



Queensland
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surgical access service

WAITING LIST REDUCTION STRATEGY

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

August 2002

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

MANAGEMENT ISSUES

COMMUNICATION

- The Surgical Access Service provided Briefings to the Minister regarding elective surgery services and waiting lists for hospitals in the following Districts:
 - ▶ Southern Downs
 - ▶ Townsville
- The Surgical Access Service provided a number of submissions to the Office of the Director-General including:
 - ▶ Future plans for the emergency nursing education project;
 - ▶ Planned allocations for the \$2.0M new initiatives funding for medical positions in Queensland hospital emergency departments;
 - ▶ Proposed funding to support the employment of Elective Surgery Coordinators at both QEII and Logan hospitals;
- Question time briefs were prepared for the Premier and the Minister, with information relating to elective surgery throughput and waiting times for the June Quarter 2002.

CONSULTATION

- The **Medical Superintendent's Advisory Committee** met on 16th August 2002.
- The **Elective Surgery Coordinators** met on 23rd August 2002.
- The **Specialist Outpatient Advisory Committee** did not meet in August 2002.

FUNDING & INCENTIVES

- The Surgical Access Service has provided funding (2 × \$75,336) to support the employment of Elective Surgery Coordinators at both Logan and QEII hospitals for a 12-month period. Advertising for these positions will take place in September 2002 and it is anticipated that the successful applicants will assume their duties in mid October 2002.
- The Surgical Access Service has finalised negotiations with Districts and Zonal Management Units relating to funding and related surgical activity targets for the 2002/03 financial year. A submission has been prepared for consideration by the Health Services Council which includes the Draft Elective Surgery Business Rules 2002/03.
- Funding (\$6,200) was provided in August 2002 to support travel and accommodation expenses for staff from remote Districts to attend a Perioperative Nursing Workshop, to be held in Brisbane on the 5th and 6th of September 2002. Districts for which support has been provided include Torres Strait, Cairns, Innisfail, Townsville, Mt Isa, Mackay, Rockhampton and Gladstone.
- The Surgical Access Service has developed a number of Crystal reports from Transition II to assist in the reporting of monthly elective surgery snapshot reporting. These reports will continue to be developed over the following months.

