



Queensland
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surgical access team

WAITING LIST REDUCTION STRATEGY

*Report from the Surgical Access Team
for the month of*

April 2001

Distribution: Director-General
Minister for Health
General Manager, Health Services
Deputy Director-General (Policy and Outcomes)

MANAGEMENT ISSUES

COMMUNICATIONS

- Briefings were prepared during April for the Minister, the Director-General and the General Manager, Health Services:
 - 7 Briefings on Elective Surgery Waiting Lists for the following Districts: QEII, West Moreton, and Tablelands.
- A ministerial response was prepared regarding back surgery for an Elective Surgery patient.

CONSULTATION

- The **Medical Superintendent's Advisory Committee** convened on April 20.
- The **Elective Surgery Coordinators** did not convene during April.
- The Western Australian Department of Health hosted a meeting in Melbourne for all state health department delegates to the Elective Surgery conference to share experiences and to discuss current programs in place to enhance access to elective surgery services.
- The Surgical Access Team met with representatives of the Victorian Department of Human Services as well as representatives from a number of hospitals during the Melbourne Conference visit. Protocols and guidelines governing the management of elective surgery services in Victoria were discussed along with funding and incentive schemes in operation in Victoria.
- The Surgical Access Team has begun the consultation process regarding the distribution of 4th Quarter Payments for Elective Surgery Activity. Districts will be required to demonstrate that claims made regarding the amount of activity reported through the monthly snapshot report is justifiable and also meets their current activity projections. Prepayments for activity for the period April to June 2001 will be processed in addition to any necessary adjustments for those facilities that may not meet agreed Elective Surgery Targets.

FUNDING & INCENTIVES

- The Surgical Access Team continued with the development and consultation for the Elective Surgery Business Rules for 2001/02 that will form the basis of future funding arrangements. After feedback from Zonal Managers, it is anticipated that a detailed submission will be prepared during May 2001 for consideration by the Queensland Health Executive.
- The General Manager Health Services approved the distribution of \$84,485 from Surgical Incentive Funds to the Mackay Hospital for the purchase and installation of a pre-vac steam autoclave and steam generator.
- The General Manager Health Services approved the distribution of \$158,500 from Emergency Department Strategy Funds to the Redcliffe – Caboolture Health Service District for a patient assessment and management project. The project will examine the current service delivery models utilised within the Emergency Departments within the District.
- The Surgical Access Team has contacted several Districts during the month to provide assistance and advice regarding the reporting of Elective Surgery Activity and monitoring of Elective Surgery Targets. These include Redcliffe/Caboolture, Sunshine Coast and Townsville.

- The Surgical Access Team is developing a proposal for the development of an internet web site. It is envisaged that this will provide increased communication with the public and General Practitioners and enable the team to develop an interactive solution to the current Quarterly Report.
- The Director General has requested that a working party be established to review Operating Theatres for the purposes of identifying issues and make recommendations to improve throughput. The Surgical Access Team in conjunction with the nominated chair of the working party, Dr Steve Buckland, have developed Terms of Reference and are currently in the process of identifying suitable members. It is envisaged that the first meeting will occur on the 21st of May 2001, with the project having a fixed term of six months.
- The Surgical Access Team developed a brief for the Director-General providing a comparison of activity targets for the Princess Alexandra and the Royal Brisbane Hospitals to determine if either facility has been disadvantaged over the past few years in the development of activity targets.

PERFORMANCE REPORTING

WAITING LIST

- The **total number** of patients on the waiting lists at the reporting hospitals increased from 39,683 at 1 April 2001 to 39,999 at 1 May 2001 (316 patients).

