

| September/October 2019 | | | | Overall Status | | |
|---|---|---|-----------------------------|----------------|-------------|------------|
| Project Name | Project Summary | Sponsor(s) | PM Resource | This Period | Last Period | Phase |
| Organisation wide / Multiple Divisions | | | | | | |
| Patient Deterioration Programme (PDP) | An organisation and national programme to improve the management of the clinically deteriorating patient. The Programme has 3 main streams: (1) Recognition and response systems; (2) Kōrero mai: Patient, family and whānau escalation (completed) (3) Shared goals of care | Andrew Brant Jos Peach Penny Andrew | Jeanette Bell | | | |
| | 1. a. PDP: Recognition and Response Systems - Adult | Andrew Brant Jos Peach Penny Andrew | Sue French | | | Executing |
| | b. PDP: Recognition and Response Systems – Maternity National Maternal Early Warning System | Andrew Brant Jos Peach Penny Andrew | Sue French | | | Initiating |
| | 3. PDP: Shared Goals of Care | Andrew Brant Jos Peach Penny Andrew | Jeanette Bell | | | Planning |
| Survive Sepsis Improvement Collaborative | A quality improvement project that aims to reduce inpatient sepsis mortality to <15% by September 2017 | Dr Penny Andrew Dr David Grayson Dr Matt Rogers | Kelly Bohot Renee Kong | | | Closing |
| Leapfrog (refer to Leapfrog project update) | Data Discovery Project: Implement and ensure use of QlikSense Business Intelligence tool across Waitematā DHB | Penny Andrew | Renee Kong | | | Closing |
| | Outpatients | Dale Bramley & Robyn Whittaker | Kelly Bohot | | | Executing |
| | Smartpage 777 alert system | Stuart Bloomfield Jos Peach | Renee Kong | | | Scoping |
| | Patient Engagement System | Jay O'Brien | Renee Kong | | | Scoping |
| PROMs Programme | Establish a system for developing, collecting and utilising patient reported outcome measures (PROMs) to inform patient experience and outcome improvements in clinical practice and health care delivery planning | Jay O'Brien | Mustafa Shaabany | | | Executing |
| Smartpage | Extend the use of Smartpage messaging system for calls to House Officers during business hours (Mon-Fri 08:00 – 16:00) by deploying DHB-managed smartphones with the Smartpage app installed to all House Officers who currently have a pager. Then extend to all RMOs (House Officers + Registrars) | Penny Andrew Stuart Bloomfield | Dina Emmanuel | | | Executing |
| IC-Net Optimisation | Optimise the use of ICNet, a software solution for infection surveillance and management in the Waitematā DHB environment | Matthew Rogers, Stuart Bloomfield | Barbara Corning-Davis | | | Closing |
| Radiology Service Care Transformation | Develop Care Transformation Programme to ensure high quality, high value service addressing: demand and outsourcing; patient flow; service utilisation; evidence-based care and elimination of unnecessary procedures (Choosing Wisely); patient experience and staff experience | Director of Hospital Services Robert Paine | Laura Broome | | | Executing |
| Wound Maap Test | Test wound analytic app to understand benefits for wound assessment and monitoring. | Jos Peach Kate Gilmour | Kelly Bohot | | | Scoping |
| Surgical | | | | | | |
| General Surgery Clinical Pathways (appendicitis, laparoscopic cholecystectomy, abscesses) | Improve general surgery patient experience: reduce length of stay, variation and cost of care | Richard Harman Kate Macfarlane | Lisa Sue | | | Executing |
| Surgical Implant Tracking | Develop a system to track surgical implants. The aim is to capture product information at point of entry into Waitematā DHB and assign a unique Waitematā DHB identifier in bar code format that can be captured and linked to a patient at point of care (in theatre) and beyond | Michael Rodgers | Mustafa Shaabany | | | Planning |
| Nexit | Move ESC Theatres from Nexus to iPM | Andrew Cave | Lydia Gow | | | Planning |
| Medical | | | | | | |
| TransforMed | Improve the experience of acute medical inpatients by eliminating unnecessary waiting, reducing deconditioning, improving flow, and providing team-based care through four workstreams: <ul style="list-style-type: none"> Inpatient Wards: eliminate unnecessary patient waits + implement SAFER bundles of care ADU: improve flow, earlier access to senior doctor + diagnostics PACE: early identification and care of frail elderly Medical Model: home-based wards and collaborative, MDT ward service | Director of Hospital Services Alex Boersma Gerard de Jong John Scott | Kelly Bohot Kelly Fraher | | | Executing |
| Chest Pain Pathway Review | Complete a review of the chest pain pathway including: <ul style="list-style-type: none"> Review of local and international literature Audit of ETTs and patient outcomes | Jonathan Christiansen Laura Chapman, Kate Allan | Kelly Bohot | | | Closing |
| Choosing Wisely-Optimise Abdominal X-ray (AXR) requests in Emergency Department | Abdominal X-ray has long been regarded as overused, with low diagnostic yield in the Emergency Department. The aim is to refine the e-ordering process by adopting Choosing Wisely approach to refine the list of indications "Indication list" for patients requiring abdominal X-ray with the view of reducing the unnecessary X-ray orders that does not add value and in some occasions can cause harm to the patient. | Willem Landman Amanda Holgate | Dina Emmanuel | | | Closed |
| OptimisED+ Providing best care by continuous improvement | Review, Identify opportunities and implement further improvements in the Emergency Department, to consistently deliver best emergency care by optimising ED staffing, capacity-demand matching, and leadership structures and roles. | Director of Hospital Services Willem Landman | Dina Emmanuel | | | Executing |
| Rapid Cardiac Screening Clinic Model of Care | Develop a model of care for a new rapid cardiac screening (RCS) clinic model of care. Develop a business case to introduce a new model of care that will include <ul style="list-style-type: none"> Improved, timely access to initial outpatient cardiology evaluation Improved screening process to allow risk stratification that enables early intervention for higher acuity patients Identification and elimination of unwarranted tests and investigations | Patrick Gladding Alex Boersma | Kelly Bohot | | | Scoping |

