

### Purpose

The overall aim of the project is to reduce the wait time for all Clinically-appropriate patients from first contact with Oncology until completion of treatment.

For Radiation Oncology, the project places specific emphasis on attaining the goal of all patients commencing treatment within four weeks of decision to treat.

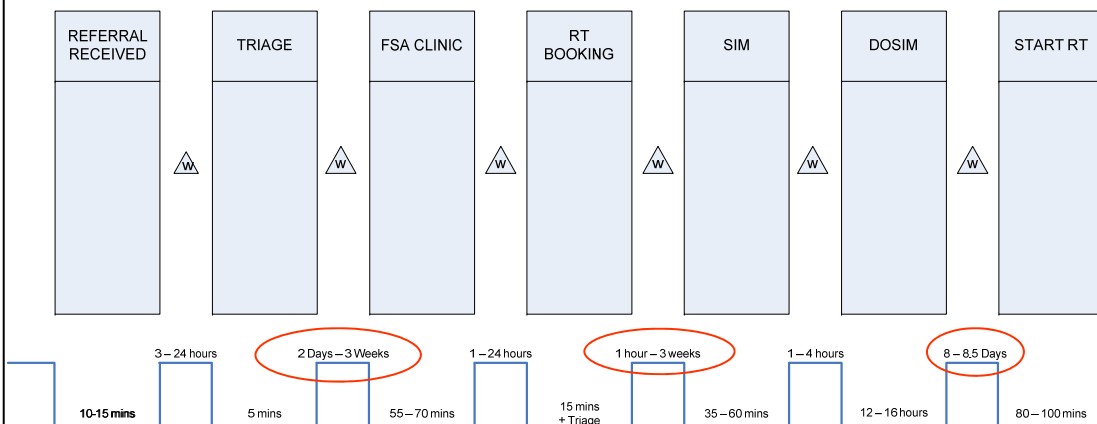
This will be achieved by:

- ⇒ understanding the flow of patients through Oncology services;
- ⇒ adopting the principles of lean thinking to optimise efficiency;
- ⇒ creating visibility of the rate of work through each process step;
- ⇒ identifying capacity capability (current and future); and
- ⇒ implementing operational management tools.

This programme will operate on the principles that the patient comes first in design decisions.

### High level Value Stream Map - Radiation Oncology

- ⇒ Key process steps identified from a patient perspective within Oncology
- ⇒ Red circles indicate the primary wait times in the system



### Progress Update

#### Medical Oncology

- ⇒ Unfortunately, there have been some delays in completing the Value Stream Map for Medical Oncology due to resource availability - both within Medical Oncology and the Business Development Unit.
- ⇒ Sessions have been rescheduled for early 2010 to circulate as many staff as possible through to discuss both the current state Value Stream Map and the issues around the current process.

The aim is to ensure that all key staff have had an opportunity to review this before progressing - nursing staff from the Chemotherapy Day Ward, MDU and Ward 27, Medical Oncology SMOs, Allied Health professionals from all groups such as Dieticians, Social Workers, Occupational Therapists.

#### Radiation Oncology

Activity Listing has been undertaken with a group of the Radiation Oncology SMOs.

- ⇒ A meeting with each SMO has occurred to compile a detailed list of all activities they undertake, together with an estimate of the frequency with which each activity occurs, the volume of each activity and how long each activity takes.
- ⇒ A summary of the activity for all SMOs has given an indication as to where the bulk of the SMO time is spent and provided guidance as to where observations should occur in order to validate the estimated times.
- ⇒ Perhaps unsurprisingly, the bulk of SMO time is spent in the key process steps identified through the process map - FSA, Simulation, Dosimetry. However, a significant amount of time is also dedicated to activities that do not directly influence the patient journey, but are a critical part of it - On Treatment Reviews, Follow Up Clinics, Correspondence, Multi-disciplinary Clinics.
- ⇒ Observations have occurred in each of these areas to validate the estimated times from the SMOs.
- ⇒ In most areas this work is complete. However, it has been very difficult to capture the work that happens within the Dosimetry phase of the patient journey. This work tends to be very adhoc and gets fitted in around other commitments of the SMOs, or on an 'as-required' basis. Further observational work is required to capture accurate data around Dosimetry.