

Managing Demand on Allied Health Community and Outpatient Services

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Queensland Government

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Presentation outline

- ❑ What is *demand* & why do we need to *manage* it?
- ❑ Background and Aims
- ❑ Toolkit for Managing Demand
 - ❑ What's in it?
 - ❑ How to use it?
- ❑ Practical experiences of a pilot site - Redcliffe Caboolture
 - ❑ Critical success factors
 - ❑ Benefits and challenges
 - ❑ Evaluation
 - ❑ Ongoing implementation

Why manage demand?

Key challenges in health care provision

- Aging population
- Pressure on inpatient services
- Technological advances
- Changing workforce
- Consumer expectations
- Geographical location & indigenous population

What is demand?

- ❑ Managing demand involves looking at local health needs in conjunction with organisational & district priorities to facilitate optimal planning & allocation of resources
- ❑ Managing demand involves planning, implementation & evaluation of service delivery in a co-ordinated approach, matching staff skills and service needs

Demand is not just waiting list management!

Background

1. No state-wide QH policies or guidelines for allied health for managing demand, access to services or service priorities
2. Resource allocation and strategies to manage increasing demand on services were historically based and inconsistent across the state
3. Allied health staff job satisfaction, recruitment and retention was adversely affected by lack of guidance in service prioritisation in an environment of finite resources and workforce shortages

Aims

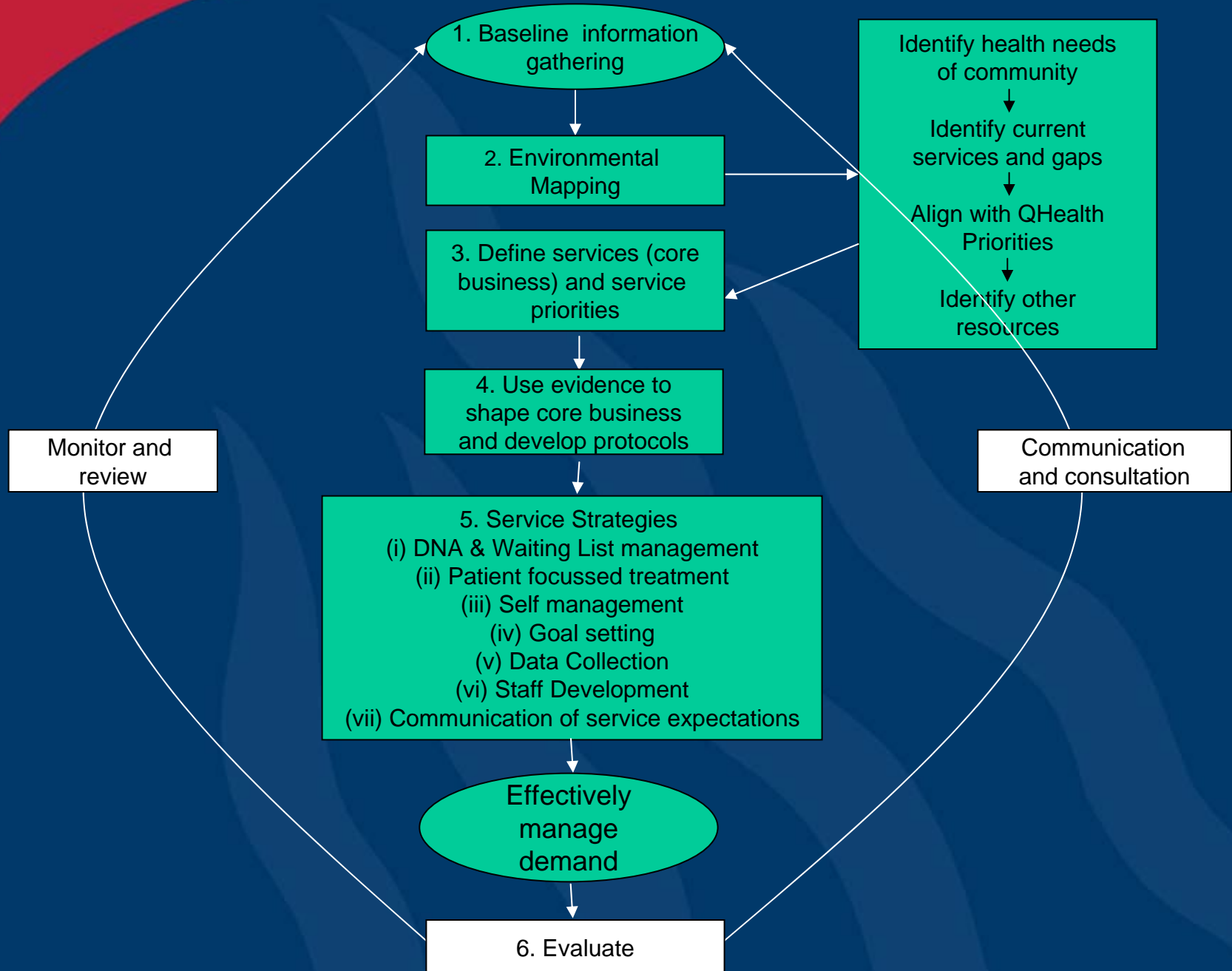
Produce a practical, user-friendly resource to:

