

A Physiotherapist led Orthopaedic Clinic

**Working together to Improve
Patient Waiting Times**

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**BETTER SKILLS BEST CARE:
A DHS Workforce Design Initiative**



Northern Health

Northern Health

metropolitan health care service that provides acute and sub-acute specialist services across a wide geographical area in the north of Melbourne

- *The Northern Hospital – Epping*
- *Broadmeadows Health Service – Broadmeadows*
- *Bundoora Extended Care Centre – Bundoora*
- *Panch Health Service – Preston*
- *Craigieburn Health Service - Craigieburn*



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Patient Characteristics

- Multi-cultural
- Non-English speaking
- Low private health insurance
- Lower socio-economic situation



The Problem

- Huge orthopaedic clinics
- Significant wait time for first appointment (Cat 2 and 3 patients)
- Large number not requiring surgery
- Consumer feedback
- Workforce
- Catchment

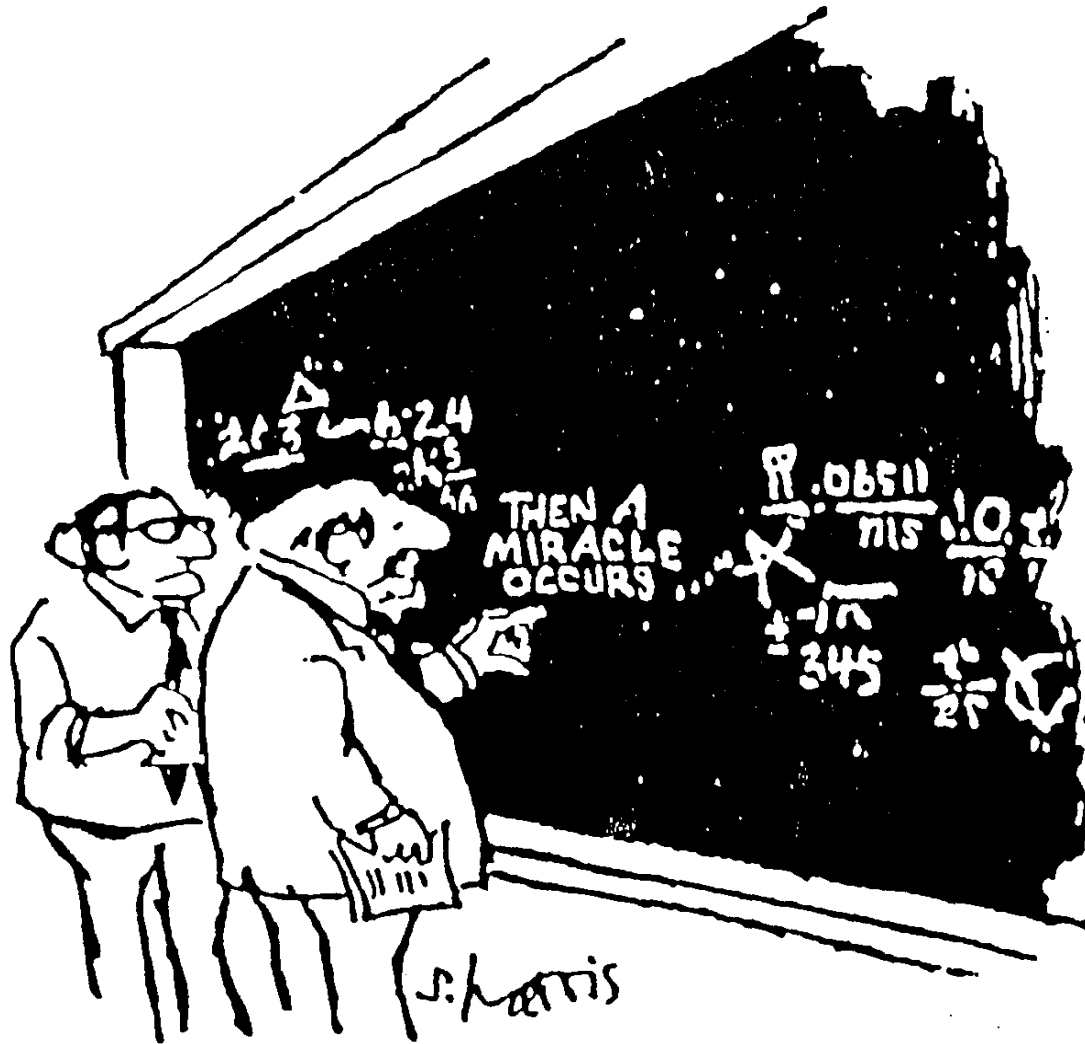


Opportunities

- Experience from UK
- Environment “ready for change”
(in part)
 - NH Workforce Redesign Working Group
- June 2005 – BSBC grant