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| Endoscopy Service Care Transformation | Undertake a review of international models of care for endoscopy services | Director of Hospital Services Robert Paine | Delwyn Armstrong Penny Andrew | | | Planning |
| Cardiology Outpatient Triaging and Grading | Review and improve the process for triaging cardiology outpatient referrals to the Cardiology Service to ensure more timely access to the service, appropriate prioritisation, and identification of patients who require specialist assessment | Tony Scott Alex Boersma Linda Flay | Kelly Bohot | | | Initiating |
| Renal Medicine Service Improvement | QI specialist to support/review programme of quality work in the renal service. Provide strategic oversight/focus, as well as guidance on resources for key individual projects. | Andrew Salmon | Kelly Fraher | | | Planning |
| Child Woman and Family | | | | | | |
| Urogynaecology Service | Develop a local service for women requiring management of urogynaecological conditions; Stress Urinary Incontinence (SUI) and Pelvic Organ Prolapse (POP) and management of complications associated with previously implanted surgical mesh as a treatment type. Development of a business case will include care for women in Waitematā and the Northern Regions with SUI or POP, and those affected by complications secondary to treatment of these conditions where mesh was used | Jonathan Christiansen | Sue French | | | Planning |
| Maternity Nurse Call Evaluation | Undertake an evaluation of the trial of the use of cell phones for patients in the maternity ward at NSH as a nurse call system. The evaluation will help inform a decision whether or not to implement at NSH and WTH | Sam Davenport | Kelly Bohot | | | Executing |
| Mental Health and Addiction Services | | | | | | |
| Mental Health and Addiction (MHA) National Quality Improvement Programme | Support the development and delivery of the national MHA quality improvement programme, Whakapai i ngā mahi hauora hinengaro waranga hoki , at Waitematā DHB. The programme aims to improve the quality and safety of mental health and addiction services and the experience of care for consumers | Susanna Galea | Barbara Corning-Davis | | | Phase 1: Executing Phase 2: Planning next phase |
| Acute Mental Health Services Quality Improvement Programme | Support the development of a quality improvement programme for the acute mental inpatient units and related community services in response to client incidents (deaths in inpatient units and community) | Susanna Galea Pam Lightbown | Laura Broome Barbara Corning-Davis Jay O'Brien | | | Phase 1: planning |
| Community | | | | | | |
| Safety in Practice Programme | Waitematā DHB's Safety in Practice (SiP) Programme aims to promote a safety and improvement culture within community teams including general practice (GP), pharmacy and urgent care teams, within the Auckland region. The programme is adapted from the Scottish Patient Safety Programme in Primary Care. The i3 provides quality improvement and project management support to the programme. | Tim Wood Stuart Jenkins | Sue French | | | Executing |
| Ear Nurse Service Process Improvement | Improve Ear nursing service (ENS) by identifying the required nursing FTE to maintain a sustainable workforce. Define and implement more efficient streamlined processes and clear parameters to enhance patient outcomes. | Marianne Cameron Michele Kooiman | Dina Emmanuel | | | Executing |
| District Nursing Service Review | Review and work to improve DN service across West, North and Rodney. | Jos Peach Brian Millen | Lydia Gow Kelly Bohot | | | Executing |