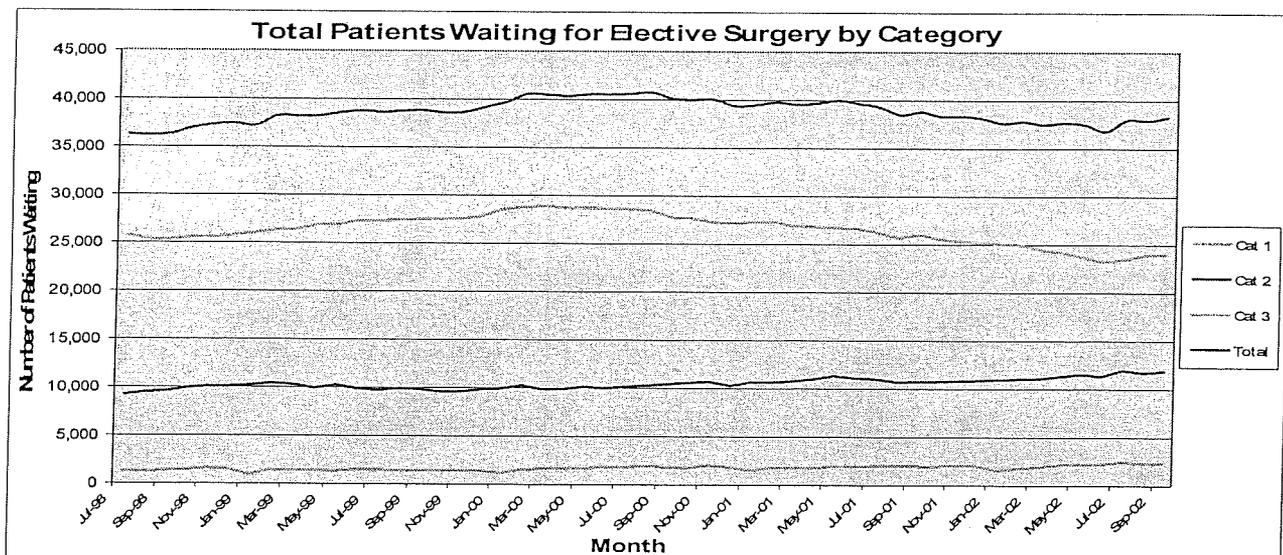
PERFORMANCE REPORTING

WAITING LIST

The total number of patients on the waiting lists at the reporting hospitals increased from 37,920 at 1 August 2002 to 38,267 at 1 September 2002 (347 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 Jul 1998	1,285	12	0.9%	9,243	980	10.6%	25,732	7411	28.8%	36,260
1 Sep 1998	1,368	42	3.1%	9,621	1,355	14.1%	25,356	7,099	28.0%	36,345
1 Oct 1998	1,441	29	2.0%	9,960	1464	14.7%	25,538	7176	28.1%	36,939
1 Jan 1999	964	23	2.3%	10,244	1885	18.4%	26,012	7309	28.1%	37,220
1 Apr 1999	1,392	26	1.9%	9,953	1583	15.9%	26,895	7396	27.5%	38,240
1 Jul 1999	1,498	29	1.9%	9,780	837	8.6%	27,363	7,534	27.5%	38,641
1 Sep 1999	1,408	44	3.1%	9,870	1,123	11.4%	27,534	7,689	27.9%	38,812
1 Oct 1999	1,468	42	2.9%	9,604	946	9.9%	27,520	7,864	28.6%	38,592
1 Jan 2000	1,165	47	4.0%	9,967	987	9.9%	28,591	8,477	29.6%	39,723
1 Apr 2000	1,721	34	2.0%	9,927	949	9.6%	28,719	8,817	30.7%	40,367
1 Jul 2000	1,838	49	2.7%	10,179	847	8.3%	28,593	9,252	32.4%	40,610
1 Sep 2000	1,838	82	4.5%	10,458	1,118	10.7%	27,822	9,187	33.0%	40,118
1 Oct 2000	1,749	83	4.7%	10,615	1,250	11.8%	27,650	9,316	33.7%	40,014
1 Jan 2001	1,522	70	4.6%	10,675	1,275	11.9%	27,291	9,650	35.4%	39,488
1 Apr 2001	1,833	82	4.5%	11,003	1,244	11.3%	26,847	9,918	36.9%	39,683
1 Jul 2001	2,023	91	4.5%	11,022	1,551	14.1%	26,258	10,044	38.3%	39,303
1 Sep 2001	2,017	121	6.0%	10,762	1,518	14.1%	26,028	9,761	37.5%	38,807
1 Oct 2001	1,979	90	4.5%	10,783	1,363	12.6%	25,593	9,522	37.2%	38,355
1 Jan 2002	1,557	68	4.4%	10,961	1,445	13.2%	25,106	9,518	37.9%	37,624
1 Apr 2002	2,151	72	3.3%	11,343	1,527	13.5%	24,179	9,378	38.8%	37,673
1 Jul 2002	2,496	85	3.4%	11,993	1,270	10.6%	23,494	8,832	37.6%	37,983
1 Sep 2002	2,384	183	7.7%	11,889	1,898	16.0%	23,994	8,964	37.4%	38,267

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



Category 1

- At 1 September 2002, the number of 'long wait' Category 1 patients on elective surgery waiting lists was 183 (7.7%). This figure is a decrease of 75 patients from the 258 'long wait' cases (11.2%) reported at 1 August 2002. A total of nine (9) hospitals reported in excess of 5% 'long waits'.

