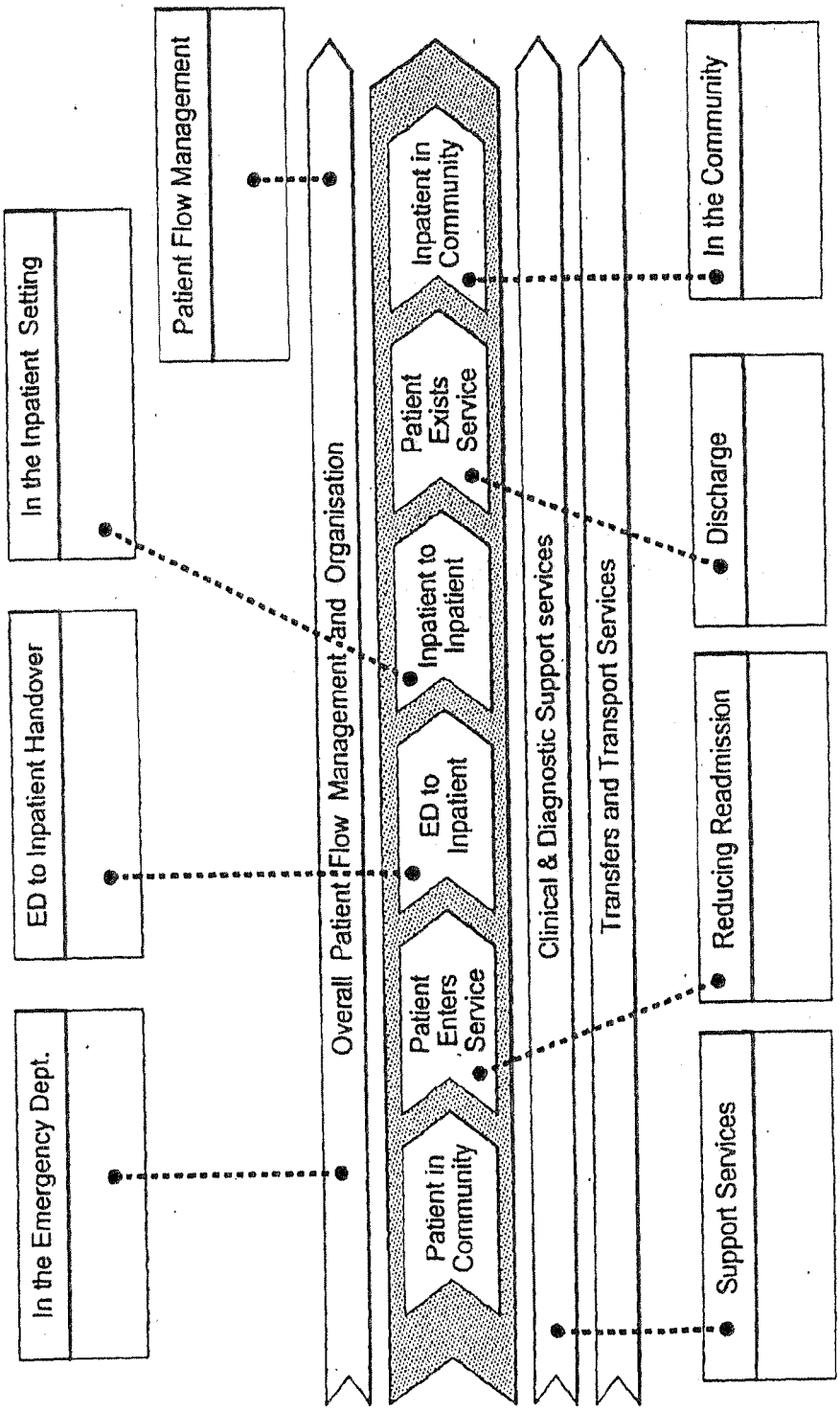

In the Emergency Dept.
ED to Inpatient Handover
In the Inpatient Setting
Patient Flow Management
Overall Patient Flow Management and Organisation
Patient in Community
Patient Enters Service
ED to Inpatient
Inpatient to Inpatient
Patient Exists Service
Inpatient in Community
Clinical & Diagnostic Support services
Transfers and Transport Services
Support Services
Reducing Readmission
Discharge
In the Community