- Provide a consistent state-wide framework
Facilitate service planning
- Determine service priorities
- Manage caseloads and waiting lists
- Align AH services with core business of QH
- Increase job satisfaction, recruitment retention

Toolkit based on the Tweeddale, Sharpe, Finch and Grudzinskas Model for Demand Management (Physiotherapy outpatient services), and adapted with permission

Key sections -

1. Baseline information gathering
2. Environmental mapping
3. Define services and service priorities
4. Use of evidence to shape core business
5. Service strategies
 - Waiting List and DNA Policy Framework
 - Staff development
 - Client focussed intervention
 - Data collection
 - Communication to ensure clear expectations
6. Evaluation



What is in the toolkit?

Tools and resources for managing demand including –

- Checklists
- Resources
- References
- Intranet and internet links
- Templates
- Standardised letters
- Powerpoint presentations



Who is the toolkit for?

- Developed for Queensland Health allied health staff of all levels involved in service planning or delivery of community, outpatient and outreach services



How to use the toolkit

- Provides an ordered approach PLUS flexibility
- All tools are examples only & services can use one, some or all tools separately or in combination
- Tools should be modified to meet the local needs of individual services
- Considers information already available, services currently provided, annual planning, strategies and tools currently in place

Let's look at the toolkit...

[www.qheps.health.qld.gov.au/ahwac/
content/demandmanagement.htm](http://www.qheps.health.qld.gov.au/ahwac/content/demandmanagement.htm)



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Trial / Pilot sites

- Redcliffe-Caboolture HSD
- Tablelands HSD
- Rockhampton HSD
- Bayside HSD

State-wide application



Redcliffe Caboolture HSD

District profile

- Located in one of the growth corridors of south east Queensland
- Proportionately higher population of over 65's
- Areas of low socioeconomic status

Initially implemented by Allied Health outpatient services

- Speech Pathology
- Occupational Therapy
- Physiotherapy
- Social Work

Critical Success Factors

- Executive and line manager support
- District reference group
- District champion
- Administrative officer support
- Education and marketing
- Access to training and tools
- Time
- Learnings from trial sites
- Change management processes

Benefits and challenges

Benefits

- Considered more than management of waiting lists in managing demand on services
- Consistent policies across outpatient services
- Standard practice across the district
- Equity of access

