Western Health

Enhancing Leadership at Ward Level: AHFIRM

Allied Health Flow and Interdisciplinary Referral Management Program

Background

2017 43% of AH inpatient referrals were inadequate for prioritisation

2017 6% of referrals rejected

Opportunity to improve inpatient referral management

Aims

- To enhance Allied Health leadership at ward level and improve referral process efficacy.
- To improve ward staff members perception of interdisciplinary team work.

Method

Inclusion:

- Inpatient wards at Western Health excluding the emergency department (25 wards)
- Positions advertised to Grade 2 and Grade 3 AH staff members internally.

The program:

- Commenced September 2018 with no new EFT.
- The AHFIRM role statement is based on the three pillars of access & flow, interdisciplinary communication and team based influence.
- Successful applicants were provided with online training in AH discipline referral and prioritisation criteria and interdisciplinary leadership workshops.
- AHFIRM leads are supported by AH leaders including regular meetings and an orientation program.

Outcomes

Evaluation is due to be completed in July 2019 and was delayed due to EMR implementation. Evaluation will include a reaudit of Allied Health inpatient referrals quality and a post implementation survey of inpatient Allied Health ward team perceptions of team work.

Early findings indicate:

Increase in confidence leading across disciplines

Increase in confidence in ability to guide Allied Health referrals for the ward

Increase in communication plan development

Role duty statements were written by AHFIRM staff. The most common duty they identified was:

Facilitate timely and appropriate Allied Health ward based referrals by meetings, morning touch base with NIC, responding to pagers, providing education and developing relationships with consultant and ANUMS

Future opportunities

- AHFIRM role in Daily Operating Systems (DOS) roll out
- AHFIRM role providing opportunity to build experience in the Management career stream of the Victorian Allied Health Careers Pathways Blueprint

3 Pillars of AHFIRM

Access & Flow

- Proactive referral management
- Releasing staff to care
- Individualized ward approach to referral education

Interdisciplinary Communication

- Single point of contact for Allied Health
- Consistent communication between medical, nursing and community staff groups
- Facilitate handovers for meetings

Team-based Leadership

- Increased awareness of ward based KPIs
- Leadership in ward based quality and research
- Allied Health influence and advocacy

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