



Queensland
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surgical access team

WAITING LIST REDUCTION STRATEGY

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

January 2002

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

MANAGEMENT ISSUES

COMMUNICATIONS

- The Surgical Access Team provided a number of Briefings to the Minister regarding elective surgery services and waiting lists for hospitals in the following Districts:
 - ▶ Southern Downs
 - ▶ Bundaberg
 - ▶ Gold Coast
 - ▶ Charleville
- The *Elective Surgery Waiting List Report for 1 January 2002* was published on the Queensland Health Internet and Intranet sites.
- A Briefing was prepared for the Office of the Premier on progress with the pre-election promise of allocating an additional \$20 million to extra elective surgery activity over 2 years (Ministerial Charter of Goal Achievements and Priorities).
- A Briefing on “3-year trends in emergency department attendances” was provided for the Minister.

CONSULTATION

- Members of the Surgical Access Team visited Mackay Hospital on 14/15 January 2002 to review operational issues impacting on the collection of theatre utilisation times via the HBCIS Theatre Management System (TMS).
- Members of the Surgical Access Team undertook a site visit to Royal Brisbane Hospital emergency department to review performance issues. A brief report on the outcomes of this visit can be viewed in the Clinical Best Practice section of this report.
- The **Medical Superintendent's Advisory Committee** did not meet in January.
- The **Specialist Outpatient Advisory Committee** did not meet in January.
- The **Elective Surgery Coordinators** did not meet in January.

FUNDING & INCENTIVES

- Elective surgery activity achieved by individual hospitals has been analysed against respective targets for the 6 months to 31 December 2001. A submission has been prepared for the General Manager, Health Services, which outlines the recommended distribution of elective surgery funds for the next six-months. The total funds approved for allocation for this period was \$12,968,200.
- The General Manager, Health Services approved funding to support the implementation of the Operating Room Management Information System at Logan Hospital. Total funding allocated to this project is \$180,000 and it is expected to be complete by 30 June 2002.
- The Surgical Access Team transferred \$125,000 to Business Application Services to support the maintenance of the HASS ORMIS-EDIS products.

PERFORMANCE REPORTING

WAITING LIST

The total number of patients on the waiting lists at the reporting hospitals increased from 37,624 at 1 January 2002 to 37,801 at 1 February 2002 (177 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	981	10.6%	25,732	7,399	28.8%	36,260
1 Aug 1998	1,316	18	1.4%	9,511	1,069	11.2%	25,379	7,261	28.6%	36,206
1 Sep 1998	1,368	42	3.1%	9,621	1,355	14.1%	25,356	7,099	28.0%	36,342
1 Oct 1998	1,441	29	2.0%	9,960	1,462	14.7%	25,538	7,164	28.1%	36,939
1 Nov 1998	1,621	44	2.7%	10,109	1,594	15.8%	25,557	7,196	28.2%	37,287
1 Dec 1998	1,502	42	2.8%	10,119	1,682	16.6%	25,797	7,354	28.5%	37,418
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 Jul 1999	1,498	29	1.9%	9,780	837	8.6%	27,363	7,534	27.5%	38,641
1 Aug 1999	1,419	28	2.0%	9,929	1,053	10.6%	27,418	7,604	27.7%	38,766
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 Nov 1999	1,445	50	3.5%	9,614	843	8.8%	27,621	7,936	28.7%	38,680
1 Dec 1999	1,439	35	2.4%	9,856	857	8.7%	27,905	8,248	29.6%	39,200
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	45	3.0%	10,141	1,121	11.1%	28,667	8,589	30.0%	40,304
1 Jul 2000	1,838	49	2.7%	10,179	847	8.3%	28,593	9,252	32.4%	40,610
1 Aug 2000	1,971	91	4.6%	10,313	1,125	10.9%	28,479	9,317	32.7%	40,763
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 Nov 2000	2,037	70	3.4%	10,706	1,371	12.8%	27,296	9,410	34.5%	40,039
1 Dec 2000	1,858	73	3.9%	10,310	1,148	11.1%	27,206	9,431	34.7%	39,374
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 Jul 2001	2,023	91	4.5%	11,022	1,551	14.1%	26,258	10,044	38.3%	39,303
1 Aug 2001	2,037	104	5.1%	10,732	1,532	14.3%	25,728	9,768	38.0%	38,497
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 Nov 2001	2,136	81	3.8%	10,842	1,257	11.6%	25,379	9,489	37.4%	38,357
1 Dec 2001	2,080	83	4.0%	10,883	1,367	12.6%	25,194	9,412	37.4%	38,157
1 Jan 2002	1,557	68	4.4%	10,961	1,445	13.2%	25,106	9,518	37.9%	37,624
1 Feb 2002	1,785	66	3.7%	11,065	1,489	13.5%	24,951	9,556	38.3%	37,801