Challenges

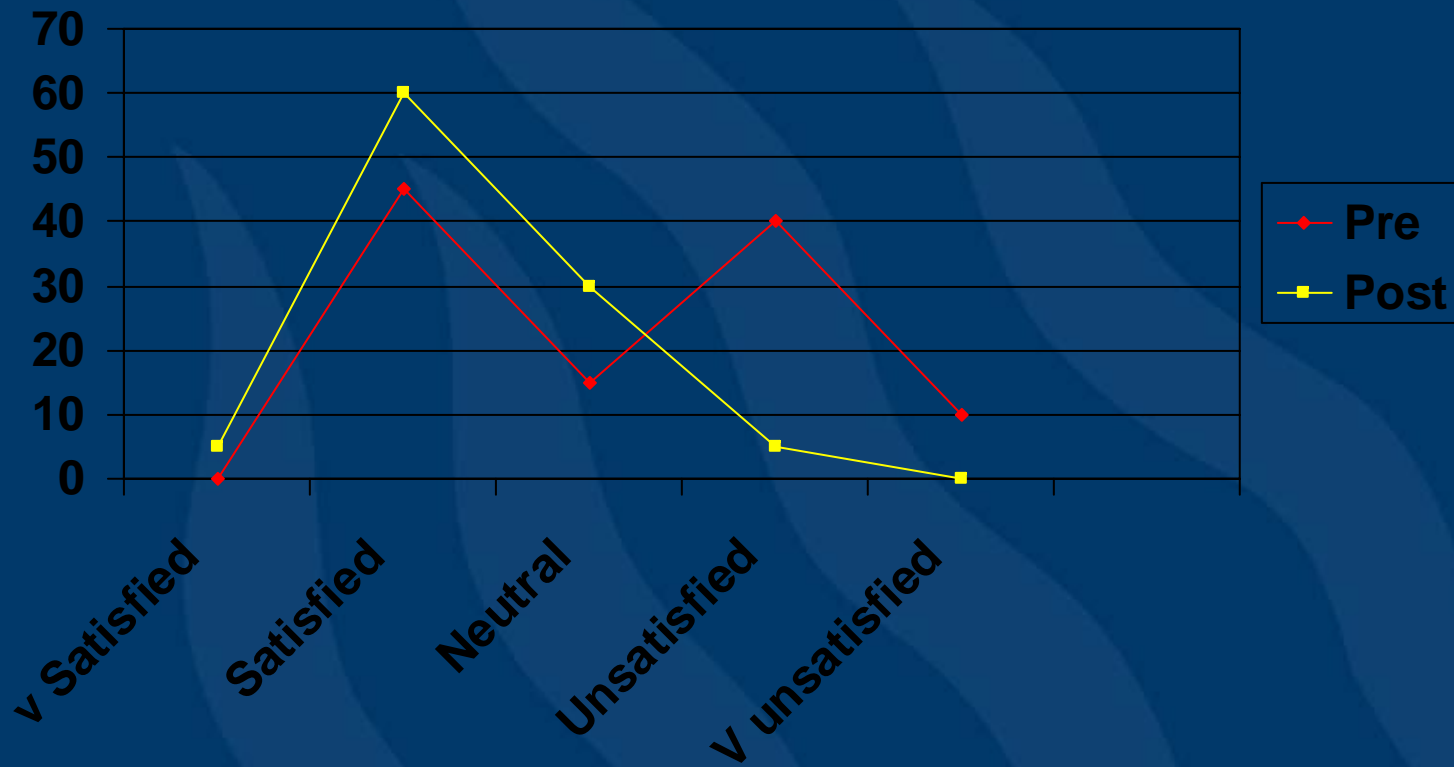
- Implementation of evidence based practice
- Willingness to align processes
- Time
- Variation in staff knowledge based across professions