Figure 5

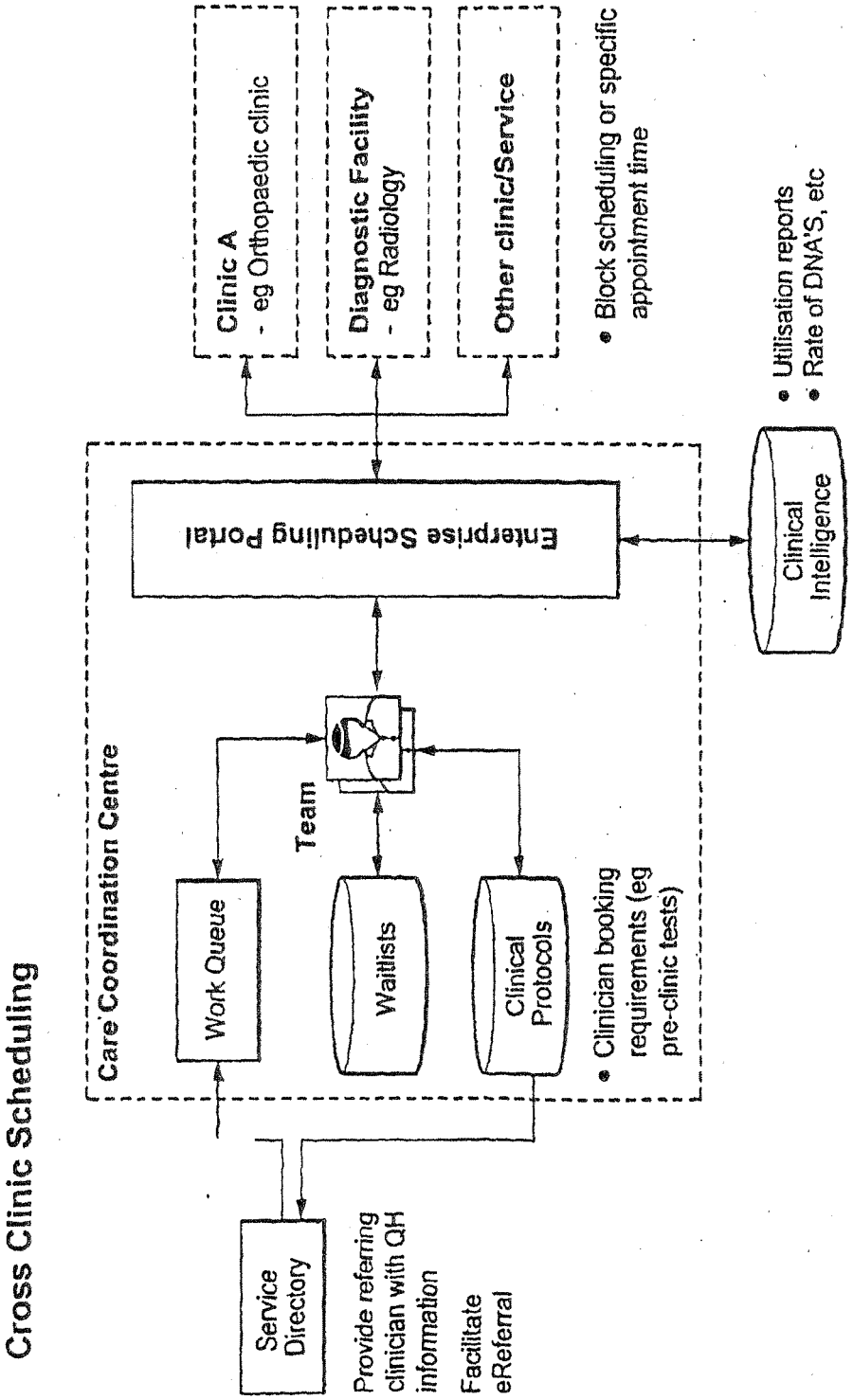

Cross Clinic Scheduling
Service Directory
• Provide referring clinician with QH information
• Facilitate eReferral
Care Coordination Centre
Work Queue
Waitlists
Clinical Protocols
Team
• Clinician booking requirements (eg pre-clinic tests)
Enterprise Scheduling Portal
Clinic A
- eg Orthopaedic clinic
Diagnostic Facility
- eg Radiology
Other clinic/Service
• Block scheduling or specific appointment time
Clinical Intelligence
• Utilisation reports
• Rate of DNA'S, etc