Reporting Date	Category 1			Category 2			Category 3			Total
	Total	No. 'long waits'	% 'long waits'	Total	No. 'long waits'	% 'long waits'	Total	No. 'long waits'	% 'long waits'	
1 Jan 1999	964	22	2.3%	10,244	1,887	18.4%	26,012	7,312	28.1%	37,220
1 Feb 1999	1,432	28	2.0%	10,462	2,025	19.4%	26,315	7,277	27.7%	38,209
1 Mar 1999	1,432	29	2.0%	10,337	1,897	18.4%	26,440	7,369	27.9%	38,209
1 Apr 1999	1,392	27	1.9%	9,953	1,583	15.9%	26,895	7,409	27.5%	38,240
1 May 1999	1,336	21	1.6%	10,275	1,514	14.7%	26,953	7,523	27.9%	38,564
1 Jan 2000	1,165	47	4.0%	9,967	987	9.9%	28,591	8,477	29.6%	39,723
1 Feb 2000	1,496	47	3.0%	10,141	1,134	11.1%	28,667	8,615	30.0%	40,304
1 Mar 2000	1,658	30	1.8%	9,904	1,157	11.7%	28,939	8,726	30.2%	40,501
1 Apr 2000	1,721	34	2.0%	9,927	949	9.6%	28,719	8,817	30.7%	40,367
1 May 2000	1,680	48	2.9%	10,141	1,006	9.9%	28,740	9,059	31.5%	40,561
1 Jan 2001	1,522	70	4.6%	10,675	1,275	11.9%	27,291	9,650	35.4%	39,488
1 Feb 2001	1,803	70	3.9%	10,669	1,352	12.7%	27,289	9,755	35.7%	39,761
1 Mar 2001	1,810	62	3.4%	10,804	1,289	11.9%	26,914	9,768	36.3%	39,528
1 Apr 2001	1,833	82	4.5%	11,003	1,244	11.3%	26,847	9,918	36.9%	39,683
1 May 2001	1,928	120	6.2%	11,355	1,439	12.7%	26,716	10,027	37.5%	39,999

Note: Noosa Hospital reported separately from 1 March 2000 and Robina Hospital reported separately from 1 May 2000.

The full list of monthly census data since 1 July 1998 is included at Attachment 1.

Category 1

- As at 1 May 2001, the number of 'long wait' Category 1 patients on elective surgery waiting lists was 120 (6.2%). This figure was an increase of 38 patients over the 82 'long wait' cases (4.5%) reported at 1 April 2001. A total of seven (7) hospitals reported in excess of 5% 'long waits'.

Hospital	Category 1	
	Percent 'long waits'	Number of 'long waits'
Gladstone Hospital	25.0%	2
Gold Coast Hospital	14.7%	29
Kirwan Hospital for Women	30.8%	4
Princess Alexandra Hospital	11.1%	43
Logan Hospital	15.6%	5
Mater Adults Hospital	8.3%	7
Mater Childrens Hospital	5.9%	1

The number of 'long wait' vascular patients at Gold Coast Hospital has increased from 11 patients (4 greater than 90 days) at 1 April 2001 to 18 patients (2 greater than 90 days) at 1 May 2001. In addition, Princess Alexandra Hospital moved into the new hospital during April and an additional 15 'long wait' Category 1 patients were added to the list.

Category 2

- At 1 May 2001, the number of 'long wait' Category 2 patients on elective surgery waiting lists was 1,439 (12.7%). This is an increase of 195 patients from that reported at 1 April 2001 - 1,244 (11.3%). This compares with 1,006 (9.9%) 'long wait' Category 2 patients at 1 May 2000.
- A total of 14 facilities reported 'long wait' patients in excess of the 5% benchmark.

Hospital	Category 2 - 1 May 2001		Category 2 - 1 May 2000	
	Percent 'long waits'	Number of 'long waits'	Percent 'long waits'	Number of 'long waits'
Caloundra Hospital	10.7%	13	0.0%	0
Gladstone Hospital	6.3%	1	4.8%	1
Gold Coast Hospital	20.2%	189	9.9%	83
Hervey Bay Hospital	20.9%	19	0.0%	0
Kirwan Hospital for Women	24.8%	26	0.0%	0
Mackay Base Hospital	14.6%	29	3.4%	6
Mater Adults Hospital	7.9%	34	3.7%	12
Nambour Hospital	15.6%	112	15.0%	130
Noosa Hospital	17.6%	95	7.3%	14
Princess Alexandra Hospital	22.2%	384	10.1%	120
Royal Brisbane Hospital	17.7%	263	21.0%	224
Royal Childrens Hospital	5.7%	18	14.2%	33
Toowoomba Hospital	12.3%	46	21.5%	80
Townsville General Hospital	15.4%	114	9.4%	52

- The largest increases in the number of 'long wait' Category 2 patients from 1 April 2001 to 1 May 2001 was reported by the Princess Alexandra Hospital (+119) mainly due to a reduction of operating theatre activity during the shift into the new hospital.