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

Category 1

- As at 1 February 2002, the number of 'long wait' Category 1 patients on elective surgery waiting lists was 66 (3.7%). This is a decrease of 2 patients from the 68 'long wait' cases (4.4%) reported at 1 January 2002. A total of five (5) hospitals reported in excess of 5% 'long waits'.

Hospital	Category 1	
	Number of 'long waits'	Percent 'long waits'
Gold Coast Hospital	12	6.6%
Logan Hospital	2	7.7%
Mt Isa Hospital	3	16.7%
Princess Alexandra Hospital	21	7.8%
Rockhampton Hospital	4	14.8%

Category 2

- At 1 February 2002, the number of 'long wait' Category 2 patients on elective surgery waiting lists was 1,489 (13.5%). This is an increase of 44 patients from that reported at 1 January 2002 – 1,445 (13.2%). This compares with 12.7% 'long wait' Category 2 patients at 1 February 2001. A total of seventeen (17) facilities reported 'long wait' patients in excess of the 5% benchmark.

Hospital	Category 2 – 1 February 2002		Category 2 – 1 February 2001	
	Percent 'long waits'	Number of 'long waits'	Percent 'long waits'	Number of 'long waits'
Beaudesert Hospital	23.9%	11		0
Bundaberg Hospital	5.2%	10	2.1%	4
Gladstone Hospital	6.3%	1	0.0%	0
Gold Coast Hospital	25.4%	235	14.5%	132
Innisfail Hospital	50.0%	1	0.0%	0
Mackay Base Hospital	21.9%	44	28.0%	69
Mater Adults Hospital	5.9%	20	7.5%	31
Mater Children's Hospital	6.0%	6	12.8%	14
Mt Isa Hospital	46.6%	75	0.0%	0
Nambour Hospital	16.1%	116	16.9%	145
Noosa Hospital	6.3%	18	20.1%	83
Princess Alexandra Hospital	21.0%	257	13.8%	195
Rockhampton Hospital	9.0%	18	6.6%	12
Royal Brisbane Hospital	23.7%	351	24.0%	315
The Prince Charles Hospital	6.1%	39	5.7%	23
The Townsville Hospital	21.2%	177	16.1%	133
Toowoomba Hospital	5.2%	16	21.5%	86

- The largest increases in the number of 'long wait' Category 2 patients from 1 January 2002 to 1 February 2002 was reported by The Townsville Hospital (+51) and Royal Brisbane Hospital (+21).

Category 3

- At 1 February 2002, the proportion of Category 3 patients waiting longer than one year for surgery was 38.3% (9,556 patients). This compares with 9,518 patients (37.9%) waiting longer than one year at 1 January 2002 and 9,755 patients (35.7%) waiting longer than one year at 1 February 2001.

THROUGHPUT

Overall **elective surgery throughput** (Category One, Two and Three) has decreased from 7,534 elective surgery admissions in December 2001 to 7,504 in January 2002 (cf. 7,097 in January 2001). Overall elective surgery throughput for the 2001/2002 financial year to date compared with the same period of 2000/2001, 1999/2000 and 1998/1999 is included in the following table. Throughput for the 2001/2002 financial year to date **up by 2.9%** (1,851 admissions) on the throughput recorded for the same period of 2000/2001 and up by 0.2% (**138 admissions**) on the throughput recorded for 1999/2000.

1998/1999	1999/2000	2000/2001	2001/2002
67,741	65,282	63,569	65,420

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.

Current throughput performance indicates an additional **3,200** additional elective admissions (on a pro-rata basis) will be performed in 2001/02 over and above the total recorded for 2000/01. This compares with an estimated additional throughput of **3,500** included in the CBRC Submission for the additional \$20 million over 2 years for additional elective surgery activity.

