

A case in transformation of Rural Hospital

Modeling

Leadership

Effecting change

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Leadership

Effecting change

Maleny hospital

Pre transformation

- Rural hospital
- Ten to twelve beds
- Two medical officers working as Medical officer with right of private practice
- One position unfilled for two years
- No formal Outpatients

Maleny Soldiers Memorial Hospital

Post transformation

24 beds

8 rehabilitation beds

4 palliative care beds

Full allied health compliment

Increased medical staffing with junior medical officers
and from next year interns

GP registrars

Accreditation as a rural training facility

Topping the state in Patient and staff satisfaction survey

Extraordinary results in Small hospital survey

Hospital in the home programme

Public Private partnerships

- For allied health
- Radiology

Acuity

- Acuity has increased such that or QWAU's are the second highest in the district only exceeded by the major tertiary referral hospital

Transformation

- Definition of *transformation* in English Oxford Dictionary
- **Noun**
- A marked change in form, nature, or appearance:

transformation

- How to get from A to B

transformation

- First off Know where A is
 - Know your community
 - Know your patients
 - Know your work
 - Know your staff

transformation

- Where is B
 - B may not be a fixed place
 - Therefore need a direction of change
 - Or a goal

transformation

- Vision is needed to guide the direction of change

Complex system

- Health is a complex system
- Linear inputs do not produce linear results
- The effect of some changes are not predictable

Transformation requires clarity in


- Goals
- Monitoring
- Resources
- Sequencing
- implementation

A Quote by Gaius Petronius Arbiter on confusion, illusions, learning, life, and progress

- I was to learn later in life that we tend to meet any new situation by reorganizing; and a wonderful method it can be for creating the illusion of progress while producing confusion, inefficiency, and demoralization.
- **Gaius Petronius Arbiter**

Persistence

Two letters per week

- “Dear Mr. Dusfrane, In response to your repeated inquiries the state has allocated the inclosed funds for your library project. ‘this is \$200!’ In addition the library district has generously responded with a generous donation of used books and sundries. We consider this matter closed. Please stop sending us letters.” 
- “Good for you Andy” –Guard
- “It only took six years, from now on I’ll write two letters a week.” – Andy
-

Analysis

- What is present
- What is needed
- What is achievable

resources

- Physical tangibles , funding,staffing,physical space
- Intangibles community support, motivated champions, the political and social enviroment

Analysis

- A needs analysis should be looked at from different scales
 - Patient
 - Community
 - Hospital
 - Greater health services

prioritization

- Decide what is important
 - To community
 - To the hospital
 - To the greater health service

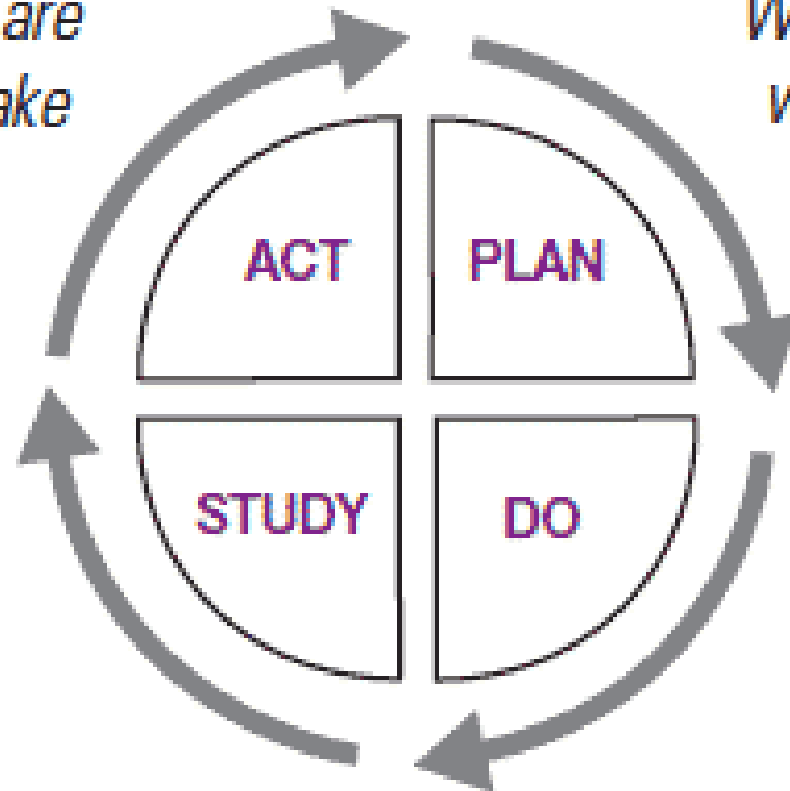
Multiple Aims

- Make each resource count by utilizing it for multiple aims
- All aims and priorities were ranked on a subjective seven point scale

reiteration

What changes are we going to make based on our findings?

What exactly are we going to do?



What were the results?

When and how did we do it?

Reiteration

Suck it and see

Relationship to larger health structures

- Align local goals with larger health structures

Ask for forgiveness not permission

- Health care is truly a personal thing and to provide it well requires understanding the big and small scales that drive ill health in an individual and a community

Specific example

- Lack of bed numbers
 - Scored highly on quality outcomes, patient centric and community support
 - Scored highly negatively in terms of resource availability , implementing with existing resources

example

- Solution
 - Alternative funding through commonwealth funding National partnership agreement.
 - Successful because of low cost of implementation

example

- Leverage
 - Highly successful rehabilitation unit achieving top ten percent benchmark for the country
 - At significantly reduced cost
 - Reverse flow from tertiary center freeing bed block
 - Taking difficult cases and marginal cases from tertiary center into a block funded environment