



The clear choice for your Day Hospital needs

Dr Peter Stephenson, founder and Executive Director, of Montserrat Day Hospitals has been in the specialty medical field since 1978. Graduating in 1968, he obtained his first specialty degree in 1972 in General Medicine, and then sub-specialising in Gastroenterology. He has a long history in private practice, and is very in tune with the needs of doctors, patients and the community at large. This made him one of the best individuals to start and run his own private hospital.

In 1996, he and some colleagues founded the first Montserrat Day Hospital in South East Queensland and have continued to expand their offerings to include a network of three Day Hospitals in Spring Hill, Indooroopilly, and Gaythorne. In 2006, Dr Stephenson became the President of the Australian Day Hospital Association, and has held positions on the Department of Health's Aging and Care Committees. His election and appointments to these positions speak to his long and distinguished career in medicine. In 2008 he retired from clinical practice due to a serious tractor accident. He has remained active and has changed his focus to the management of his hospitals, and the future development of the company and its holdings. Part of this has already shown some great expansion opportunities, with the slated opening of the new North Lakes facility due to open in September 2011. This new day hospital will boast state-of-the-art operating theatres, modern décor, and systems that maximize patient flow.

The Montserrat mission

"Our mission is to provide exceptional patient centric care in all of our Day Hospitals, and the strategy we intend to achieve this is to provide such good care for our patients and such good conditions for our Proceduralists that we can attract both away from overnight hospital care," says Dr Stephenson. By implementing this tactic they have become well known for their quality and above industry standards within their facilities. Montserrat's 15 years of experience in operating Day Surgeries means that their patients are provided with exceptional service from the moment they walk through their doors.

Patients are also contacted either 14 or 21 days after their surgical procedures in order to ensure that they are well and satisfied with their experience at Montserrat. This continuous feedback system ensures that Montserrat is able to improve their services and address the concerns of their patients

Establishing a reputation

Dr Stephenson recognises that their reputation in the area of endoscopy is already well known, but also points to the fact they have expanded their services to include Paediatric Dental, Urology, Plastic & Cosmetic Surgery, IVF, Podiatric Surgery and General Surgery at their facilities. "We have expanded on the range of the disciplines that we offer," he says.

"We started with Gastroenterology alone in the first two day hospitals, but we have expanded our services to include clinical surgery in the third, and will as well in the fourth when it opens. It will have an expanded, but still limited set of disciplines." Limiting the available disciplines will not minimize the success of Montserrat, but will allow them to excel in the services they offer. "Our case load has increased immeasurably with these expanded sites." To support this Dr Stephenson says they have 2 operating rooms and 4 procedure rooms in total at this time, and with the opening of the fourth hospital they will have a total of nine operating rooms in total.

Trends in the industry

"The major trends that I am seeing in the industry are that the costs and the adverse outcome rate, especially in the overnight hospitals, are far too high," says Dr Stephenson. "There is a world-wide recognition that the technological advances have allowed much of which was done in overnight hospitals to be now done in Day Hospitals with very good outcomes, and considerable savings," he says. Dr Stephenson thinks that this market reorientation from overnight to day hospital facilities can only improve the health of the population at large, rather than diminish it. "In the Day Hospital we are seeing minimal adverse events and considerable cost of care savings," he says.

"I could point to just one of the adverse outcomes, which has become a major problem recently. This is hospital acquired antibiotic resistant infections,". Day Hospitals have a very low infection rate.

Dr Stephenson feels there is strong competition between overnight and Day Hospitals for Procedural Doctors as well as patients, and this is healthy. However, there are strong arguments, due to outcomes and costs, that if patients' surgeries or procedures, are suitable for Day Hospitals then the surgeries or procedures should be performed there. This is a growing trend throughout the world, and because of technical advances it is accepted that most procedures and surgeries can now be performed in Day Hospitals.

Changing ideas, changing minds

There is a perception that large hospitals with imposing bricks and mortar are better equipped to deal with healthcare needs. The belief that stand-alone Day Hospitals are

less adequately equipped is simply erroneous. They must be comparably equipped to overnight facilities to manage their case load, to maintain their licensing and accreditation. What they do offer is a relatively clean environment (with absence of resident antibiotic infections, which now plague our overnight facilities). In addition, each Day Hospital offers a focused culture and practice to deal with and specialises in a limited number of disciplines.

This allows organisations like Montserrat to be efficient. Dr Stephenson points out that the operations and services that Montserrat does offer is at least as good as what overnight hospitals can offer. "We do provide excellent services, with excellent outcomes, with *very* low adverse outcomes and are very cost competitive."



(Reception at Gaythorne Day Hospital)