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"I think you should be more explicit here in Step Two." Northern Health

Orthopaedic Clinic Pilot

- Grade IV physiotherapist
- Established relationship
- Developed inclusion / exclusion criteria
 - Knee, shoulder and back pain
- Agreed clinical guidelines and pathways



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Pilot Methodology

- Physio screened and triaged new referrals with orthopaedic surgeon
- Patients and GPs contacted
- Assessed and management plan developed

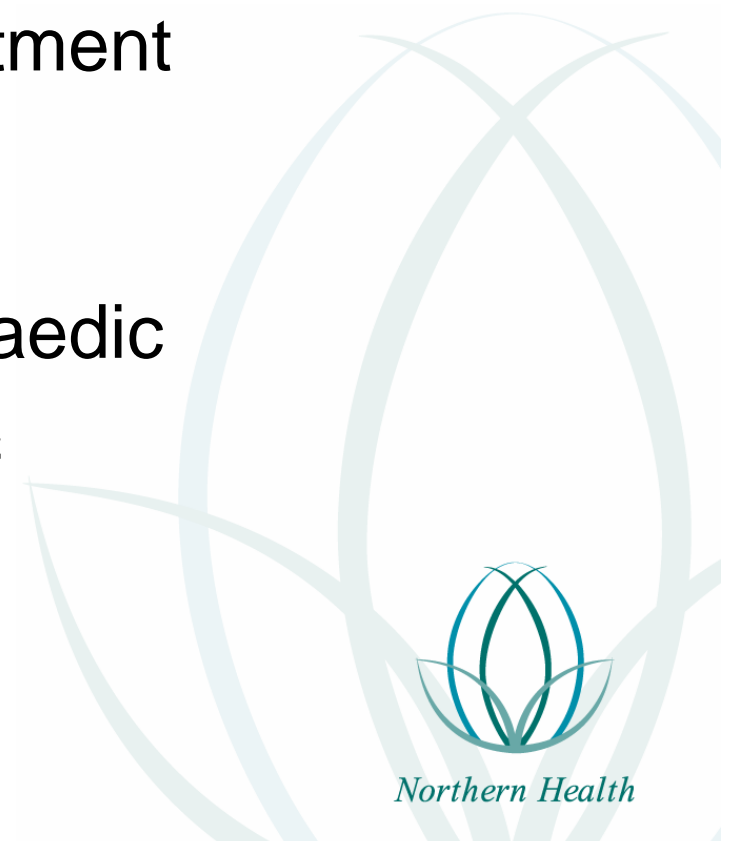


PARTNERSHIPS ???



Validation

- Independent assessment, provisional diagnosis and treatment plan by physiotherapist
- Later appointment with orthopaedic surgeon blinded to outcome of physio assessment



Outcome Measures

- Proportion of new referrals not needing to see a surgeon – 64%
- Level of agreement – 74%
- Levels of satisfaction
 - Patients
 - GPs
 - Surgeons
 - Physiotherapists
 - Health Service



