



Queensland  
Government  
Queensland Health

surgical access service

# WAITING LIST REDUCTION STRATEGY

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

*January 2003*

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

# MANAGEMENT ISSUES

## COMMUNICATION

- The Surgical Access Service provided a number of briefings and submissions throughout December to the Office of the Director-General and General Manager (Health Services) (GMHS) including:
  - › A submission to the GMHS requesting approval for the publication of the Quarterly Elective Surgery Waiting List Report as at 1 January 2003;
  - › A briefing to the GMHS regarding the purchasing and standardisation of high cost/high volume prosthetic devices;
  - › A submission to the GMHS requesting approval to transfer long wait urology patients from the Mackay Hospital to the Princess Alexandra Hospital;
  - › A submission to the GMHS requesting approval for funding to support a consultancy agreement with Dr Chris Baggoly for the impending emergency department reviews;
  - › A submission to the GMHS regarding a budget transfer of funding from the Redcliffe-Caboolture Health Service District for the non-achievement of elective surgery targets in 2001/2002.
- The Surgical Access Service provided a number of briefings throughout November to the Office of the Minister for Health including:
  - › A detailed briefing to the Minister regarding the likely effects of withdrawing the additional \$10M elective surgery provided in 2001/2002 and 2002/2003;
  - › A briefing to Minister regarding waiting lists for Bundaberg, Gladstone, Banana and North-Burnett District Health Services.
- The Surgical Access Team published the quarterly *Elective Surgery Waiting List Report* on both the Queensland Health Internet and Intranet sites. This report is the nineteenth issued by Queensland Health since the Government introduced its *Waiting List Reduction Strategy* in July 1998.

## CONSULTATION

- The **Medical Superintendent's Advisory Committee** did not meet in January 2003.
- The **Elective Surgery Coordinators** did not meet in January 2003.
- The **Specialist Outpatient Advisory Committee** did not meet in January 2003.

# FUNDING & INCENTIVES

- A briefing was prepared for reference in negotiations towards the new Australian Health Care Agreement identifying the cost of clearing all current long wait patients from statewide waiting lists. Based on actual 2001/02 costs, this would require additional funding of \$65.4 million.
- A submission was prepared seeking approval for a consistent methodology in measuring and funding elective surgical activity through the period of industrial action and service disruptions due to the uncertainty of medical indemnity.
- Districts were advised of revised targets under the 2002/03 Hospital Benchmarking and Payment Model, and requested to commence activity reporting using new cost weights from January 2003.
- Funding for emergency department staffing was transferred to Gold Coast (\$400,000) and Royal Childrens (\$180,000) Health Service Districts.
- An Output/Investment proposal was prepared for the consideration of the Cabinet Budget Review Committee to provide the \$10M elective surgery funding (2001/02 & 2002/03) on a recurrent basis.

