



Queensland
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surgical access service

WAITING LIST REDUCTION STRATEGY

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

July 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:
 - ▶ Townsville
 - ▶ Gympie
 - ▶ Longreach
- The Surgical Access Service provided a number of submissions to the Office of the Director-General including:
 - ▶ Proposed elective surgery targets for the Sunshine Coast Health Service District for 2002/03
 - ▶ ENT surgical outreach services in the Northern Zone
 - ▶ Proposed emergency medical staffing allocations attached to the \$2.0M new initiative funding
 - ▶ Publication of the Quarterly Elective Surgery Waiting List Report
- The Surgical Access Service published the quarterly *Elective Surgery Waiting List Report* on both the Queensland Health Internet and Intranet sites. This report is the seventeenth issued by Queensland Health since the Government introduced its *Waiting List Reduction Strategy* in July 1998.

CONSULTATION

- Members of the Surgical Access Service attended the 5th Australasian Day Surgery Conference on the Gold Coast between 5 and 7 July 2002. The major themes of this conference evolved around expanding the scope of day surgery.
- Throughout July, the Surgical Access Service undertook site visits to number of hospitals across the State. The purpose of the visits was to review of current Queensland Health policies and publications on management of elective surgery and to progress the development of a policy document and guidelines relating to the management of elective surgery, emergency services and specialist outpatient services.
- During these visits, meetings were also held with representatives from hospital executives, specialist outpatient departments, operating theatres and emergency departments to discuss the major issues impacting on the delivery of the *Waiting List Reduction Strategy*.
- The **Medical Superintendent's Advisory Committee** met on 12 July 2002.
- The **Elective Surgery Coordinators** did not meet in July 2002.
- The **Specialist Outpatient Advisory Committee** met on 26 July 2002.

FUNDING & INCENTIVES

- Members of the Surgical Access Service met with representatives of each Zonal Management Unit regarding the negotiation of Surgical Activity Targets and funding for the 2002/03 financial year. It is envisaged that the consultation/negotiation process will be completed during August.
- Draft Surgical Business Rules were formulated during July, after extensive consultation with the Medical Superintendents Advisory Committee. The Business Rules will be forwarded to the General Manager, Health Services during August for approval.
- Members of the Surgical Access Service have contacted several Districts during the month to provide assistance and advice regarding the reporting and monitoring of Elective Surgery Activity and the payment arrangements for 2001/02.

