



# RESOURCE LIST

## Useful Articles

### Elective Surgery

Article	Title	Comment
1. <a href="#">PDF</a>	My Co-pilot is a nurse - Using crew resource management in the OR (2006)	Is a bit long-winded but it does give an in-depth analysis of cultural issues in theatres. Crosses over into clinical practice rather than simply addressing operational efficiency
2. <a href="#">PDF</a>	The drive for operating room efficiency will increase quality of patient care (2006)	Discussion paper rather than a study. Is useful as it challenges the norms and helps one question current practice.*
3. <a href="#">PDF</a>	New ways of working in theatre - three session working days (2006)	NHS study which is directly relevant to current efficiency drive. Considers HR and IR implications.
4. <a href="#">PDF</a>	Improving operating room efficiency through process redesign (2006)	Provides a useful examination.
5. <a href="#">PDF</a>	Turnover strategies from better performers (2006)	Short paper with some useful ideas. US based.
6. <a href="#">PDF</a>	Smooth the elective OR schedule? A large hospital makes it happen. (2006)	Puts forward some good ideas that may have application in the Australian setting.
7. <a href="#">PDF</a>	Reorganising surgical workflow: perceptions of surgical errors; patient safety and post discharge unplanned admissions (2006)	Provides a useful examination of theatre practices in relation to patient safety and unplanned re-admissions.
8. <a href="#">PDF</a>	Relationships between volume, efficiency and quality in surgery - a delicate balance from managerial perspectives (2005)	Takes a macro perspective for examining theatre practices from processes to clinical practice.
9. <a href="#">PDF</a>	Deliberate perioperative systems design improves operating room throughput (2005)	Provides a detailed analysis of theatre procedures for efficiency improvements.
10. <a href="#">PDF</a>	Ring fencing of elective surgery: does it affect hospital efficiency? (2005)	Ring fencing separates elective from emergency surgery. This study examines the conditions under which this works and when it doesn't.



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11. <a href="#">PDF</a>	Prioritizing Patients For Elective Surgery (2003)	New Zealand, prospective study on their clinical criteria. General ideas and interest.
12. <a href="#">PDF</a>	Management of patients in fast track surgery (2001)	Concept for change.
13. <a href="#">PDF</a>	Waiting for elective surgery: effects on health-related quality of life	Reason of doing the work, impact on patients of waiting. Good background.
14. <a href="#">PDF</a>	Impact of end user involvement in implementing guidelines on routine pre-operative tests.	Useful if introducing guidelines and pre-operative practice changes.

## Emergency Department

Article	Title	Comment
1. <a href="#">PDF</a>	Ways to reduce patient turnaround time and improve service quality in emergency departments.	Good. Quite technical but worthwhile reading. Useful in describing the main reason for increased patient wait times.  Focuses on eliminating wait time for ambulatory sensitive conditions.
2. <a href="#">PDF</a>	Accelerating patient care improvement in ED	A simple snapshot only. Main focus is on cost points and redesign through a business approach rather than clinical.
3. <a href="#">PDF</a>	Analysis of patient flow in the emergency department and the effect of an extensive reorganisation.	Limited transferability because clinical specifics and related info to patient characteristics was omitted in the report. However it is useful in that it demonstrates the effectiveness of ED reorganisation.
4. <a href="#">PDF</a>	Hospital crowding and ED delays: A case study.	Quite brief but provides some good basic examples of redesign.
5. <a href="#">PDF</a>	Emergency Department: Improving Patient Satisfaction.	Focuses mainly on reduction of ED LOS with some good basic redesign initiatives.
6. <a href="#">PDF</a>	Improving Emergency Department Flow	Practical examples but low on detail. Good as snapshot only. The 'best practice' breakdown was useful.
7. <a href="#">PDF</a>	Lean thinking across a hospital: redesigning	This is essential reading. A snapshot of



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	care at the Flinders Medical Centre	David Ben-Tovim's project.
8. <a href="#">PDF</a>	Improving emergency department efficiency by patient streaming to outcomes-based teams.	ED redesign using the Flinders methodology but in a smaller hospital.
9. <a href="#">PDF</a>	Redesigning emergency department patient flows: application of lean thinking to health care.	Essential reading.
10. <a href="#">PDF</a>	Value stream mapping the emergency department	
11. <a href="#">PDF</a>	Who waits longest in the emergency department and who leaves without being seen.	Not directly linked to process redesign but useful in explaining different reasons for waiting times.
12. <a href="#">PDF</a>	Emergency Department Process Optimization Project	A good case study of how PDSA cycles reduced patient reassessment (by a Dr) times by over 50%.
13. <a href="#">PDF</a>	Fast Track: One Hospital's Journey	Discusses the Joondalup ED Fast Track experience.
14. <a href="#">PDF</a>	Evaluation of Fast Track	Joondalup ED Fast Track experience in more detail - better article.
15. <a href="#">PDF</a>	Moving on Up: Accelerating the ED admitting Process	PowerPoint presentation
16. <a href="#">PDF</a>	The Straight Back Method in the ED improves patient safety and satisfaction	PowerPoint presentation
17. <a href="#">PDF</a>	ED Flow Improvement 05/06: Next Steps 2008	PowerPoint presentation
18. <a href="#">PDF</a>	Streaming at John Hunter Hospital ED	PowerPoint presentation
19. <a href="#">PDF</a>	Removing the Access Block: John Hunter Hospital	PowerPoint presentation
20. <a href="#">PDF</a>	Fast Track to Success: Joondalup Health Campus	PowerPoint presentation
21. <a href="#">PDF</a>	Using Lean to improve ambulatory care patients presenting to ED: Royal Infirmary Edinburgh	PowerPoint presentation



## Other Interesting Articles

Article	Title	Comment
1. <a href="#">PDF</a>	Lean thinking across a hospital: redesigning care at the Flinders Medical Centre	Excellent article
2. <a href="#">PDF</a>	Going Lean In Health Care (2005)	IHI paper. Explains LEAN in healthcare. Excellent basic information about LEAN
3. <a href="#">PDF</a>	Lean thinking for the NHS (2006)	Commissioned for NHS to explain the need for and thinking behind LEAN in healthcare. References Flinders work excellent basic information about LEAN
4. <a href="#">PDF</a>	The challenge of complexity in health care (2001)	For senior managers, excellent background
5. <a href="#">PDF</a>	Complexity, leadership, and management in healthcare organisations (2001)	For senior managers, excellent background, talks about needs for whole system view.
6. <a href="#">PDF</a>	Coping with complexity: educating for capacity (2001)	For educators and senior managers.
7. <a href="#">PDF</a>	The next phase of healthcare improvement: what can we learn form social movement? (2004)	For senior managers, change agents. Good discussion paper.
8. <a href="#">PDF</a>	Statistical process control as a tool for research and healthcare improvement	For non-data people to explain the use and interpretation of SPC graphs that appear most improvement processes and articles.

## Useful Links

These websites may provide some additional reference material

- [www.archi.net.au](http://www.archi.net.au) (Australian Resource Centre for Hospital Innovation)
- [www.ihl.org](http://www.ihl.org) (Institute of Health Care Improvement)
- [www.nhmrc.gov.au/nics](http://www.nhmrc.gov.au/nics) (National Institute of Clinical Studies)
- [www.health.vic.gov.au/patientflow/index.htm](http://www.health.vic.gov.au/patientflow/index.htm) (Patient Flow Collaborative I & II)
- [www.institute.nhs.uk](http://www.institute.nhs.uk) (NHS Institute for Innovation and Improvement)