CLINICAL BEST PRACTICE

1. Emergency Services

Emergency Department Staffing

- On the request of the Deputy-Director General, Policy and Outcomes, a submission was prepared that targeted emergency department staffing as an "urgent and unavoidable issue" for consideration by Cabinet. The submission identified the 11.8% increase in emergency department attendances across the State (for the 6 months to 31 December 2001 compared with the same period in 2000) as the major contributor to the deterioration in performance against waiting times benchmarks.

Emergency Department Site Visits

- As outlined in the Emergency Services Strategy Plan of Action 2001-2002, site visits to discuss performance issues and possible remedial action are an important consultation mechanism. A visit was conducted in the emergency department of the **Royal Brisbane Hospital**.
- Royal Brisbane Hospital Emergency Department's excellent performance with respect to waiting times in Categories 1, 2, 4 and 5 was recognised and difficulties meeting waiting times in Triage Category 3 were discussed.
 - The Royal Brisbane Hospital has successfully implemented a number of quality projects which have improved emergency department services and assisted in maintaining performance with respect to waiting times benchmarks.
 - Increases in Category 2, 3 and 4 attendances have been experienced at the Royal Brisbane Hospital – an overall increase of approximately 8% over two years.

Emergency Department Nursing Education

- The implementation of the Queensland Health Emergency Nursing Transition Program continued with site visits to Rockhampton, Townsville, Princess Alexandra and Mater Hospitals.

2. Elective Surgery

State-wide Purchasing and Standardisation of Surgical Prostheses

- Policies and Procedures for the management of Prostheses under Standing Offer Arrangements have been drafted. These will be reviewed by the Clinical Advisory Panels meeting in February.

Day Only Procedures (DOP) & Day of Surgery Admissions (DOSA) Project

- Representative of SAT attended National Day Surgery Project Expert Panel meeting. This Panel will be responsible for developing the national guidelines for pre-admission in Day Surgery.

Elective Surgery Co-ordinator

- Continued to support Royal Brisbane Hospital while permanent ESC is on accouchement leave

3. Benchmarking

Emergency Department Waiting Times

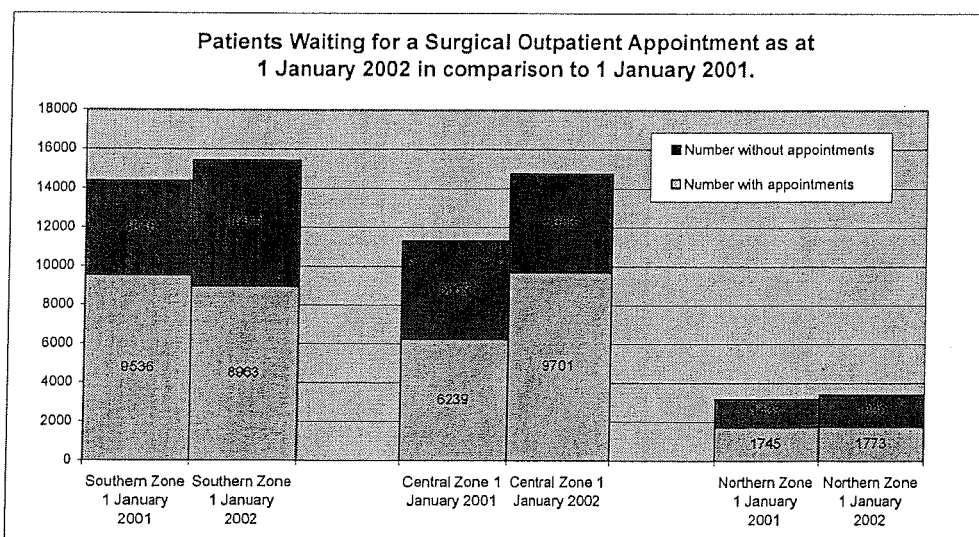
- Preliminary waiting time performance data indicates an improved performance in NTS Categories 1 and 2, and a decline in performance in Categories 3, 4 and 5 in January 2002 compared to January 2001. Preliminary data shows an overall decline in performance from the previous month.

Percentage of patients seen within ACEM recommended times -				
	January 2002 (preliminary)	December 2001	January 2001	Target
NTS 1	100%	99%	98%	100%
NTS 2	73%	73%	70%	80%
NTS 3	56%	57%	59%	75%
NTS 4	59%	61%	64%	70%
NTS 5	79%	81%	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, and compared to the same month of last year.