| Other Work In Progress | Overview | Involvement | Sponsor(s) | PM Resource | Comment |
|------------------------|--|---|--|--|------------|
| ECIB Design Support | Support for ECIB Programme | Support being provided for: <ul style="list-style-type: none"> Spatial design of ideal ward and other spaces in ECIB Design of models of care including data analytics and options analysis | Andrew Brant Director of Hospital Services Michael Rodgers | Robyn Whittaker Delwyn Armstrong Jay O'Brien Penny Andrew | Initiating |
| Innovation Partnership | Develop, test and refine mobile app review process | Research and develop a process including a review questionnaire to screen apps based on business/clinical relevance, quality, functionality + security | Stuart Bloomfield Robyn Whittaker | Kelly Bohot | Ongoing |

| Quality Improvement Training | Overview | Involvement | Sponsor(s) | PM Resource | Comment |
|---|---|---|---|--|-----------|
| Tier 2 project-based QI Training Programme | Teach QI skills to hospital and community staff and mentor each to deliver a QI project | Content development and delivery Ongoing mentorship | Penny Andrew | Barbara Corning-Davis | Ongoing |
| Mental Health and Addiction (MHA) Quality Improvement Programme | As above | As above | Susanna Galea | Laura Broome and Barbara Corning-Davis | Planning |
| Safety in Practice | As above | As above | Tim Wood Stuart Jenkins (ADHB/WDHB) Lisa Eskildsen Diana Phone | Sue French | Ongoing |
| RMO Clinical Governance Training | QI training involving project-based learning in the workplace with QI coaching | Content development and delivery | Andrew Brant Penny Andrew Naomi Heap Ian Wallace | Jonathan Wallace | Ongoing |
| Management Foundations | Teach QI skills to 22 participants and mentor each to deliver a QI project | Content development and delivery Ongoing mentorship | Sue Christie | Barbara Corning-Davis | Ongoing |
| Waimarino Clinic QI Workshop | Teach QI skills to 12 participants and mentor each to deliver a QI project | Content development and delivery Ongoing mentorship | Tony McGeady Philippa Cope | Barbara Corning-Davis | Ongoing |
| Te Whanau o Waipareira | Teach QI skills to 11 participants and mentor each to deliver a QI project | Content development and delivery Ongoing mentorship | Penny Andrew | Barbara Corning-Davis | Ongoing |
| Aged Residential Care and Hospice Providers | Teach QI skills to 28 participants and mentor each to deliver a QI project | Content development and delivery Ongoing mentorship | Penny Andrew | Barbara Corning-Davis | Ongoing |
| HQSC-Sponsored Quality Improvement Advisor Training | HQSC is sponsoring two i3 Project Managers to complete the Improvement Advisor (IA) Training Programme. The programme involves experience based learning with each IA trainee working on a project during the programme. HQSC's focus this year is on improving QI capacity in aged residential care. | Two i3 Project Managers are completing the programme. Kelly Fraher is working with an aged residential care facility and ED to explore the use of telehealth Jeanette Bell is working with an aged residential care facility and the DHB's pressure injury steering group designing a collaborative pressure injury QI programme between the DHB and the facility | Penny Andrew Willem Landman Jos Peach | Kelly Fraher Jeanette Bell | Executing |

