



EMERGENCY  
MEDICINE

# Emergency Medicine Programme

Preparation for First Steps Implementation

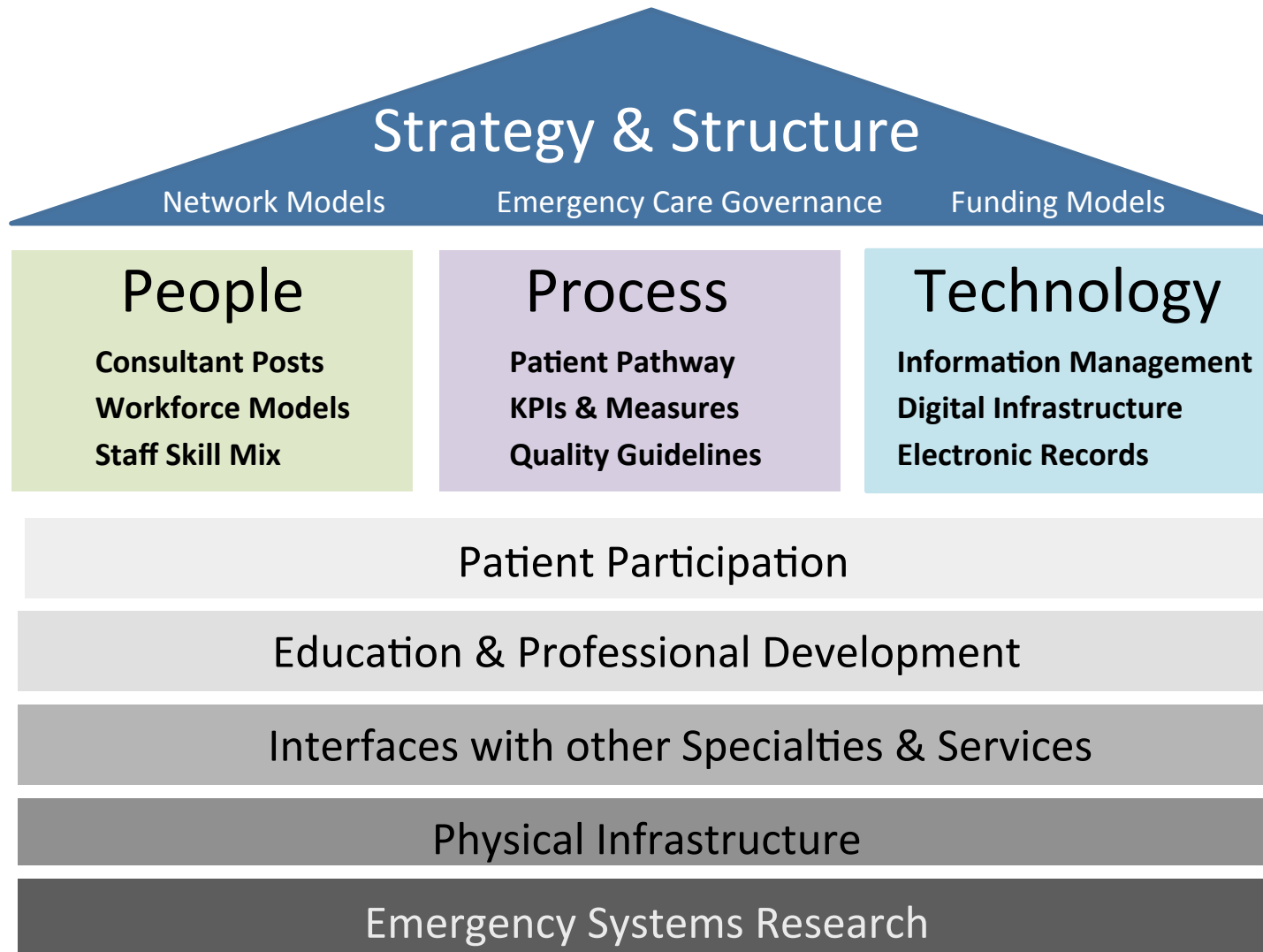
1<sup>st</sup> February 2012

# Preparation for EMP Implementation

- This presentation provides guidance on the actions and timelines required of each Emergency Department to prepare for EMP implementation.
- It describes how an ED implementation team should be constructed.
- It indicates the implementation support that will be provided by the programme.
- This presentation will be circulated to all Consultants in Emergency Medicine, members of the Emergency Nursing Interest Group for distribution to all ED staff and to the regional Clinical Programme implementation leads.

