



Case Study: Royal Hobart Hospital

Quick Overview

Market Sector: Healthcare

Organisation: Royal Hobart Hospital (RHH)

The Royal Hobart Hospital provides acute, sub acute, aged care, inpatient and ambulatory services to a population of approximately 240,000 people in the Southern Region of Tasmania.

Challenge

A new patient administration system (PAS) was being rolled out across public hospitals in Tasmania. RHH needed to co-ordinate internal project staff, a state wide technical implementation team and system vendors to replace their existing 20 year-old PAS. Critical hospital functions including inpatient waitlists, theatre admission lists, patient admissions, outpatient clinic appointments and patient billing are managed in the hospital's PAS. Ensuring a smooth transition to the new system to avoid disturbance to patient care was a critical factor for implementation.

Solution

RHH engaged Synateq to manage their 7 month implementation project. Demonstrating skill in the management and co-ordination of the separate teams, Synateq were able to empower hospital project team members, rallying them through understanding of processes and controls, and ensure stakeholder engagement and agreement for project milestones. Synateq's transparent, evidence based project management approach kept all the stakeholders informed and in agreement, and resulted in the seamless implementation of a very large and complex system.



RHH installs a new patient administration system

When it came time to implement a new patient administration system into busy Royal Hobart Hospital (RHH), the Executive Management Team was feeling justifiably cautious. Hospitals run on complex systems that cover clinical, administrative and logistical facets of their day to day operations. Their patient administration systems effectively control inpatient and outpatient hospital journeys, from recording their personal details, waitlist prioritisation, outpatient scheduling, ward and bed placement, through to managing the financial transactions of their visit. A hospital's patient administration system, or PAS, needs to run like clockwork and implementation of a new PAS, rolling over data and ensuring a seamless transition for hospital staff and patients, can be difficult in a busy hospital environment.

"The PAS implementation project at the Royal Hobart Hospital was one of the most extensive and high-impact I have been involved with. As Chair of the Steering Committee, I needed to be familiar with the current state, progress and risks of the project at all times, but more importantly comfortable and confident that reports and management of the project were reliable." commented Dr Tony Lawler, Deputy Chief Medical Officer at RHH.

Co-ordinating the hospital PAS project team with a statewide technical implementation team and five vendors was a challenge

that required experience for successful navigation. Synateq implemented strategies to empower the hospital team, through understanding of processes and controls, and adopted a fact-based project management style.

Stakeholder engagement was a critical factor in success and RHH business unit managers were required to sign off on system configuration and implementation decisions as project milestones were achieved. The Executive Management Team was kept informed with evidence based reporting against project targets which helped them to evaluate decisions and face implementation challenges with confidence.

Key dependent activities were also scheduled to occur in parallel with the introduction of the new PAS. These included the introduction of a new bed management system and renaming of specific wards and beds.

When the cutover weekend came, the new PAS ticked into place without missing a beat.

Tom Simpson, Director of Strategy, Planning, and Performance at RHH said "Synateq brought professionalism and rigour to our project. We had all the right staff on hand from our hospital team to get the job done – what we needed was someone who could enable our team to deliver this project. James from Synateq unlocked that potential and ran a truly professional – and very successful – project."

Tony Lawler elaborates "James' skills in human resource management, conflict resolution and consensus building were evident, as was his ability to present information of a highly technical nature in a accessible fashion to those of us with a more clinical focus.

Credit for the success of the implementation of the PAS at the Royal Hobart Hospital, coupled with effective integration with the state wide project, sits in large part with James and his performance as project manager."

RHH not only have a new and improved PAS, but they now have a system that will carry them into the future and become the cornerstone of eHealth initiatives.



About Synateq

Since 1999, Synateq has been working with organisations to simplify processes, discover opportunities and bridge the gap between strategic direction and business systems capability. The combination of experience across a broad range of market sectors and in-house software development capability allows us to deliver solutions that explore, build and expand organisational capabilities for our clients.

For over a decade now we have been designing, delivering and developing large-scale business systems for government, businesses and organisations. And, it is through local insight and a commitment to excellence that we are able to present the best possible solutions and outcomes for our clients.

Further Information

Contact Chris Rasmussen or William Lo at Synateq on **(03) 6230 4833** for further information on how Synateq can help you to lead your organisation confidently into the future.

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