



Epworth Eastern

Epworth HealthCare has been serving the community for more than 90 years. Located in Box Hill, Victoria, Epworth Eastern is a 162-bed facility and a leading private healthcare provider, delivering advanced medical and surgical services with a strong commitment to exceptional patient care. Established as a greenfield site in June 2005, Epworth Eastern benefited from the group's long history but initially needed to build its own reputation before stakeholders fully embraced its services. These beginnings cultivated a strong “can do” culture among staff.

What We Did

We commenced our partnership with Studer Group in 2009 and named our program the “Epworth Excellence” program.

The Epworth Excellence engagement process was a whole of Hospital initiative that had been rolled out in all areas of the Hospital – including Allied Health, procedural areas and non-clinical departments with the aim to achieve cohesive integration of a culture of excellence with the focus on “Improved patient outcomes”.

In order to achieve these goals the Senior Clinical Team embarked on focus groups with staff at all levels to discuss our aims and how we felt we could get there. The need for uniformity within clinical wards was discussed and the importance of patients understanding the care elements we were trying to achieve. It was important that we engaged patients in the journey and addressed the perception elements that were often lacking rather than just the implementation of task based changes.

This was complex given a workforce that is multi-generational and has become quite task focussed over many years. These were the intangible elements that we wanted to achieve along with the direct patient benefits of reduced falls, decreased pressure ulcer prevalence and medication errors.

RESULTS



Falls
down
45%



Staff
satisfaction
increased
to Ambition
(BPA)



Patient
satisfaction
increased
40% to 76%



40%
reduction in
total
number of
call bells
across the
wards



Financial
performance
continues to
improve by
30% annually

What We Did continued

Rounding Manager® and Hourly Rounding® was implemented as a way to achieve the cultural, behavioural and clinical outcomes desired. It was acknowledged that these results would be achieved over a number of years. We explained to staff that this was not a 'quick fix' but rather a journey of change and one we are still on today.

Baseline data was collected in February 2009 on the number of call bells from patients requesting assistance from clinical staff. Along with these figures, we were also able to determine the maximum response time to respond to a call. There has been an overall reduction of 40% in the total number of calls across the wards, with the average response time of less than three minutes.

Since the introduction of Hourly Rounding®, we have also seen a dramatic rise in the number of compliments received from patients. With the use of whiteboards in each of the patient's rooms, staff are able to inform patients of their name and therefore the feedback we are receiving is more personalised to the specific staff members attending to the care needs of patients. There has also been a 45% reduction in patient falls which has coincided with patient occupancy increasing by over 10%. We are now recording the lowest rate of falls and pressure ulcers in the past year. Our goal for all areas is to have a zero tolerance for pressure ulcers, falls and medication errors.

We provide results back to staff via our monthly newsletter, memos and have an "Epworth Excellence – We Can Make A Difference" story board in each clinical department. Our monthly dashboard for nursing staff provides results for all wards on falls, pressure ulcers and medication errors and compliments / complaints ratio.

At the time that Epworth Excellence was launched at Epworth Eastern, the hospital was recording financial losses. In the subsequent years, not only has the hospital become profitable, but its bottom line performance continues to improve by up to 30% each year.

"Epworth Eastern was a recent recipient of the International Healthcare Organisation of the quarter award. Whilst we were very appreciative and humbled by the granting of the award, I was delighted to receive Quint Studer's message via DVD, which really "connects to purpose" the reasons we aspire to Excellence in the healthcare setting."

Vincent Borg
Executive Director
Epworth Eastern



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