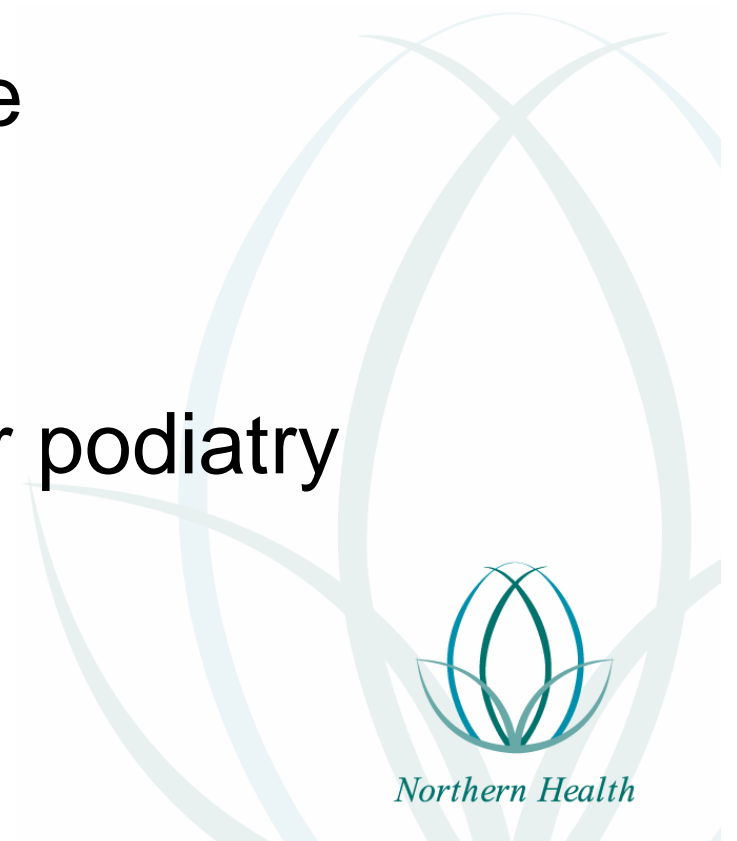
What followed

- Clinic commenced at TNH in February 07
 - Results = pilot
 - Discharge protocols
 - Audit presentation



What followed

- Established at Craigieburn May 07
- Article published MJA June
- Presentations
- Model possibly adopted for podiatry clinic

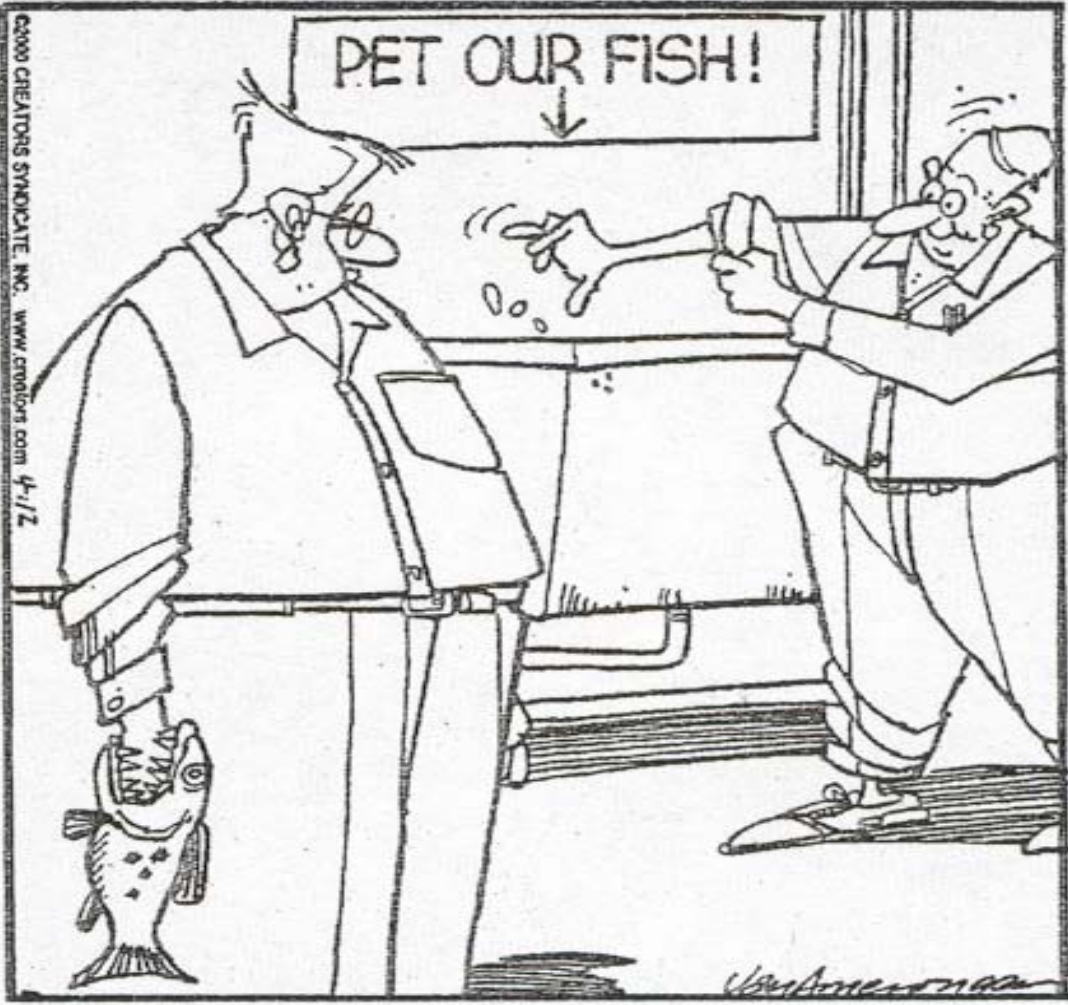


Why did it work??

Important to share the stories

- Lessons learned
- Success factors





Some of us don't do a very good job in passing along the knowledge we've acquired.



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Why did it work??