Note:

It has been identified that the increase patients waiting in the Central Zone is predominantly due to a significant increase in the numbers of patients waiting for a surgical outpatient appointment at the Royal Brisbane Hospital, particularly in the colorectal, general, and plastic surgery specialties. Improved data quality through the implementation of the Cerner OSIM system at the RBH may attribute to this increase.

HEALTH SYSTEM DEVELOPMENT

1. Emergency Departments

Emergency Department Information System (EDIS) Implementation

- The Surgical Access Team finalised the project plan for the implementation of the Oracle/SQL version of EDIS into Gold Coast, Princess Alexandra, Townsville and Rockhampton Hospitals. Gold Coast Hospital has agreed to pilot the Oracle/SQL version of EDIS with a planned “go-live” date in late March 2002.
- Mr Adrian Horth, Senior Product Officer (EDIS), has been employed by Business Application Services (BAS) to manage the implementation of the Oracle/SQL version of EDIS into the four sites.

ICD-10-AM subset for emergency Departments

- By request of the EDIS Strategic Management Group (SMG), the Surgical Access Team has initiated a project to develop a standardised subset of ICD-10-AM codes for Queensland emergency departments. A Working Party, comprised of key emergency department stakeholders from around the State, will be convened in February to establish a workable set of ICD-10-AM codes that apply specifically to the types of presentation seen in Queensland emergency departments. This will facilitate improved capture of diagnosis information for Ed presentations.

Emergency Department Profiles

- The Surgical Access Team has collated emergency department profiling information from all Queensland emergency departments with a role delineation of 4 or greater. The information was collected to reflect the position of each of the emergency departments as at 1 December 2001 and includes the following information:
 - ▶ Total medical resources (numbers of consultants, SMO's, PHO's, SHO's, Registrars, JHO's and Interns)
 - ▶ Total nursing resources (numbers of CNC's/NPC's, RN's, CN's and EN's)
 - ▶ Rostering practices
 - ▶ Investigative and Support Services available
 - ▶ Additional services provided (eg wound dressing clinics, needle exchange, fracture follow-up etc)
 - ▶ Physical Layout (number of cubicles, observation beds, special rooms)

2. Elective Surgery

Elective Surgery Waiting List Report

- The Surgical Access Team published the *Elective Surgery Waiting List Report as at 1 January 2002* on both the Queensland Health Intranet and Internet Sites on 31 January 2002. This report is the fifteenth published by the Surgical Access Team since the Government introduced its *Waiting List Reduction Strategy* in July 1998.

Audit

- The Surgical Access Team, in conjunction with the Pricing Strategy Team has developed the audit criteria for identifying changes in emergency department admission activity to elective activity. This process is included as part of the external coding audits being undertaken by KPMG in February 2002 and will identify inappropriate coding practices in selected public hospitals.

3. SAT Reporting Database

- The Surgical Access Team has completed testing of the SAT Executive Information System (EIS). Standard waiting list reports are being developed which will be available for elective surgery coordinators to utilise in managing elective surgery waiting lists at their respective sites.
- Further work in relation to theatre utilisation and emergency department reporting will be progressed in February 2002.

HOSPITAL SUPPORT AND LIAISON

1. Medical Superintendents Advisory Committee

- The Medical Superintendents Advisory Committee did not meet in January 2002. The first meeting is scheduled for the 15th February 2002.

2. Elective Surgery Coordinators

- The **Elective Surgery Coordinators** did not meet in January 2002. The first meeting is scheduled for the 22nd February 2002.

3. Site Visits

- A site visit to Mackay was undertaken on 14/15 January 2002 to review the operational issues impacting on the collection of theatre utilisation times via the HBCIS Theatre Management System (TMS). The Surgical Access Team met with key staff from the Mackay District Health Service, including the Medical Superintendent, Elective Surgery Coordinator and relevant clinicians and administrative staff to identify strategies to establish work practices that will provide a complete and relevant theatre utilisation data collection.

4. Other

- Representatives of the Surgical Access Team met with Business Application Services (BAS) to develop the Terms of Reference for the Theatre Management System (TMS) User Group. The first meeting is planned for 14 March 2002. The Business Rules developed will capture a State-wide profile on operating theatre utilisation using both HBCIS TMS and HASS Operating Room Management Information System (ORMIS).

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	1,504	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

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