



Musculoskeletal physiotherapy outpatient wait time project

Auckland District Health Board

Presenter: Moses Benjamin

HRT 1721: 'Allied Health Improvement Group'

25-26 October 2017

Adelaide



Key Problem

- It is taking too long (>6 weeks) for routine Musculoskeletal Physiotherapy Outpatients to be seen for their First Specialist Appointment (FSA) at Greenlane Clinical Centre (GCC) in Auckland
- Delayed care for routine patients – no issues for high acuity/ rapid surgical rehab patients
- Disengaged staff – frustrated with service provision
- Unable to deliver right care to right patient right time

Goal:

70% reduction in number of patients waiting longer than 42 days for FSA

Translates to:

85% of routine MSOP patients to be seen within 6 weeks

Aim of this innovation

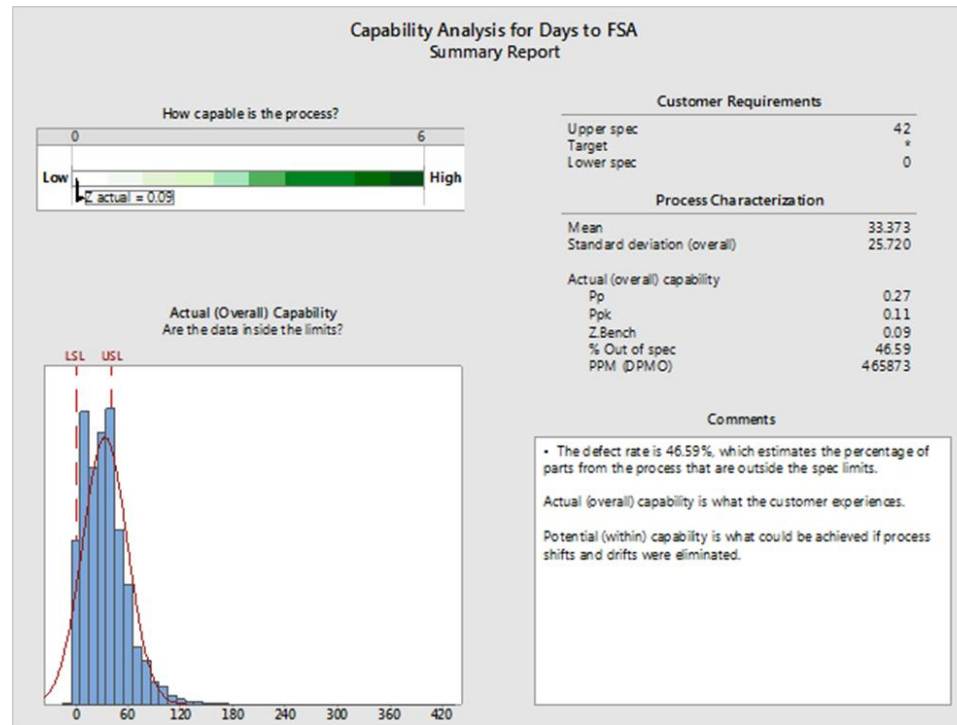
Goals

1. Faster access to the right care at the right time for patients
2. Optimisation of clinical resources
3. Improved operational processes and 'back office' functions