Category 3

- At 1 May 2001, the proportion of Category 3 patients waiting longer than one year for surgery was **37.5%** (10,027 patients). This compares with 9,918 patients (36.9%) waiting longer than one year at 1 April 2001 and 9,059 patients (31.5%) waiting longer than one year at 1 May 2000.

THROUGHPUT

Overall **elective surgery throughput** (Category One, Two and Three) has decreased from 9,711 elective surgery admissions in March 2001 to 7,491 in April 2001 (cf. 8,117 in April 2000). Overall elective surgery throughput for the first ten months of 2000/2001 compared with the first ten months of 1999/2000 and 1998/1999 is included in the following table. Throughput for July-April 2000/01 is down by **5.6%** (-5,3225 cases) on the throughput recorded for July-April 1999/2000 and down by **7.5%** (-7,331 cases) on the throughput recorded for July-April 1998/99.

July-April 1998/1999	July-April 1999/2000	July-April 2000/01
97,522	95,513	90,191

Note: Elective admissions data reported via the Elective Admissions Module (EAM) should be considered preliminary data. EAM can not provide weighted separations. The Queensland Hospital Admitted Patient Data Collection (QHAPDC) provides final weighted separation data.

CLINICAL BEST PRACTICE

Clinical Advisory Committee

The Clinical Advisory Committee convened on 10 April 2001.

- Four members of the committee attended the meeting.
- The Terms of Reference for the Committee were reviewed.
- Discussions were centered on the viability of continuing the committee in its present form.
- The General Manager, Health Services wrote to the Chair of the Committee to seek information on the current issues being considered and also the future role of the Committee. The Chair has subsequently asked the Surgical Access Team to seek the views of the committee members. It is anticipated that this process will be finalised during May 2001.

Emergency Services Strategy

- Members of the Surgical Access Team conducted Emergency Department site visits during April, reviewing staffing profiles, facilities and performance at the following hospitals:
 - Cairns
 - Townsville
 - Mackay
 - Rockhampton
 - Hervey Bay.

Emergency Services Best Practice Workshop

- The Surgical Access Team continued preparations for the Emergency Services Benchmarking and Best Practice Workshop to be held on the 10th and 11th May 2001.
- The Workshop program was finalised – including presentations by 4 interstate speakers.
- Nominees to attend the conference were obtained from hospitals with Level 4-6 Emergency Department facilities.

Emergency Nursing Education Project

- The Emergency Nursing Education Project continued the development of a training program for novice emergency department nurses wishing to enter Level 4-6 emergency department facilities.
- A report was completed on the educational needs of emergency department nurses in Queensland public hospitals.
- A report was completed on educational resources available to emergency nurses within Queensland public hospitals.
- Approaches were made to Universities to initiate processes for articulation of the program with university postgraduate courses.
- Development of the education program framework and curriculum was progressed.
- Development of program content was commenced.
- The Project Reference Committee convened three meetings during April.

Statewide Purchasing and Standardisation of Surgical Prostheses

- Members of the Surgical Access Team met with the Health Purchasing and Logistics Group to finalise a Business Case for Statewide purchasing and standardisation of surgically implanted prosthetic devices.
- The Business Case was completed and submitted on 10 April 2001.
- A request for information about types of prostheses used for hip and knee replacement surgery was distributed to Directors of Surgery, following recommendation by the Medical Superintendents' Advisory Committee and approval by the GMHS.
- A number of hospitals have provided the information requested and collation of data is being undertaken.

Hospital in the Home

- Members of the Surgical Access Team met with representatives of Data Services Unit, Health Outcomes Unit and the Clinical Strategy Team (Procurement Strategy Unit) to resolve issues relating to the Commonwealth reporting of Hospital in the Home activity.
- Guidelines for the approval of Hospital in the Home services were finalised, data definitions for reporting were developed.
- A submission was prepared for the GMHS to define parameters for the future establishment of services and the commencement of reporting on July 1 2001.