Hospital	Category 1	
	Number 'long waits'	Percent 'long waits'
Bundaberg Hospital	8	13.8%
Emerald Hospital	1	100.0%
Gladstone Hospital	1	16.7%
Gold Coast Hospital	40	16.3%
Kingaroy Hospital	1	100.0%
Logan Hospital	4	7.5%
Mackay Hospital	4	10.8%
Royal Brisbane Hospital	95	19.3%
Royal Children's Hospital	3	5.5%

Category 2

- At 1 September 2002, the number of 'long wait' Category 2 patients on elective surgery waiting lists was 1,898 (16.0%). This is an increase of 76 patients from the 1,822 (15.6%) 'long waits' reported at 1 August 2002. This compares with 1,518 (14.1%) 'long wait' Category 2 patients at 1 September 2001. A total of eighteen (18) facilities reported 'long wait' patients in excess of the 5% benchmark.

Hospital	Category 2 – 1 September 2002		Category 2 – 1 September 2001	
	Number 'long waits'	Percent 'long waits'	Number 'long waits'	Percent 'long waits'
Bundaberg Hospital	59	20.9%	5	2.5%
Caloundra Hospital	39	41.5%	10	9.3%
Emerald Hospital	11	34.4%	0	0.0%
Gold Coast Hospital	307	21.5%	267	27.2%
Gympie Hospital	10	18.9%	0	0.0%
Hervey Bay Hospital	39	31.7%	17	16.7%
Kingaroy Hospital	7	50.0%	1	14.3%
Mackay Base Hospital	60	23.2%	29	15.2%
Mater Adults Hospital	26	5.8%	29	7.1%
Mt Isa Hospital	10	15.2%	3	2.6%
Nambour Hospital	360	44.0%	115	15.4%
Princess Alexandra Hospital	114	10.4%	387	29.9%
QELI Hospital	54	10.5%	9	2.1%
Redcliffe Hospital	67	20.4%	6	2.6%
Redland Hospital	16	7.5%	11	6.9%
Royal Brisbane Hospital	458	31.2%	288	23.2%
Royal Childrens Hospital	30	8.5%	16	5.8%
The Townsville Hospital	104	15.5%	116	15.5%

Category 3

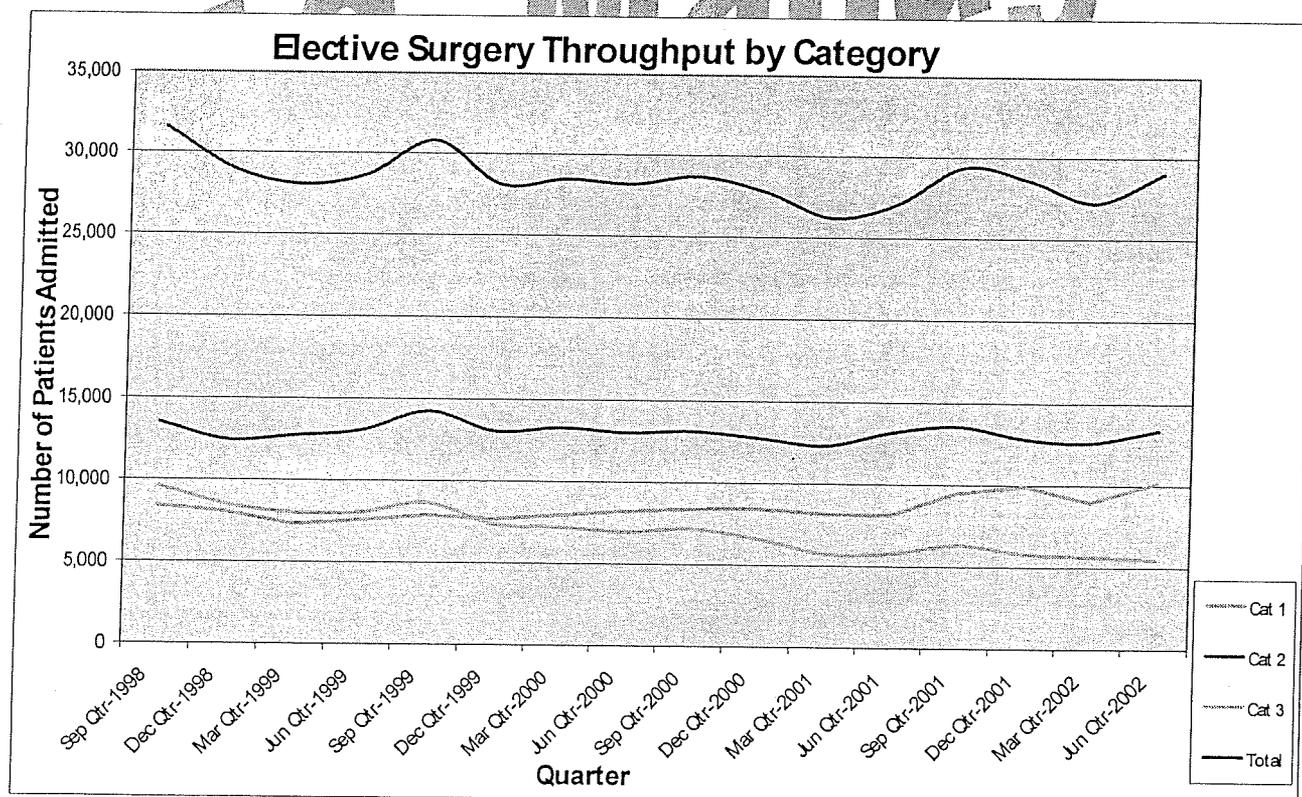
- At 1 September 2002, the number of 'long wait' Category 3 patients on elective surgery waiting lists was 8,964 (37.4%). This figure is an increase of 28 patients from the 8,936 cases (37.4%) waiting longer than one year at 1 August 2002. This compares with 9,761 (37.5%) 'long wait' Category 3 patients at 1 September 2001.