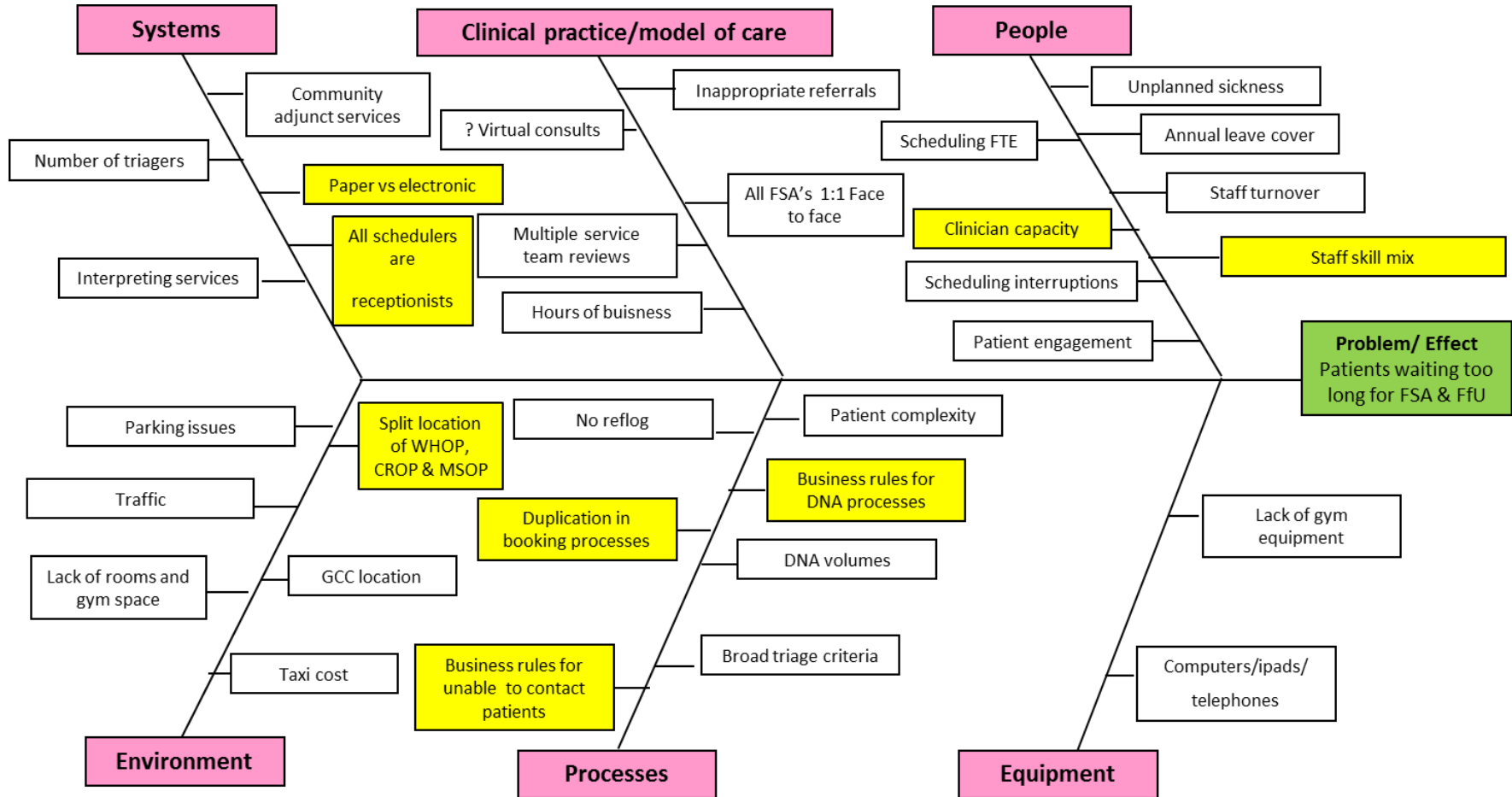
Baseline Data

Data collected from January 2012 – Present Day

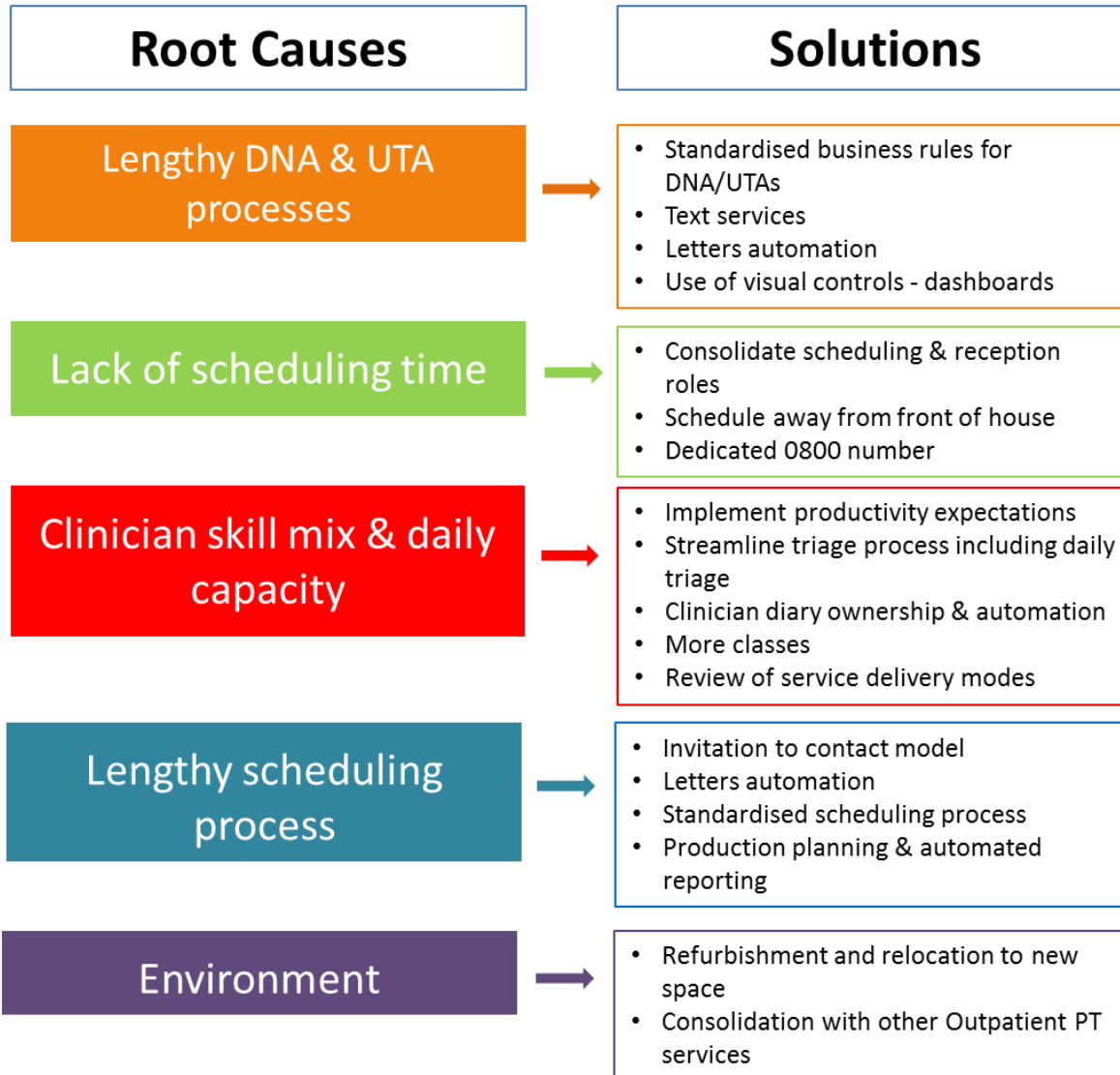
- 47% of patients are waiting outside of the 42 days target with mean waiting time of 33 days
- Capability as primary measure not mean – the flaw of averages
- The process is stable



Identifying Root Causes



Key Change Suggested



Predicted project benefits

✓ Happy Staff

- Reduced staff stress
- An ability to delivery of best practice principles
- Happy patients 😊

✓ Happy Patients

- Minimal to no delay in patient care;
- Improve patient outcome
 - Improved Quality of Life
 - Reduced Chronicity of condition

✓ Happy DHB

- Better utilisation of clinic space
- Efficient use of health recourses
- Service delivery that meets the needs of the patient

Lessons Learnt

- Visibility of data – report automation, production planning & asking the right questions
- How do we measure performance in the eye of the customer? (PVS vs waiting time)
- Tactical vs Cultural change
- Time spent in Define, Measure & Analyse phase made Improvement phase much easier

Acknowledgements

Kathryn Quick – Lean Six Sigma Green Belt Candidate (Project Manager)

Moses Benjamin – Director Allied Health, Clinical Support Directorate (Sponsor)

Ian d'Young – Service Improvement Manager (Project Mentor)

Murray Hames – Practice Supervisor, Physiotherapy Outpatients

Project Team-Brett Donaldson, Kritika Satija, Chelsea Atkins and Jill Lawrence