BENCHMARKING

Emergency Department Waiting Times

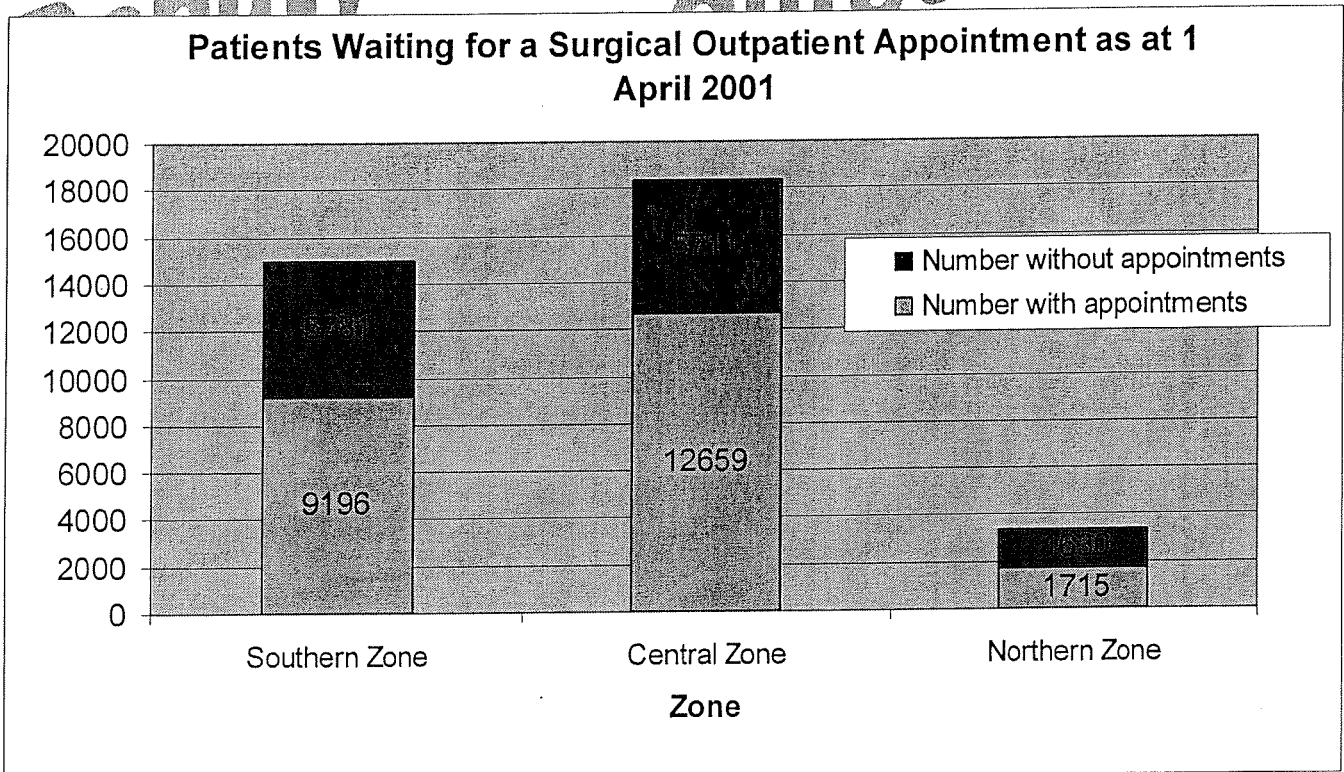
- Preliminary waiting time performance data indicates an improved performance in NTS Categories 1, 4 and 5 and a decline in performance in categories 2 and 3 in April 2001 compared to April 2000. Performance is generally slightly improved from the previous month.

Percentage of patients seen within ACEM recommended times				
	April 2001 (preliminary)	March 2001	April 2000	Target
NTS 1	100%	98%	96%	100%
NTS 2	68%	69%	73%	80%
NTS 3	59%	58%	61%	75%
NTS 4	64%	63%	66%	70%
NTS 5	87%	85%	86%	70%

Note: Red indicates below target

Specialist Outpatient Services

- Patients awaiting an initial surgical outpatient appointment, including those patients with an appointment and those without, are presented on a zonal basis.