- BSBC grant - \$\$
- BSBC methodology
- Role of project facilitator
- Appointment appropriately credentialed physios

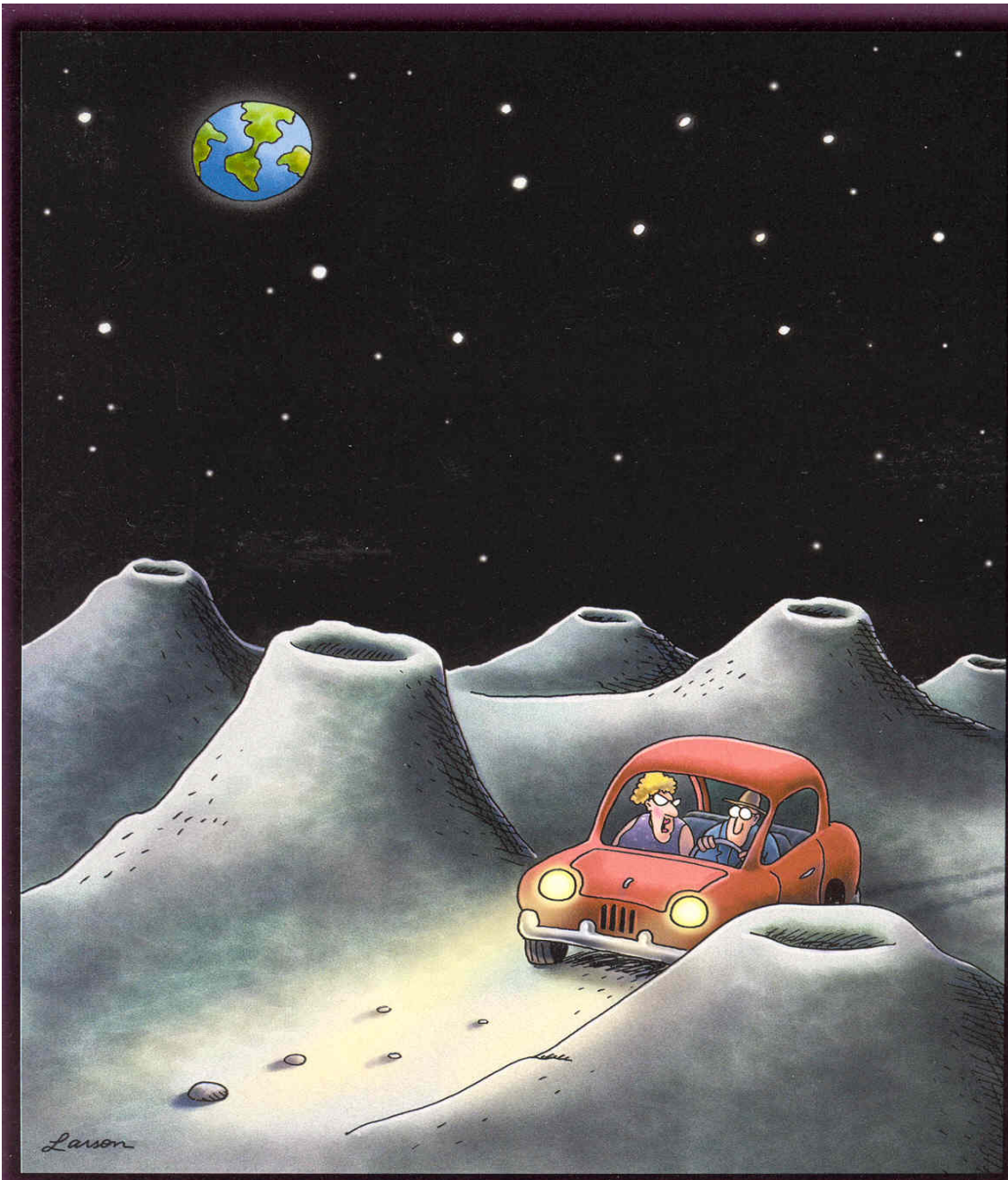


Project Manager

Pivotal role

- Change management
- Communication with stakeholders
- Vision – knowing where we were going





“For heavens sake, Elroy! Now look where the Earth is!... Move over and let me drive!”



Skills of the Clinician

- Appropriate level of training
- Confident communication
- Understand workplace politics
- Act like a peer



Summary

- Very positive project
- Attend to the detail of change.....



Learnings

- Leadership
- Identified need
- Opportunity
- Sustainable
- Client Focus





So, Where are we exactly?

Important
not to
lose sight
of the
bigger
picture



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We all need a hand



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The Northern Hospital

Bundoora Extended Care Centre

Broadmeadows Health Service

Panch Health Service

Craigieburn Health Service