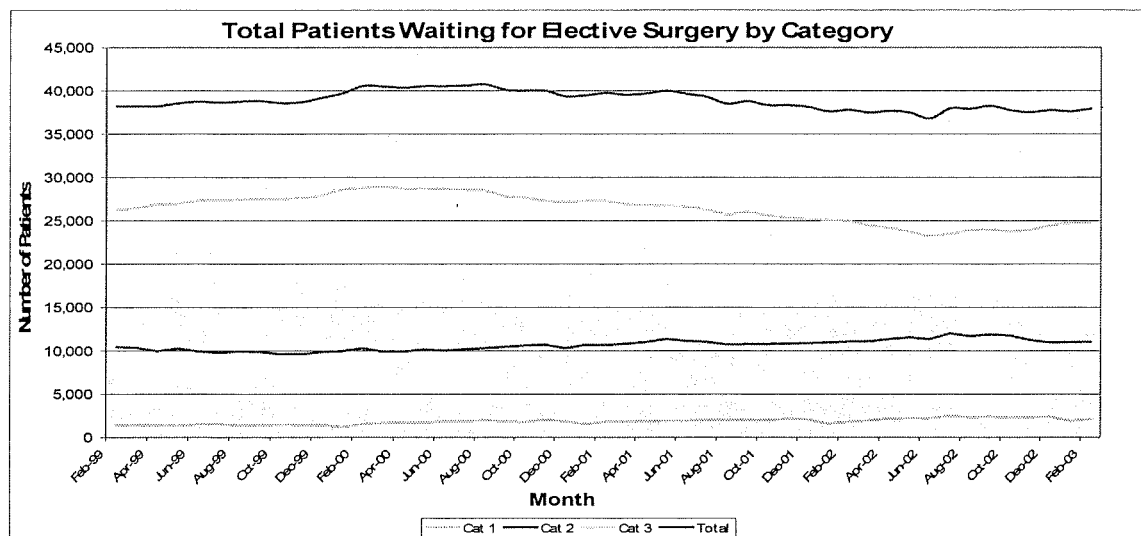
# PERFORMANCE REPORTING

## WAITING LIST

The **total number** of patients on the waiting lists at the reporting hospitals increased from 37,607 at 1 January 2003 to 37,934 at 1 February 2003 (327 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	7,411	28.8%	36,260
1 Oct 1998	1,441	29	2.0%	9,960	1,464	14.7%	25,538	7,176	28.1%	36,939
1 Jan 1999	964	23	2.3%	10,244	1,885	18.4%	26,012	7,309	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 Apr 1999	1,392	26	1.9%	9,953	1,583	15.9%	26,895	7,396	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 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 Feb 2000	1,513	47	3.1%	10,286	1,134	11.0%	28,768	8,615	29.9%	40,567
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 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 Feb 2001	1,803	70	3.9%	10,669	1,352	12.7%	27,289	9,755	35.7%	39,761
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 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 Feb 2002	1,785	66	3.7%	11,065	1,489	13.5%	24,951	9,556	38.3%	37,801
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 Oct 2002	2,275	107	4.7%	11,760	1,996	17.0%	23,737	8,841	37.2%	37,772
1 Jan 2003	1,888	68	3.6%	10,992	1,627	14.8%	24,727	9,446	38.2%	37,607
1 Feb 2003	2,103	60	2.9%	11,029	1,515	13.7%	24,802	9,592	38.7%	37,934

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



**Category 1**

- At 1 February 2003, the number of **'long wait'** Category 1 patients on elective surgery waiting lists was 60 (2.9%). This figure is a decrease of 8 patients from the 68 'long wait' cases (3.6%) reported at 1 January 2003. A total of four (4) hospitals reported in excess of 5% 'long waits'.

Hospital	Category 1	
	Number 'long waits'	Percent 'long waits'
Emerald Hospital	1	16.7%
Gympie Hospital	1	14.3%
Mt Isa Hospital	2	11.8%
Princess Alexandra Hospital	14	5.0%

**Category 2**

- At 1 February 2003, the number of **'long wait'** Category 2 patients on elective surgery waiting lists was 1,515 (13.7%). This is a decrease of 112 patients from the 1,627 (14.8%) 'long waits' reported at 1 January 2003. This compares with 1,489 (13.5%) 'long wait' Category 2 patients at 1 February 2002. A total of twenty (20) facilities reported 'long wait' patients in excess of the 5% benchmark.

Hospital	Category 2 – 1 February 2003		Category 2 – 1 February 2002	
	Number 'long waits'	Percent 'long waits'	Number 'long waits'	Percent 'long waits'
Bundaberg Hospital	61	18.8%	10	5.2%
Emerald Hospital	5	26.3%	0	0.0%
Gladstone Hospital	3	12.5%	1	6.3%
Gold Coast Hospital	311	24.7%	235	25.4%
Gympie Hospital	6	30.0%	1	3.2%
Hervey Bay Hospital	29	25.7%	3	2.8%
Kingaroy Hospital	3	15.8%	0	0.0%
Mackay Hospital	40	16.7%	44	21.9%
Maryborough Hospital	28	21.1%	3	3.2%
Mater Adults Hospital	41	9.8%	20	5.9%
Mt Isa Hospital	5	9.3%	75	46.6%
Nambour Hospital	125	24.8%	116	16.1%
Noosa Hospital	56	14.1%	18	6.3%
Princess Alexandra Hospital	214	17.5%	257	21.0%
Redcliffe Hospital	14	7.6%	12	5.0%
Rockhampton Hospital	19	9.3%	18	9.0%
Royal Brisbane Hospital	273	21.6%	351	23.7%
The Prince Charles Hospital	52	7.0%	39	6.1%
The Townsville Hospital	109	18.3%	177	21.2%
Toowoomba Base Hospital	15	5.1%	16	5.2%

### Category 3

- At 1 February 2003, the number of 'long wait' Category 3 patients on elective surgery waiting lists was 9,592 (38.7%). This figure is an increase of 146 patients from the 9,446 cases (38.2%) waiting longer than one year at 1 January 2003. This compares with 9,556 (38.3%) 'long wait' Category 3 patients at 1 February 2002.