HEALTH SYSTEM DEVELOPMENT

Database Development

- The Elective Admissions Module (EAM) and Emergency Module (EMG) data warehouse is in the final stages of development. However some process issues within the local Information Services Departments require improvement to ensure the automatic down load (FTP) of waiting list information is not effected as a result of undertaking planned or unplanned system maintenance. Currently the FTP instruction is lost when the HBCIS system is re-booted following new version releases.

Clinical Coordination

- The Surgical Access Team has begun the process of reviewing existing data collection processes across emergency departments that provide retrieval services. A number of different forms are utilised including some which are used as a clinical record which is filed in the patients medical record. In contrast some sites collect minimal information in relation to retrievals or inter-hospital transfers. SAT has included the collection of the minimum data set to be discussed as a workshop item at the Emergency Services Best Practice Workshop to be held May 10th. It is anticipated that many of the issues relating to this collection process will be resolved through this avenue.

HBCIS Appointment Scheduling Module

- The Surgical Access Team in conjunction with Business Application Services has completed the roll-out of the Appointment Scheduling Module upgrade across twenty Queensland hospitals. Information and training sessions have been provided as part of this process.
- Sites will soon begin providing system generated reports to the Surgical Access Team.
- The Surgical Access Team is examining the provision of the same reports developed for the Appointment Scheduling Module by hospitals not using the system. The hospitals not using HBCIS Appointment Scheduling are RBH and PAH which utilise the Cerner product and Logan, which uses ASIM.

Prosthetic Reporting Database

- The RBH, PAH and Gold Coast Hospitals have begun the process of implementing the Prosthetics database developed by the Townsville hospital. The sites are providing project support to proceed with the implementation. The SAT is providing assistance to sites with the implementation process.

HOSPITAL SUPPORT AND LIAISON

Medical Superintendents Advisory Committee

The Medical Superintendents Advisory Committee met on 20th April 2001.

- The Director-General and A/General Manager, Health Services attended the meeting to discuss significant issues currently impacting on achieving the goals of the elective surgery program. Medical Superintendents left the meeting with no doubts that they are individually responsible and accountable for the elective surgery performance of their respective facilities. In addition, the Director-General reaffirmed that Elective Surgery Coordinators must report directly to the Medical Superintendent or Director of Surgery.
- Paul Sheedy, Manager, Legislative Assembly Unit, attended the meeting to discuss three issues the Minister has asked to be investigated with a view to progressing urgent amendments in the Health Legislation Amendment Bill 2001, specifically the Transplantation and Anatomy Act.

Elective Surgery Coordinators

The Elective Surgery Coordinators did not meet during April.

- A meeting was held with Ms Glenda Viner, Senior Communications Officer, to progress the development of standardised formats for written correspondence to patients placed on elective surgery waiting lists. Ms Viner has been invited to attend the next Elective Surgery Coordinators meeting scheduled for Friday, 18th May 2001 to finalise this process.
- 10 Elective Surgery Coordinators were sponsored by their respective hospitals to attend *Weighting the Wait – Managing Access to Elective Surgery* conference held in Melbourne on 5 & 6 April 2001.

Elective Surgery Conference - Melbourne

- Members of the Surgical Access Team attended the “Weighting the Wait – Managing Access to Elective Surgery” Conference held in Melbourne on 5 and 6 April 2001. The Victorian Department of Human Services sponsored this conference which included speakers from the United Kingdom, Canada and New Zealand.
- The conference program included presentations on strategic approaches to management of elective surgery access, operational aspects on management of waiting lists and best practice innovations relevant to surgical services.
- Western Australia Department of Health hosted a meeting for all state health department’s delegates to share experiences and to discuss current programs in place to enhance access to elective surgery services.
- The Surgical Access Team met with representatives of Victorian Health departments and facilities during their visit to Melbourne to discuss protocols/guidelines governing the management of elective surgery services in Victoria.
 - Ms Maree Roberts and Ms Bridget Weller, Department of Human Resources, Victoria Health
 - Ms Trish Andreoli, St Vincents Hospital
 - Dr Peter Sloan, Director of Clinical Services, Box Hill Hospital
 - Dr Jenny Bartlett, Chief Medical Officer, Royal Melbourne Hospital.
 - Ms Lorraine Matthews, Elective Surgery Coordinator, Cairns Hospital accompanied the team to Royal Melbourne Hospital.