Figure 6

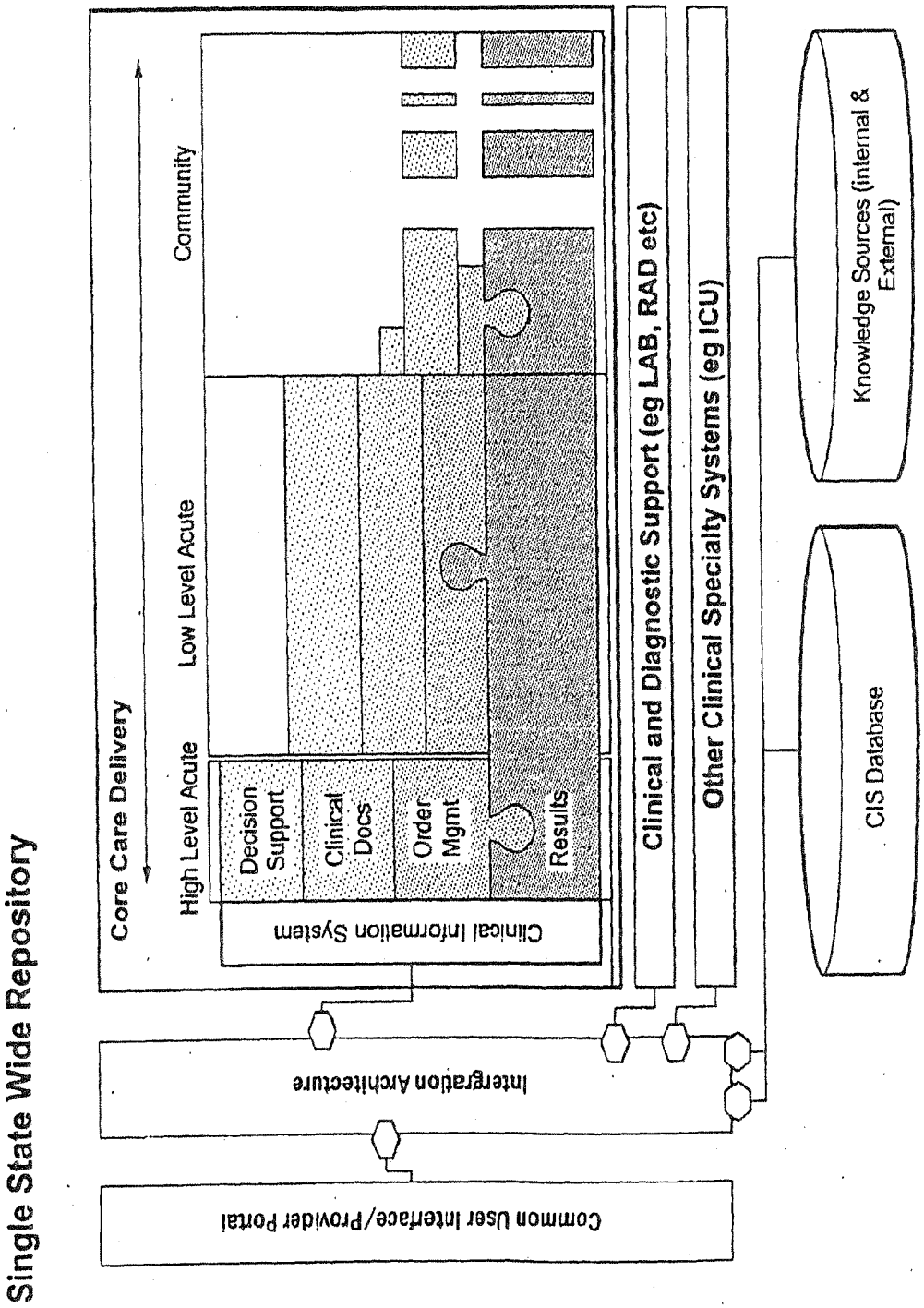

Single State Wide Repository
Common User Interface/Provider Portal
Intergration Architecture
Core Care Delivery
High Level Acute
Low Level Acute
Community
Decision Support
Clinical Docs
Order Mgmt
Results
Clinical Information System
Clinical and Diagnostic Support (eg LAB, RAD etc)
Other Clinical Specialty Systems (eg ICU)
CIS Database
Knowledge Sources (internal & External)