THROUGHPUT

Overall **elective surgery throughput** (Category One, Two and Three) has increased from 8,546 elective surgery admissions in July 2002 to 9,656 in August 2002 (cf. 10,295 in August 2001). Overall elective surgery throughput for the 2002/2003 financial year compared with previous financial years is included in the following table. Throughput for the 2002/2003 financial year is **down by 10.3%** (-2,086 admissions) on the throughput recorded for 2001/2002 and **down by 6.5%** (-1,265 admissions) on the throughput recorded for 2000/2001.

	1997/1998	1998/1999	1999/2000	2000/2001	2001/2002	2002/2003
Private	4,192	4,186	4,012	3,430	3,271	2,736
Public	15,070	16,954	16,680	16,037	17,017	15,466
Total	19,262	21,140	20,692	19,467	20,288	18,202

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



CLINICAL BEST PRACTICE

1. Emergency Services Strategy

Emergency Department Nursing Education

- The Emergency Nursing Education Project Report was submitted to the General Manager (Health Services).
- On the request of the General Manager (Health Services) information was provided to Marketing and Communications for the preparation of a media release on the topic.

Emergency Department Staffing

- Following approval of the General Manager (Health Services), the \$2 million allocated from Treasury New Initiatives for additional emergency department medical officers was transferred to the Emergency Services Strategy Cost Centre.
- Consultation with the General Manager (Health Services) and negotiations with zonal managers, district managers, and other relevant district personnel were completed in preparation for final allocation and transfer of the funds.

Emergency Services Strategy Funds - Mackay

- On the request of the General Manager (Health Services), a submission was prepared, to address the use of previously allocated Emergency Services Strategy Funds in the Mackay Hospital Emergency Department.

Emergency Department Attendances – Queensland Ambulance Services

- On instructions from the Office of the General Manager (Health Services), information was prepared and provided for the Queensland Ambulance Services, relating to emergency department attendances in south-east Queensland.

2. Elective Surgery

Operating Theatre Review Working Party Report

- At the request of the General Manager (Health Services), further literature review relevant to operating theatre management was undertaken and a draft report was prepared for review by the General Manager (Health Services) and the Director-General.