ATTACHMENT 1 - Census Data by Category and Month

Reporting Date	Category 1		Category 2		Category 3		Total
	Total	% 'long waits'	Total	% 'long waits'	Total	% 'long waits'	
1 Jul 1998	1,285	0.9%	9,243	10.6%	25,732	28.8%	36,260
1 Aug 1998	1,316	1.4%	9,511	11.2%	25,379	28.6%	36,206
1 Sept 1998	1,368	3.1%	9,621	14.1%	25,356	28.0%	36,345
1 Oct 1998	1,441	2.0%	9,960	14.7%	25,538	28.1%	36,939
1 Nov 1998	1,621	2.7%	10,109	15.8%	25,557	28.2%	37,287
1 Dec 1998	1,502	2.8%	10,119	16.6%	25,797	28.5%	37,418
1 Jan 1999	964	2.3%	10,244	18.4%	26,012	28.1%	37,220
1 Feb 1999	1,432	2.0%	10,462	19.4%	26,315	27.7%	38,209
1 Mar 1999	1,432	2.0%	10,337	18.4%	26,440	27.9%	38,209
1 Apr 1999	1,392	1.9%	9,953	15.9%	26,895	27.5%	38,240
1 May 1999	1,336	1.6%	10,275	14.7%	26,953	27.9%	38,564
1 Jun 1999	1,502	2.1%	9,931	12.3%	27,392	27.3%	38,830
1 Jul 1999	1,498	1.9%	9,780	8.6%	27,363	27.5%	38,641
1 Aug 1999	1,419	2.0%	9,929	10.6%	27,418	27.7%	38,766
1 Sep 1999	1,408	3.1%	9,870	11.4%	27,534	27.9%	38,812
1 Oct 1999	1,468	2.9%	9,604	9.9%	27,520	28.6%	38,592
1 Nov 1999	1,445	3.5%	9,614	8.8%	27,621	28.7%	38,680
1 Dec 1999	1,439	2.4%	9,856	8.7%	27,905	29.6%	39,200
1 Jan 2000	1,165	4.0%	9,967	9.9%	28,591	29.6%	39,723
1 Feb 2000	1,496	3.0%	10,141	11.1%	28,667	30.0%	40,304
1 Mar 2000	1,658	1.8%	9,904	11.7%	28,939	30.2%	40,501
1 Apr 2000	1,721	2.0%	9,927	9.6%	28,719	30.7%	40,367
1 May 2000	1,680	2.9%	10,141	9.9%	28,740	31.5%	40,561
1 Jun 2000	1,857	2.4%	10,019	8.5%	28,680	32.0%	40,556
1 Jul 2000	1,838	2.7%	10,179	8.3%	28,593	32.4%	40,610
1 Aug 2000	1,971	4.6%	10,313	10.9%	28,479	32.7%	40,763
1 Sep 2000	1,838	4.5%	10,458	10.7%	27,822	33.0%	40,118
1 Oct 2000	1,749	4.7%	10,615	11.8%	27,650	33.7%	40,014
1 Nov 2000	2,037	3.4%	10,706	12.8%	27,296	34.5%	40,039
1 Dec 2000	1,858	3.9%	10,310	11.1%	27,206	34.7%	39,374
1 Jan 2001	1,522	4.6%	10,675	11.9%	27,291	35.4%	39,488
1 Feb 2001	1,803	3.9%	10,669	12.7%	27,289	35.7%	39,761
1 Mar 2001	1,810	3.4%	10,804	11.9%	26,914	36.3%	39,528
1 Apr 2001	1,833	4.5%	11,003	11.3%	26,847	36.9%	39,683
1 May 2001	1,928	6.2%	11,355	12.7%	26,716	37.5%	39,999

Note: Noosa Hospital reported separately from 1 March 2000 and Robina Hospital reported separately from 1 May 2000.