Evaluation

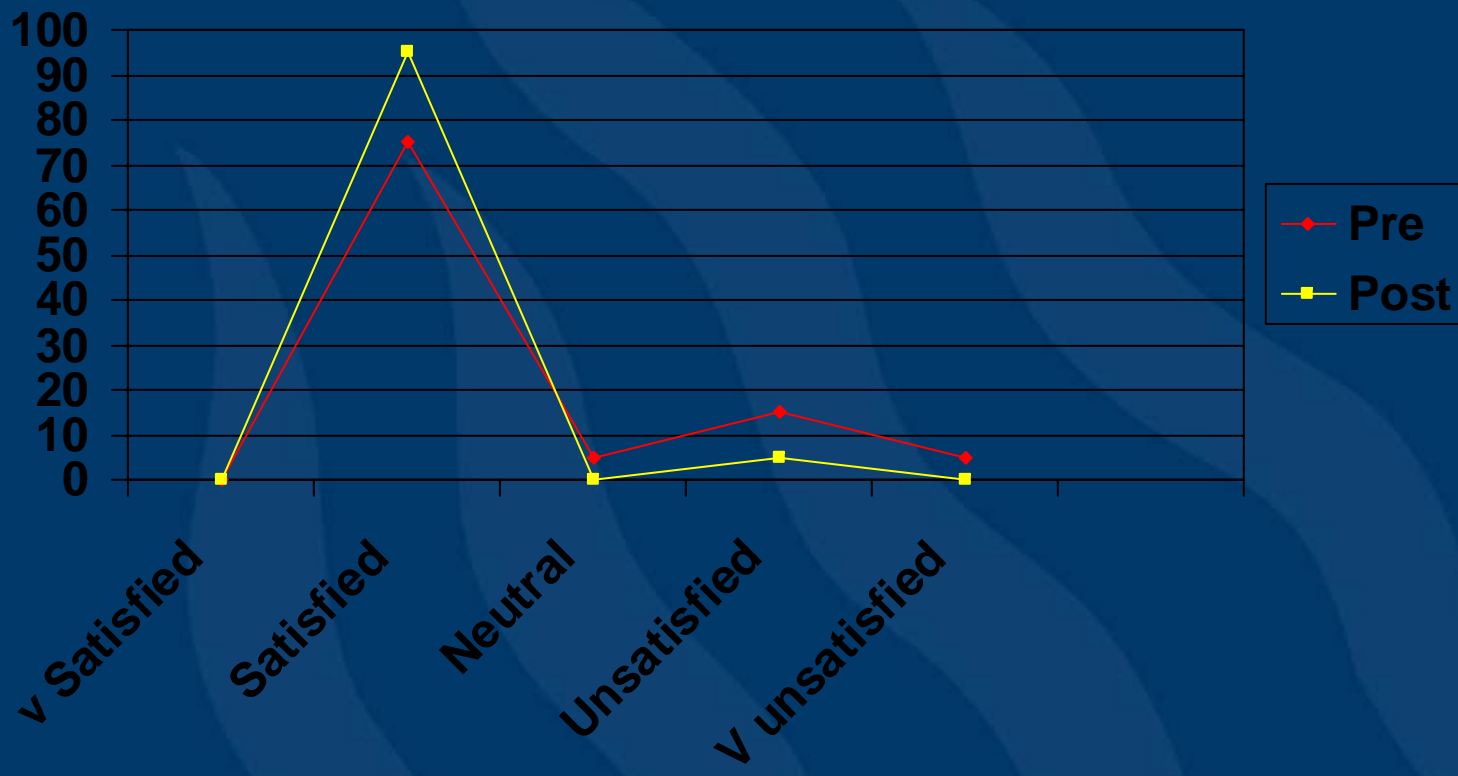
- Service profiles pre and post
- Job satisfaction surveys
- Client and referrer satisfaction surveys
- Goal setting audits
- Waiting list measures
- Survey of pilot sites for feedback on the toolkit