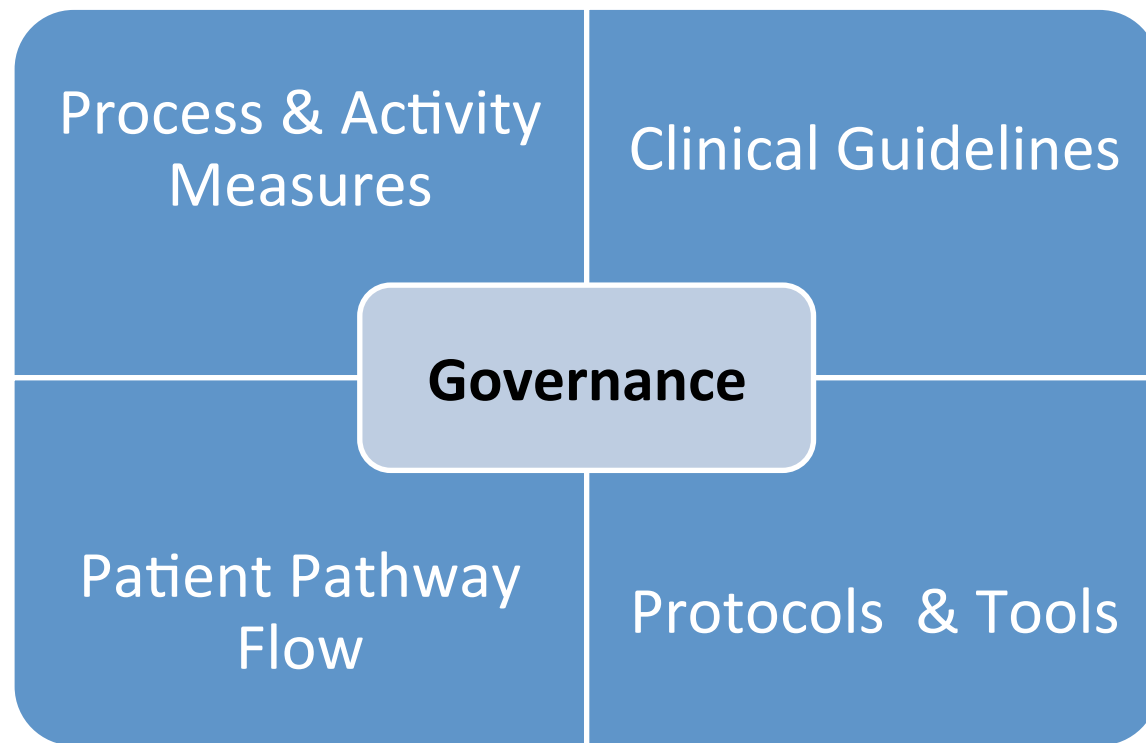
# What is the Emergency Medicine Programme?

A Programme to improve quality, access and cost in Emergency Medicine and reduce waiting times for patients. It identifies changes across all elements of the care model to transform the service:



# First Steps Implementation

- 'First Steps' contains a number of key recommendations from the Emergency Medicine Programme which should be prioritised for early implementation:



# EMP Implementation Team

- An Implementation **Lead** and Implementation **Coordinator** should be nominated at all sites.
- The Implementation Lead should be a Consultant in Emergency Medicine or senior Nurse.
- Implementation Co-ordinator may be a Nurse or other senior clinician. (Members of ENIG would be ideal candidates for this role).
- The work of the Implementation team should be governed by the Emergency Department Clinical Operational Group (ED COG)
- ED COG is linked into Hospital Management Team.
- Data/ICT coordinator should be nominated at all sites; role may not be full time but must be able to dedicate substantial proportion of time in initial months.
- A Project manager assigned to the team would be ideal, on either a full or part time basis. Project management support may be provided by the Hospital Programmes' Implementation Management Team.

