Overview
Reducing the average length of stay for patients accessing mental health services at Orygen Youth Health and Broadmeadows inpatient unit was achieved through the Productive Mental Health Ward program. Another significant objective of the program that was achieved through the project was an increase in the direct care time between clinicians and patients.

Summary
Both units successfully reduced staff-to-staff interruptions, reduced the number of safety incidents, and improved staff and patient satisfaction.
The major improvements resulting from the project included:
• fewer seclusions per 1,000 bed days from 28.5 per cent to 21.6 per cent
• more direct care time at Broadmeadows from 44 per cent to 57 per cent
• more direct care time at Orygen Youth Health from 30 per cent to 58 per cent
• fewer readmissions at Orygen Youth Health from 21.1 per cent to 18.53 per cent.

Key changes
The key changes implemented included:
• a patient journey board
• standardised and organised clinical (including medication rooms) areas
• ‘Knowing how we’re doing’ boards implemented to provide transparency of performance data
• less time taken in handover and more time with patients.

What worked well
• Following a structured problem-solving approach
• Consumer involvement and interest in quality indicator monitoring
• Strong NUM leadership and local champions
• Rolling out the program to other units across the network to ensure consistency and innovation spread

What could be improved
• Stable electronic platforms to support efficient improvement initiatives could be developed

Health service
Melbourne Health
Project name
Productive Mental Health Ward project
Total investment
$110,000
Date of completion
Ongoing
Key indicators
Average length of stay; direct care time
Change in performance
Reduction in seclusions per 1,000 bed days from 28.5 per cent to 21.5 per cent
Estimated financial benefit
Project focused on quality metrics rather than financial benefit
Patient experience
From level one to level three (highest level four) for consumer and carer participation
Further information