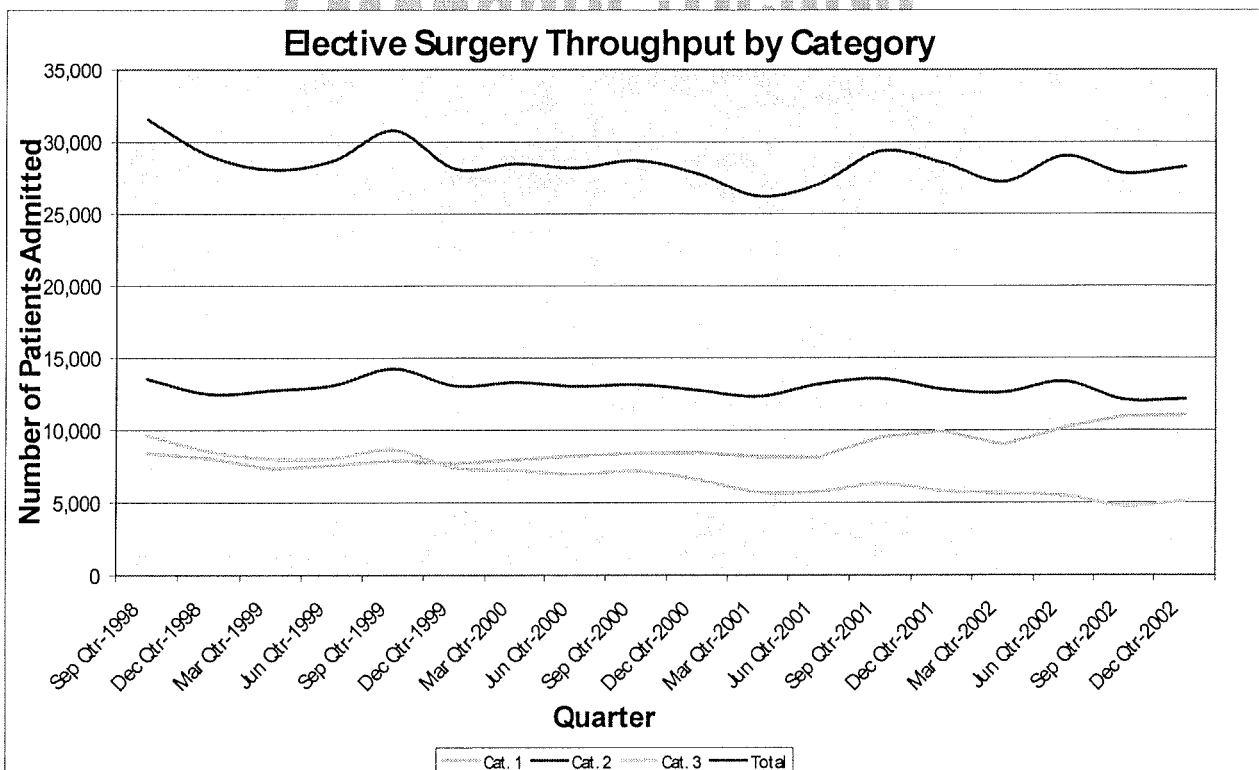
### THROUGHPUT

Overall **elective surgery throughput** (Category One, Two and Three) has decreased from 7,705 elective surgery admissions in December 2002 to 7,464 in January 2003 (cf. 7,504 in January 2002). 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 2.8%** (-1,857 admissions) on the throughput recorded for 2001/2002 and **down by 0.0%** (-6 admissions) on the throughput recorded for 2000/2001.