Prosthetics

- Information was provided to the Advisor, Sterilising Services, to allow details relevant to instrument re-use and sterilisation to be incorporated into Request for Offer documents.

3. Benchmarking

Emergency Department Waiting Times

- Preliminary waiting time performance data indicates a decline in performance in all ATS Categories, in August 2002 compared to August 2001. Preliminary data shows an overall decline in performance from the previous month.

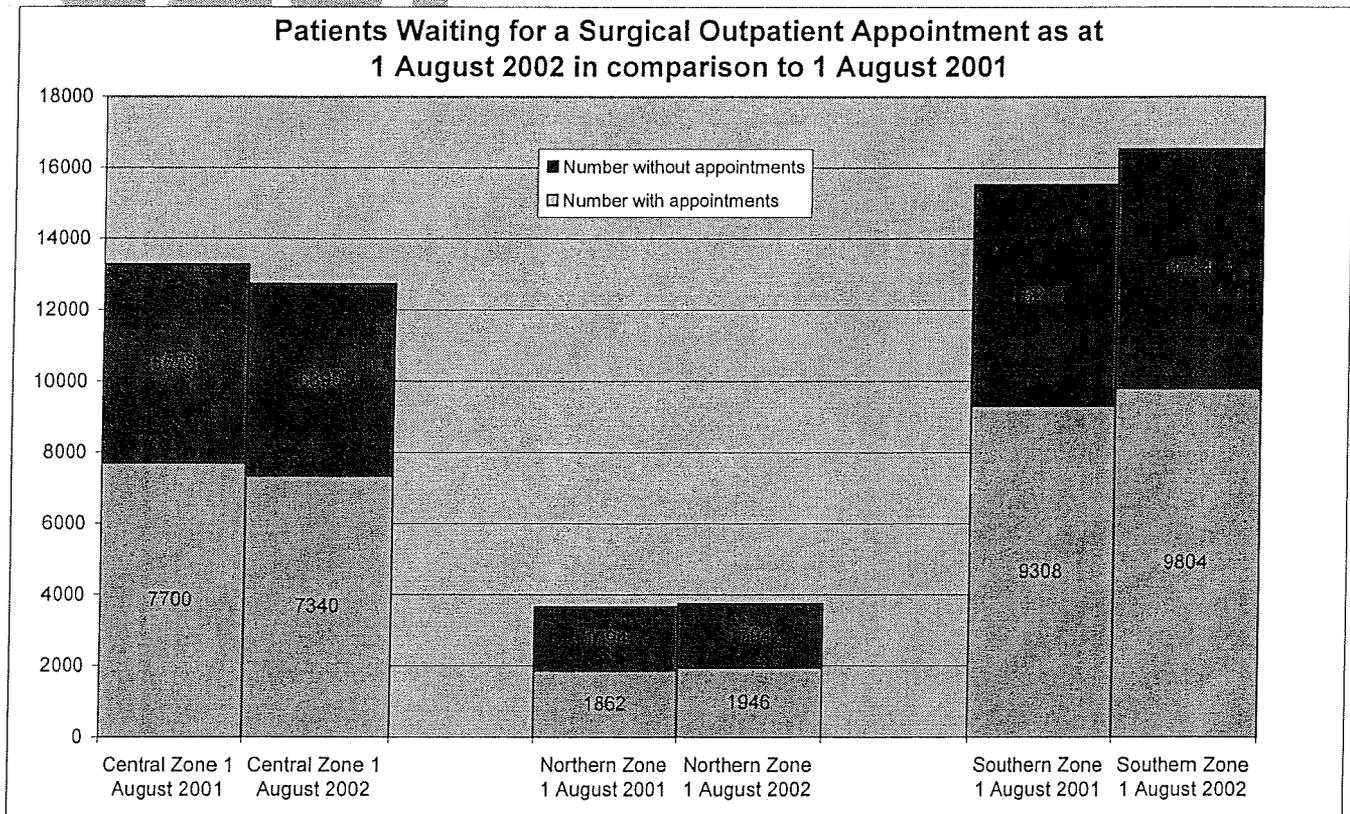
Percentage of patients seen within ACEM recommended times				
	August 2002 ¹ (preliminary)	July 2002 ²	August 2001	Target ³
ATS-1	98%	99%	100%	100%
ATS-2	71%	70%	67%	80%
ATS-3	50%	51%	52%	75%
ATS-4	46%	49%	53%	70%
ATS-5	73%	75%	76%	70%