Support Requests

Current Support Requests

| Project Name | Sponsor / Requestor | Description | Request received | Scoping Completed Approved date | Assigned to | Comment |
|---|---|---|-------------------|---------------------------------|-----------------------------|---|
| Organisation-wide/Multiple Divisions | | | | | | |
| eOrders: support with training and change management in ED/ADU | Robyn Whittaker Michael Sheehan | Project management support for the implementation of eOrders Phase 2 – training and change management in ED/ADU | February 2019 | | | Currently on hold due to delays with dependencies |
| Support the Financial Sustainability Programme profile reviews being undertaken by EY | Robert Paine Marion Webb | A project manager with improvement skills to join an internal core team to work alongside the EY team as the EY team undertakes profile reviews of orthopaedics + general surgery | August 2019 | | Kelly Bohot | Initial scoping to be undertaken to determine skills + support required |
| Deteriorating patient at WTH | Jonathan Christiansen | Proposal to create a high observation area at Waitakere Hospital for deteriorating patients | 9 September 2019 | | Renee Kong Jeanette Bell | Scoping assigned September 2019 |
| Transition Pain Service | Dr Michael Kluger | Support the Pain Team to design a transition pain service including the development of a measurement/data tracking system | October 2019 | | | Awaiting PM resource allocation |
| Palliative Care Service (hospital) | Dr Moira Camilleri | Support the in-hospital Palliative Care Team to review and redesign models of care | October 2019 | | | Awaiting PM resource allocation |
| Child Women and Family Service | | | | | | |
| Innovations in child health study day | Kerryn Shaw | Request for a presentation about how to complete a project at study day on 22 Oct 2019 | July 2019 | | Barbara Corning-Davis | Request withdrawn 17 October 2019 |
| Review of Community Children's Nursing | Marianne Cameron | Undertake a review of community children's nursing team, including a review of the model of care, entry and exit criteria, FTE required to deliver services, contracts, geographical spread, population increases etc. | July 2019 | | | On hold awaiting outcome of District Nursing Review early 2020 |
| National Children's Rehabilitation Service (NCRS) Model of Practice re-design | Susan Schroeder | Request for design support with reviewing and redesigning the model of practice. The aim is to improve the journey for families by having physical and visual tools/processes/ communication styles that facilitate family led/patient led goal setting | 2 September 2019 | | | |
| Surgical | | | | | | |
| Gynaecology Theatre informed consent process for sensitive examinations | Jonathan Christiansen Diana Ackerman | Project management support to improve the process of informed consent for patients undergoing sensitive examinations in the gynaecology theatre | May 2019 | 20 May 2019 | Lisa Sue | Scoping completed. Work in progress. |
| NSH Operating Theatres: Improving the function of and culture | Michael Rodgers Debbie Eastwood | Work with the theatre teams (by profession, by area etc.) collaboratively on how we can improve the way theatres function linked to how staff work together | 28 August 2018 | | Carlene Lawes | i3 public health physician is supporting Chief of Surgery with literature review + research |
| PACE model of graded assertiveness | Daniel Fung | Proposal to implement PACE model of graded assertiveness – a tool to empower staff to speak up in situations where patient safety is potentially compromised | 18 June 2019 | | | Scoping commenced. Included in Values Programme (speak up workstream) |
| Anaesthetic pre-assessment clinic | David Burton Director of Hospital Services | Undertake scoping of Anaesthetic pre-assessment clinic scoping process to understand previous ESC process and current ESC, WTH and NSH processes | 9 September 2019 | 23 October 2019 | Lisa Sue | |
| Medical | | | | | | |
| Integrated rehab model of care | Jessie McArthur | Develop a new model of care and business case for integrated rehab. ACC require a model to be adopted by 2022. Work in progress with leadership from John Scott, Brian Millen and Cheryl Johnson. | 24 June 2019 | | | |
| Sub-cutaneous injections in the community | Jay O'Brien | Henry Chan, consultant haematologist, has received a grant to trial giving sub-cutaneous injections in the community for patients with multiple myeloma. Request for PM support. | 12 July 2019 | | | Initial request conversation completed. On hold. |
| Clinical Support Services | | | | | | |
| TimeStation in Orderly service | Jonathan Wallace | Support the implementation of TimeStation, an innovative time and attendance system to save manual administrative work, ensure greater accuracy of shift information for payroll, and reduce printing in the Orderly service | 23 September 2019 | | Mustafa Shaabany | Scoping |

Closed since last report

| Project/Work/Request | Sponsor/Requestor | Overview | Outcome | Close out / summary report |
|---|----------------------------------|--|---|----------------------------|
| Choosing Wisely-Optimise Abdominal X-ray (AXR) requests in Emergency Department | Willem Landman Amanda Holgate | Refine the e-ordering process for AXR in the Emergency Department (ED) by adopting Choosing Wisely approach. Refine the list of indications "Indication list" for patients requiring abdominal X-ray with the view of reducing the unnecessary X-ray orders that does not add value and in some occasions can cause harm to the patient. | Project management support completed. ED to sustain programme and monitor using a Qlik data dashboard | |
| Support eProgress Notes roll out | David Ryan Stuart Bloomfield | Project management support provided to eProgress notes team during roll out across acute wards at NSH and WTH | Project support completed | See HIG team |