	1997/1998	1998/1999	1999/2000	2000/2001	2001/2002	2002/2003
Private	13,810	13,767	12,363	10,996	10,346	9,636
Public	50,150	53,974	52,919	52,573	55,074	53,927
<b>Total</b>	<b>63,960</b>	<b>67,741</b>	<b>65,282</b>	<b>63,569</b>	<b>65,420</b>	<b>63,563</b>

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 Departments

### *Emergency Department Reviews*

- A submission requesting the allocation of funds to review up to six Queensland Health emergency departments was submitted and approved by the General Manager (Health Services).
- Requests for offers to conduct the reviews were sought from external contractors, received and assessed. A contract to conduct up to four of the reviews was approved by the General Manager (Health Services).
- Reviews of Gold Coast and Logan Hospital emergency departments will be conducted during February, with additional reviews later in 2003.

### *Emergency Department / GP Attendances*

- At the request of the Health Systems Strategy Branch, information relevant to the relationship between emergency department and general practitioner attendances was provided to assist with a Ministerial media release.

## 2. Elective Surgery

### *Information for Cabinet*

- At the request of the Health Funding Systems Development Unit, information relevant to the funding of elective surgery services was provided for the Minister's address to Cabinet.

### *High Cost/High Volume Prosthetics*

- At the request of the General Manager (Health Services), a brief detailing the progress toward standardisation and centralised purchase of surgically implantable prostheses was prepared and submitted.

## 3. Benchmarking

- Preliminary waiting time performance data for January 2003 indicates minimal change in performance in all ATS Categories compared to January 2002. Preliminary data shows improvement in performance in Categories 1 and 2 from the previous month.

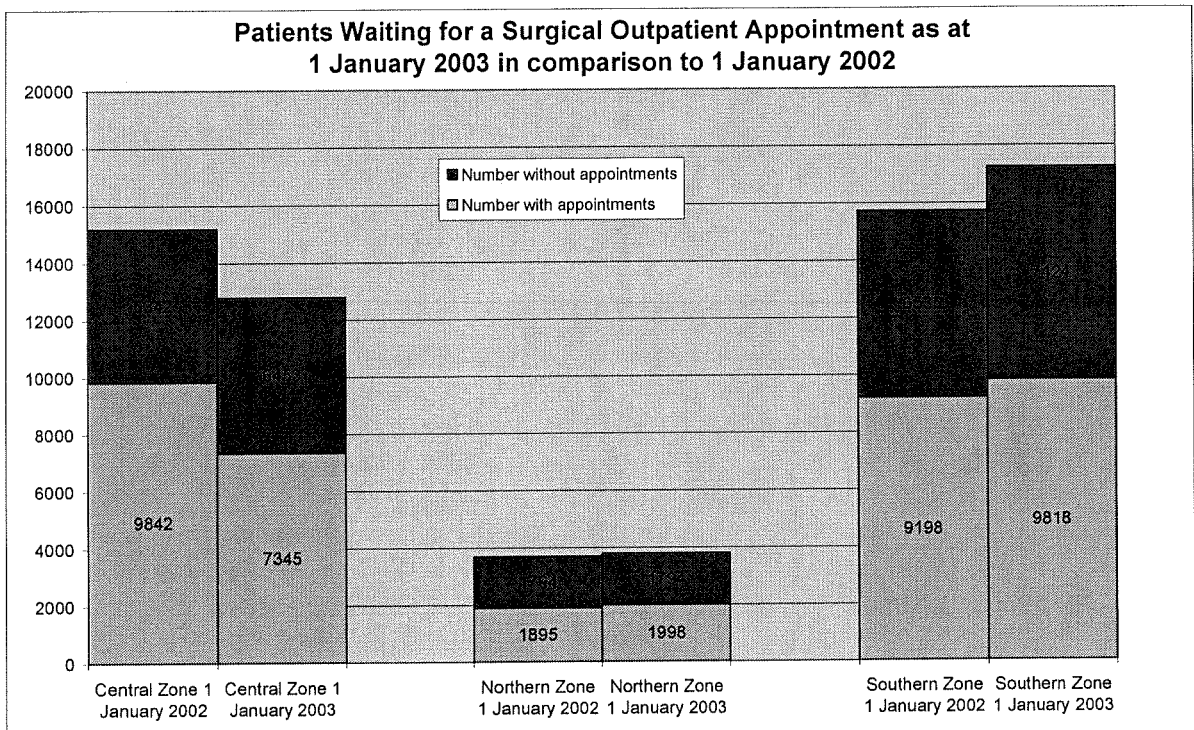
Percentage of patients seen within ACEM recommended times				
	January 2003 <sup>1</sup> (preliminary)	December 2002 <sup>1</sup>	January 2002	Target <sup>2</sup>
ATS-1	100%	99%	100%	100%
ATS-2	73%	72%	73%	80%
ATS-3	55%	57%	56%	75%
ATS-4	58%	60%	59%	70%
ATS-5	80%	81%	79%	70%