Notes:

- Gold Coast Hospital did not supply waiting times data for August 2002 due to EDIS upgrade technical problems - May 2002 figures used.
- Bundaberg, Hervey Bay and Rockhampton Hospitals did not supply waiting times data for July 2002 due to industrial action - May 2002 figures used. Gold Coast Hospital did not supply waiting times data for July 2002 due to EDIS upgrade technical problems - May 2002 figures used.
- 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, and compared to the same month of last year.



HEALTH SYSTEM DEVELOPMENT

Emergency Departments

Emergency Department Information System (EDIS) Implementation

- The Surgical Access Service (SAS) are continuing negotiations with Business Application Services (BAS) to resolve a number of major issues relating to the continued roll-out of the Oracle/SQL version of EDIS. BAS have advised the Surgical Access Service that the original Business Case was deficient in identifying some of the one-off capital and recurrent costs required to support the roll-out.
- Regular meetings of the Project Steering Committee, including representatives from SAS, BAS and Infrastructure Services have been effective in communicating the current problems being encountered by Information Services in delivering the major project milestones.
- The Surgical Access Service are in the process of preparing a briefing paper to the General Manager (Health Services) detailing the problems currently being encountered with this project including issues relating to budget and time-frames. A number of contingencies will be presented to the General Manager (Health Services) to ensure a successful outcome for the investments made in this project.

Commonwealth Minimum Data Set

- The Surgical Access Service, in collaboration with Data Services Unit (DSU), are preparing a submission to the Commonwealth for funding to support the implementation of the National Ambulatory Minimum Data Set by 1 July 2003, as required by the Australian Health Care Agreement.

State-wide Aero-retrieval Collection

- The Surgical Access Service is currently undertaking a review of the state-wide emergency retrieval and transportation collection. This review has involved consultation with a range of stakeholders including the Principal Zonal Clinical Coordinators, Emergency Health Services (Queensland Health) and Zonal Clinical Support Officers.
- The Surgical Access Service is currently preparing a document outlining the major issues relating to the state-wide retrieval collection which includes issues pertaining to data quality and corporate reporting. This review will outline several recommendations relating to the future viability of the aero-retrieval collection.

Emergency Services Plan 2002/2003

- The Surgical Access Service is currently developing the Emergency Services Strategy – Plan of Action 2002/03. Delays in formulating this plan have occurred as a direct result of the problems being encountered with the EDIS rollout. It is envisaged that this document will be forwarded to the General Manager (Health Services) for his approval in September 2002.

HOSPITAL SUPPORT AND LIAISON

1. Medical Superintendents Advisory Committee

The **Medical Superintendents Advisory Committee (MSAC)** met on the 16th August 2002. The major outcomes from this meeting included:

- The Committee requested feedback on the Issues Paper on the Elective Surgery Funding Model forwarded to the General Manager (Health Services). Mr Sean Conway provided an informal response and overview of Dr Buckland's impression to the committee.
- The Committee agreed that the Chair of MSAC, Dr Mark Mattiussi, should meet formally with the General Manager (Health Services) to discuss priorities and actions identified from the Issues Paper. A meeting has been scheduled for Monday 23rd September 2002.
- An Emergency Services Strategy update was provided to Committee members. Difficulties were identified in capturing all data due to the recent industrial action. An overview of the allocation of recent released funding for staff in Emergency Departments was also outlined.
- Dr Peter Lee (Project Manager, Human Error and Patient Safety Project, Organisational Improvement Unit), provided an outline on the project and its progress. The presentation included the opportunities for Clinicians to be involved in the workshops and positive outcomes attained thus far.
- Dr Jeanette Young raised the issue of LATTICE changeover and its potential impact on the 2003 employment year. Strategies to address possible difficulties were discussed and solutions that would meet individual sites needs were identified and endorsed by the committee. Dr Michael Catchpole supported the actions identified by the group from a corporate perspective, foreseeing no difficulties with adjustments to the recruitment of Registrars and Interns for the 2003 calendar year.