Figure 7

Data Area	Where to find
Number of ED presentations	ED 'patient information management system'
by specialty	
by day of week	
by time of day	
by triage category	
by age of patient	
showing trend over time	
Source of presentation (ambulance, walk in etc)	
Readmission/Representation rates.	
Breakdown in time in ED by triage category	ED 'patient information management system'
time to triage	Use pivot table to create standard bar chart
time to first treatment	
time to disposition etc	
Access block	ED 'patient information management system'
by specialty	
by day of week	
by time of day	
by age of patient	
Time of request for Registrar review to actual time of review in ED	Manually via log book in ED
Admissions vs separations from ED	
Total number of admissions	Inpatient patient information management system
by specialty	
by time of day	
by day of week	
by age of patient	
Use of escalation plans (to respond to patient flow problems)	
How many times per year in Code Red	
Code Red by time of day, day of week	
Average Length of Stay	Inpatient patient information management system
by specialty	
by discharge destination (nursing home, hostel, rehab, home etc)	

Figure 8a: Example Checklist

Data Area	Where to find
Outliers (only if an issue)	Ask Ward NUMS, patient flow managers, bed managers, etc
number of outliers (for key specialties)	
outlier Also compared to non-outliers by specialty	
% bed occupancy over time	Ask key patient flow staff for location - e.g. Bed manager, senior management, etc
Number of discharges	Inpatient patient information management system
by time of day	
by day of week	
Characterization of nursing home related discharge delays	Ask Ward NUMS, discharge planners
Number of patients waiting for nursing home beds	(survey 3-5 if necessary)
Delay waiting for nursing home beds (From time of request to time of discharge)	
Characterization of rehab related discharge delays	Ask Ward NUMS, discharge planners
Number of patients waiting for rehab beds	(survey 3-5 if necessary)
Delay waiting for rehab beds (From time of request to time of discharge)	
Patient satisfaction data	Source via client team members
Staff satisfaction data	Source via client team members
Surgery waitlist data over time	Source via client team members
Surgery cancellation / delay data (how many are cancelled / delayed due to lack of inpatient beds?)	Source via client team members
Number of inter-hospital patient transfers	Inpatient patient information management system
Total number of patient transfers in (source of referral)	
Total number of patient transfers out (mode of discharge)	
Staffing levels - number of FTE	Ask Head of Department or NUM or perhaps business manager
In Wards (perhaps indicative ward only)	
In ED	
Diagnostic test turnaround times	Ask imaging HoD
Capacity planning data	

Figure 8b: Example Checklist

CLIENT NAME
Weekly Patient Flow Scoreboard

Overall Patient Flow and Bed Management

Presentation for ED → ED → ED to Inpatient → Inpatient → Inpatient to Community

Report Date: **Overall Status:**

Overall Patient Flow and Bed Management	Status	This Report	Last Report	Trend	Last Year
Access Status: Code Red (hrs)		63.92	77.64	5.26	NA
Admissions: Total		731	738	6.91	NA
Admissions: Same Day		195	207	1.24	NA
Admissions: Through Emergency Department		249	247	0.27	NA
Separations: Total		750	716	8.53	NA
Occupancy Rate: Hospital (%)		99.08%	101.78%	0.01	NA

Presentation to Emergency Department		This Report	Last Report	Trend	Last Year
ED Presentations: Total		804	761	9.60	NA
Ambulance Presentations: Total		167	171	0.42	163

Emergency Department		This Report	Last Report	Trend	Last Year
Percentage of OST > 30mins (%)		32.15%	42.68%	0.00	NA
Avg time from triage to transfer into Acute Care (hrs)*		NA	NA		NA
Avg time between time seen by doctor and disposition decision (hrs)*		3.59	NA		NA
Avg ED LOS: Discharged Patients (mins)*		110.48	NA		NA

ED to Inpatient		This Report	Last Report	Trend	Last Year
Time between bed request and p t transfer (hrs)*		9.20	NA		NA
Access Block: Total (%)		52%	51%	0.01	NA
Average ED LOS: Total (hrs)		7.42	8.52	0.03	NA
Average ED LOS: By age group (hrs)					
0 - 14 years		3.30	3.20	0.05	NA
15 - 65 years		7.00	7.80	0.01	NA
> 65 years		16.20	18.20	0.28	NA
Average ED LOS: Admitted Patients (hrs)		14.53	15.42	0.4	14.25

Inpatient		This Report	Last Report	Trend	Last Year
Number of aged Care Outliers					
Weekend discharges		21	25		0.00
Discharge Lounge usage		0	0		NA

Inpatient to Community		This Report	Last Report	Trend	Last Year
Patients with approved 3020 awaiting discharge		0	0	5.26	NA

Figure 9