Job Satisfaction Survey Results

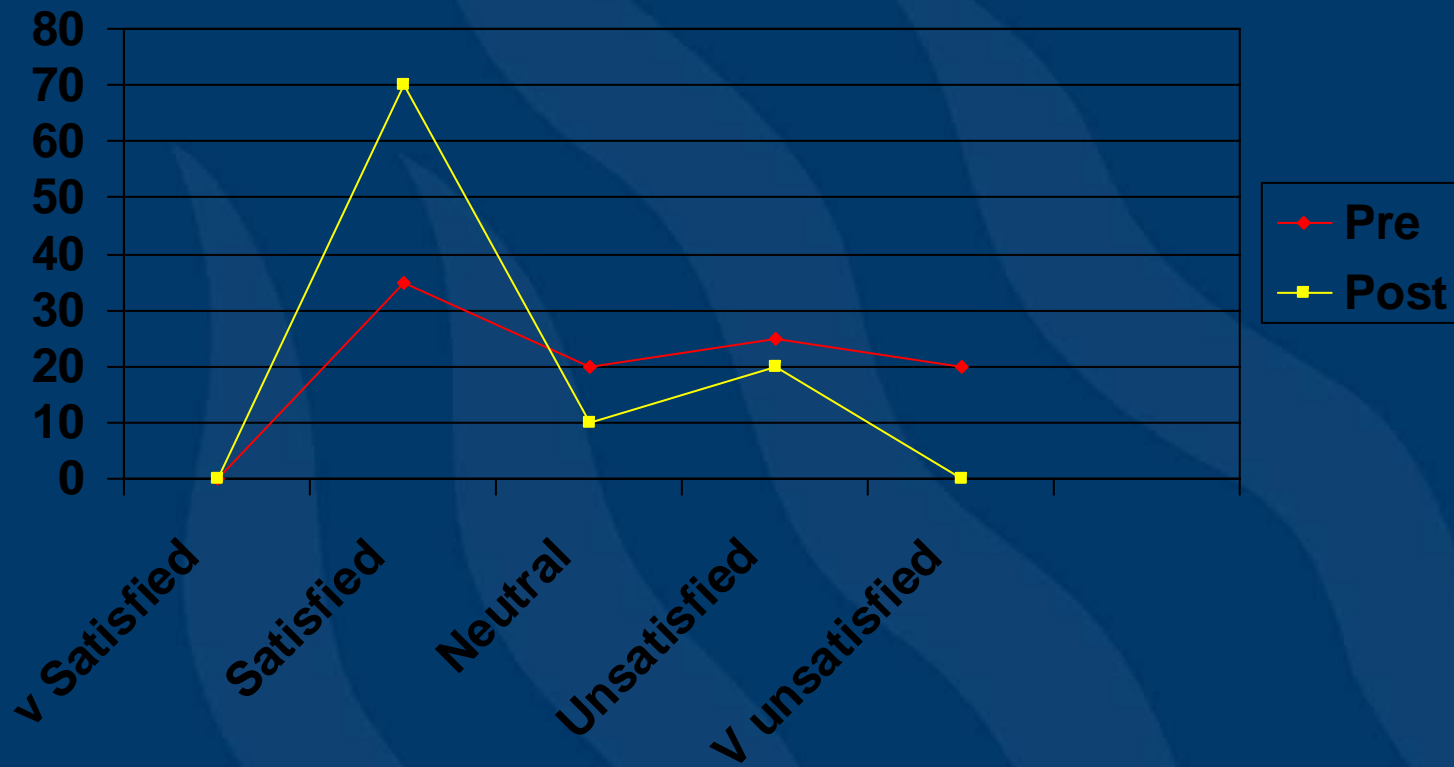
Workload



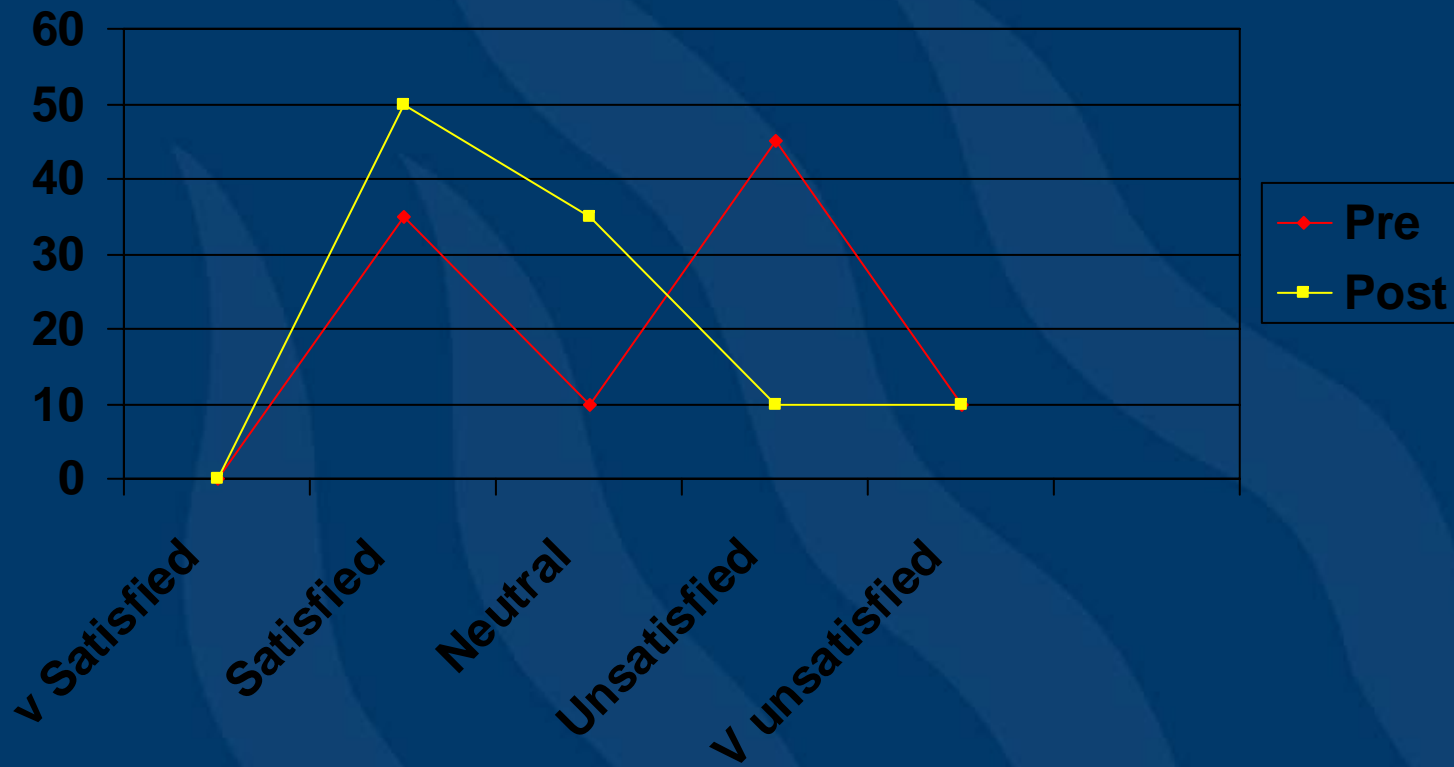
Managing my workload



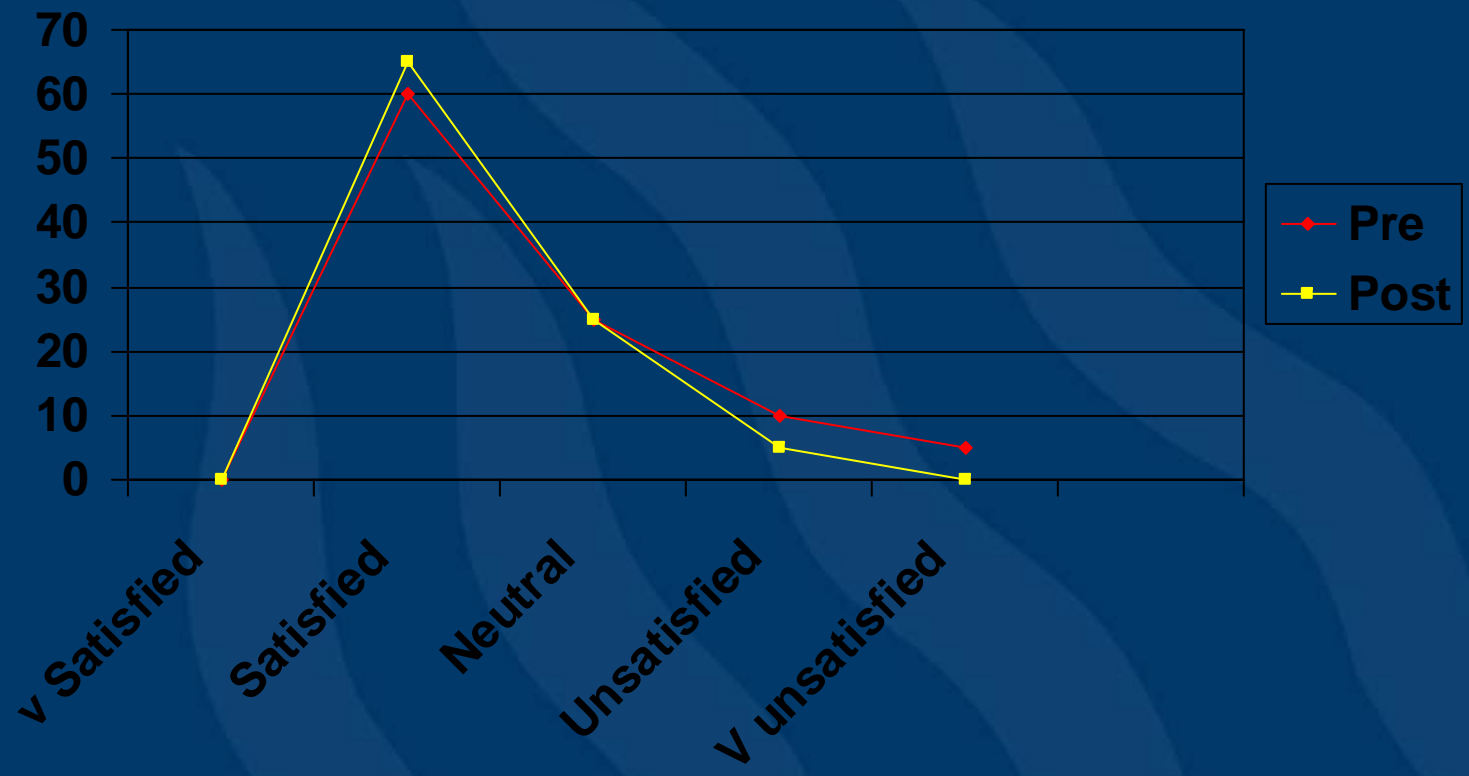
Balancing caseload & quality of care



Availability of a structured programme of professional support



Managing demands on a service



Ongoing implementation

The toolkit has since been applied by existing and new multi-disciplinary teams within the district community health services.

- Primary Health Teams
- Community Based Rehabilitation Team
 - Equitable access to services
- Cardiac Rehabilitation Team

Future opportunities

- North Lakes Project Teams
- Amalgamation of The Prince Charles Hospital HSD and Redcliffe-Caboolture HSD
 - Environmental mapping of the new district and for population growth
 - Definition of services and service priorities
 - Use of evidence to shape core business
 - Review of service boundaries
 - Equity of access

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