2. Elective Surgery Coordinators

The **Elective Surgery Coordinators** Group met on the 23rd August 2002. The major outcomes from this meeting included:

- A review of the current format and agenda of meetings was reviewed with the group. It was determined that the meetings would continue on a monthly basis. The coordinators will contribute to the agenda and the focus will be more outcome-oriented. The Coordinators recommended the group undertake a review of the present position description, as the role has evolved since its inception. This review will commence at the next meeting.
- Gary Walker provided an update to the group on the Waiting List Reduction Strategy. Discussion took place on the impact of the recent industrial action and its likely long-term effects. Strategies utilised during the action were acknowledged and many have now been adapted within the everyday work practices at hospital management level.
- Mr Colin Roberts (A/Principle Project Officer, Funding and Incentives, Surgical Access Service) provided the group with an overview of the Elective Surgery Funding Model.
- Ms Avis McDonald, (Project Officer, Informed Consent Project), provided an update on the current status of the project and informed the Group that the project had been extended for a further 12 months to assist with the implementation phase. Rockhampton, Ipswich and Princess Alexandra Hospitals have been selected as pilot sites for the implementation of this program.

- Feedback from members of the group representative on the CIS Project for the Elective Surgery component was received. A recent 2-day workshop was conducted to review Codes, Reports and Letters. The members participating in the working group were pleased with its progress and the potential it appears to hold for users.
- An update on the progress of the Project for Policy Development for Elective Surgery, Emergency Departments and Specialist Outpatient Services was provided to the group. Members of the group are participating in the focus activities for identification of principles for inclusion in the policies.

3. Policy Development

- Collation of the information collected from the statewide site visits is completed. Focus groups have been established to assist with the review.

SAS, Manager

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 Sep 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	1,504	2.1%	9,922	12.3%	27,342	27.3%	38,768
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	8.4%	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
1 Jun 2001	1,907	5.1%	11,129	13.7%	26,611	37.7%	39,647
1 Jul 2001	2,023	4.5%	11,022	14.1%	26,258	38.3%	39,303
1 Aug 2001	2,037	5.1%	10,732	14.3%	25,728	38.0%	38,497
1 Sep 2001	2,017	6.0%	10,762	14.1%	26,028	37.5%	38,807
1 Oct 2001	1,979	4.5%	10,783	12.6%	25,593	37.2%	38,355
1 Nov 2001	2,136	3.8%	10,842	11.6%	25,379	37.4%	38,357
1 Dec 2001	2,080	4.0%	10,883	12.6%	25,194	37.4%	38,157
1 Jan 2002	1,557	4.4%	10,961	13.2%	25,106	37.9%	37,624
1 Feb 2002	1,785	3.7%	11,065	13.5%	24,951	38.3%	37,801
1 Mar 2002	1,938	2.6%	11,096	14.4%	24,461	38.2%	37,495
1 Apr 2002	2,151	3.3%	11,343	13.5%	24,179	38.8%	37,673
1 May 2002	2,229	2.8%	11,551	11.1%	23,718	38.3%	37,498
1 Jun 2002	2,179	2.7%	11,349	9.9%	23,276	38.0%	36,804
1 Jul 2002	2,496	3.4%	11,993	10.6%	23,494	37.6%	37,983
1 Aug 2002	2,306	11.2%	11,704	15.6%	23,910	37.4%	37,920
1 Sep 2002	2,384	7.7%	11,889	16.0%	23,994	37.4%	38,267

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