# Implementation Working Approach

- Bi-monthly or monthly Information calls

Emergency Medicine Programme  
Regional Lead

- Weekly Review Meetings

Emergency Department Clinical  
Operational Group (ED COG)

Implementation Lead

## Support Resources

- EMP Team
- EMP website
- [emp@rcsi.ie](mailto:emp@rcsi.ie)
- Info Sessions
- Seminars
- Knowledge & Document Sharing

## EMP Implementation Team

Implementation  
Coordinator

Data  
Coordinator

Project  
Manager

Implementation  
Team members

# Role Descriptions

## Emergency Medicine Programme Regional Lead & EMP Support Resources

- Provides guidance and information on interpretation of the Programme recommendations
- Communication of updates and latest news and resources as required
- Provides liaison point with other EDs and teams
- Identify training and information needs and decides on approach to bridge any skills gap
- Communication every two to four weeks by on site meeting or through conference calls

## ED Clinical Operational Group

- Chaired by Lead Consultant and attended by senior ED team members
- Reviews operational and clinical performance of ED
- Implementation status of Programme reported by EMP Implementation Lead & Co-ordinator
- Addresses issues and identifies issues for escalation to Hospital management and /or Unscheduled Care Governance Group (when developed)

## Implementation Lead

- Senior Clinician (Consultant or CMN) acts as sponsor & driver for implementation activities
- Should meet with Implementation Team weekly to maintain focus, make plans and oversee quality improvement work
- Monthly meetings with ALL staff in the dept. to engage and inform all members of the ED
- Escalates issues to ED COG and Hospital wide as appropriate.

## Implementation Coordinator

- Manages all activity related to implementation
- Ensures implementation has a coherent plan with tasks assigned to appropriate people and progress monitored frequently
- Escalates all issues to Implementation Lead and ED COG
- Reports progress and escalates issues to Emergency Medicine Programme as appropriate

# First Steps Implementation Checklist

Task	Due By
<p>Nominate Implementation Team</p> <ul style="list-style-type: none"> <li>✓ Ensure content of First Steps document is clear</li> <li>✓ Contact <a href="mailto:emp@rcsi.ie">emp@rcsi.ie</a> if explanation required</li> <li>✓ Nominate Implementation Lead &amp; Coordinator</li> <li>✓ Inform EMP Programme Manager of nominees</li> </ul>	<b>17<sup>th</sup> Feb</b>
<p>Set up Governance Structures</p> <ul style="list-style-type: none"> <li>✓ Clinical Operational Group</li> <li>✓ Establish COG link to hospital management team</li> <li>✓ Commence Implementation Team Meetings based on First Steps actions</li> </ul>	<b>2<sup>nd</sup> March</b>
<p>Define Implementation Plan</p> <ul style="list-style-type: none"> <li>✓ Review First Steps recommendations</li> <li>✓ Identify gaps</li> <li>✓ Identify items to implement</li> <li>✓ Identify what is needed for implementation (resources, skills, info.etc)</li> <li>✓ Baseline current state (for purposes information only); Template will be provided</li> <li>✓ Outline timelines and activities for implementation (action plan)</li> <li>✓ Submit timelines to EMP WG for review</li> </ul>	<b>15<sup>th</sup> March</b>



# Implementation Support

- Skills/Knowledge
  - EMP Website will contain :
    - Shared practice from EDs
    - International examples
    - Tools and Templates
  - Training can be offered
    - Process Improvement methods
    - Project Management
    - Any other as required
- Information Sessions
  - ENIG
  - Regional Calls
  - EMP sessions
  - EMP monthly/weekly calls
  - Contact [emp@rcsi.ie](mailto:emp@rcsi.ie)

# Summary of Action Points

## ED/Network Teams to do:

- Establish ED Clinical Operational Group
- Establish EMP Implementation Team
- Identify Implementation Lead and Coordinator to EMP at: [emp@rcsi.ie](mailto:emp@rcsi.ie)

## EMP Management Team to do:

- EMP Team will forward Baseline Status Template (end February)
- EMP Team will set up teleconferences to support implementation
- Guidance to be sent to hospitals on development of an unscheduled governance group (or equivalent) to oversee inter-specialty and service interface issues and unscheduled care programme implementation at hospital level.