Notes:

- 1 January 2003 and December 2002 figures do not include Mackay Hospital, as data not available at this time.
- 2 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 SYSTEMS DEVELOPMENT

## 1. Emergency Departments

### *Emergency Department Information System (EDIS) Implementation*

- Information Services has continued working on the stabilisation of the EDIS application at the Gold Coast Hospital. The Surgical Access Service has been advised that the problems being experienced at the Gold Coast Hospital are not directly related to the EDIS application itself, rather the instability of the Citrix platform upon which the application is being delivered.
- Representatives from HAS Solutions have availed themselves to staff at the Gold Coast to assist with resolving any application related issues.
- Information Services has advised the Surgical Access Service that further deployments of the EDIS application should not occur until such time as there has been a 30-day problem-free period.

## 2. Elective Surgery

### *Brisbane North Division of General Practice Coordinated Care Trial*

- The Surgical Access Service is participating in a project with the **Brisbane North Division of General Practice** Division. The project is a major research study that is aimed at assisting GPs easily link with other providers in the health care system. A number of meetings have been held with key stakeholders to develop key responsibilities and reporting timeframes. The surgical access team will be providing information in relation to emergency department presentations.

### ***Quarterly Publication***

- The Surgical Access Service published the quarterly *Elective Surgery Waiting List Report as at 1 January 2003* on 31 January 2003.
- Members of the Surgical Access Service met with the Marketing and Communications Unit to assist in the development of press releases relevant to the publication of the Quarterly Waiting List Report.

## **3. Operating Theatres**

### ***Operating Room Management Information System (ORMIS)***

- The Surgical Access Service met with the State Manager, Information Services to progress implementing the recommendations outlined in a recent audit of the ORMIS system conducted by KPMG. Major recommendations of this report included the development and implementation of:
  - A statewide disaster recovery plan;
  - A statewide capacity management plan;
  - A formal risk assessment at each site where the system is implemented;
  - Mechanisms to measure HASS solutions' fulfilment of the agreed service levels and seek redress, where necessary.
- It has been agreed that these recommendations will be progressed by the Surgical Access Service in collaboration with the System Manager (ORMIS) through the ORMIS Strategic Management Committee.

## **HOSPITAL SUPPORT AND LIAISON**

### **Policy Development**

#### ***Policy Development for Elective Surgery, Specialist Outpatient Services and Emergency Departments.***

- ▶ Work has continued with the policy development initiative, a pre-election commitment of the Government. The draft of the Elective Surgery and Specialist Outpatients policy is completed. It is anticipated the Emergency Department draft will also be completed by end February.
- ▶ Focus groups for Elective Surgery, Specialist Outpatient Services and Emergency Departments are scheduled to meet early February for final review of the drafts and determine adjustments required in collaboration with members of the Surgical Access Service.



**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

ATTACHMENT 1 Continued over page

**ATTACHMENT 1 (continued)**

Reporting Date	Category 1		Category 2		Category 3		Total
	Total	% 'long waits'	Total	% 'long waits'	Total	% 'long waits'	
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
1 Oct 2002	2,275	4.7%	11,760	17.0%	23,737	37.2%	37,772
1 Nov 2002	2,323	2.5%	11,243	15.3%	23,965	37.3%	37,531
1 Dec 2002	2,387	2.0%	10,944	13.6%	24,429	37.8%	37,760
1 Jan 2003	1,888	3.6%	10,992	14.8%	24,727	38.2%	37,607
1 Feb 2003	2,103	2.9%	11,029	13.7%	24,802	38.7%	37,934

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