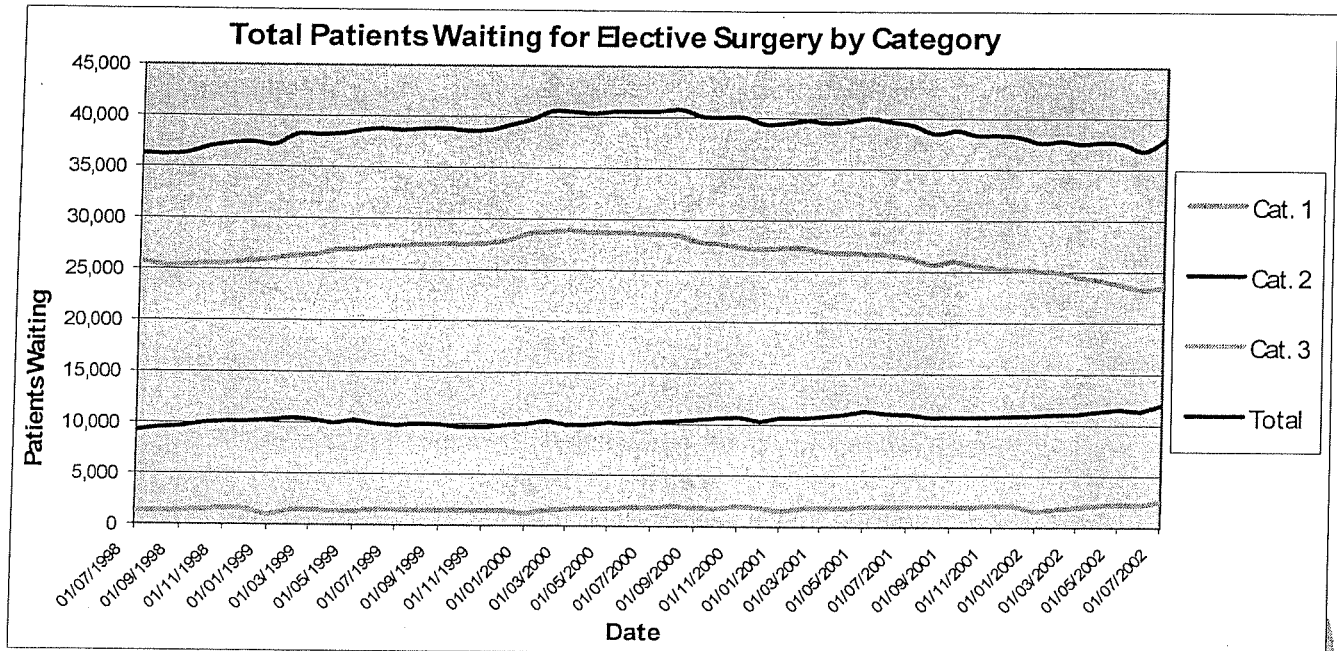
PERFORMANCE REPORTING

WAITING LIST

The total number of patients on the waiting lists at the reporting hospitals decreased from 37,983 at 1 July 2002 to 37,920 at 1 August 2002 (63 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 Aug 1998	1,316	18	1.4%	9,511	1,069	11.2%	25,379	7,261	28.6%	36,206
1 Oct 1998	1,441	29	2.0%	9,960	1,464	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 Aug 1999	1,419	28	2.0%	9,929	1,053	10.6%	27,418	7,604	27.7%	38,766
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 Aug 2000	1,971	91	4.6%	10,313	1,125	10.9%	28,479	9,317	32.7%	40,763
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 Aug 2001	2,037	104	5.1%	10,732	1,532	14.3%	25,728	9,768	38.0%	38,497
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 Aug 2002	2,306	258	11.2%	11,704	1,822	15.6%	23,910	8,936	37.4%	37,920

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



Category 1

- At 1 August 2002, the number of **'long wait'** Category 1 patients on elective surgery waiting lists was 258 (11.2%). This figure was an increase of 173 patients from the 85 **'long wait'** cases (3.4%) reported at 1 July 2002. A total of ten (10) hospitals reported in excess of 5% **'long waits'**.

Hospital	Category 1	
	Number 'long waits'	Percent 'long waits'
Gladstone Hospital	1	12.5%
Gold Coast Hospital	46	21.1%
Gympie Hospital	3	42.9%
Logan Hospital	14	18.7%
Mt Isa Hospital	1	20.0%
Princess Alexandra Hospital	24	10.7%
Redland Hospital	3	10.7%
Rockhampton Hospital	8	14.5%
Royal Brisbane Hospital	137	24.8%
Townsville Hospital	8	5.8%

Comment: This is the highest number (and percentage) of Category 1 **'long waits'** reported since 1996 and is a direct result of the industrial action in June and July of 2002. Although throughput has essentially returned to normal, it is expected that it will take a number of months before the Category 1 backlog is eliminated.

Category 2

- At 1 August 2002, the number of **'long wait'** Category 2 patients on elective surgery waiting lists was 1,822 (15.6%). This is an increase of 552 patients from the 1,270 (10.6%) **'long waits'** reported at 1 July 2002. This compares with 14.3% **'long wait'** Category 2 patients at 1 August 2001. A total of twenty-two (22) facilities reported **'long wait'** patients in excess of the 5% benchmark (see following table).

Hospital	Category 2 – 1 August 2002		Category 2 – 1 August 2001	
	Number 'long waits'	Percent 'long waits'	Number 'long waits'	Percent 'long waits'
Bundaberg Hospital	42	14.9%	5	2.6%
Cairns Hospital	38	6.6%	28	4.3%
Caloundra Hospital	20	20.2%	8	6.2%
Emerald Hospital	3	7.7%	0	0.0%
Gladstone Hospital	2	6.9%	2	16.7%
Gold Coast Hospital	318	28.2%	254	26.5%
Gympie Hospital	8	16.7%	0	0.0%
Hervey Bay Hospital	23	18.4%	12	13.3%
Ipswich Hospital	40	5.1%	20	3.8%
Kingaroy Hospital	2	12.5%	0	0.0%
Mackay Base Hospital	46	18.9%	24	12.3%
Mt Isa Hospital	15	19.5%	2	1.9%
Nambour Hospital	337	39.2%	146	20.1%
Noosa Hospital	13	6.7%	153	32.0%
Princess Alexandra Hospital	109	9.5%	291	20.5%
QEI Hospital	52	10.3%	8	2.2%
Redland Hospital	27	10.0%	14	8.3%
Redcliffe Hospital	38	10.9%	9	3.7%
Rockhampton Hospital	23	9.1%	11	5.0%
Royal Brisbane Hospital	440	29.9%	356	28.5%
Royal Childrens Hospital	19	5.6%	21	6.9%
The Townsville Hospital	145	21.4%	70	10.8%

Category 3

- At 1 August 2002, the number of 'long wait' Category 3 patients on elective surgery waiting lists was 8,936 (37.4%). This figure was an increase of 104 patients from the 8,832 cases (37.6%) waiting longer than one year at 1 July 2002. This compares with 9,768 patients (38.0%) 'long wait' Category 3 patients at 1 August 2001.

THROUGHPUT

Overall **elective surgery throughput** (Category One, Two and Three) has increased from 8,338 elective surgery admissions in June 2002 to 8,546 in July 2002 (cf. 9,993 in July 2001). Overall elective surgery throughput for the 2002/2003 financial year to date compared with the same period of previous financial years is included in the following table. Throughput for July 2002/2003 was **down by 14.5%** (-1,447 admissions) on the throughput recorded for 2001/2002 and **down by 2.3%** (-200 admissions) on the throughput recorded for 2000/2001.

	1997/1998	1998/1999	1999/2000	2000/2001	2001/2002	2002/2003
Private	2,208	2,215	2,067	1,586	1,586	1,148
Public	7,819	8,948	8,176	7,160	8,407	7,398
Total	10,027	11,163	10,243	8,746	9,993	8,546

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

1. Emergency Services Strategy

Emergency Department Staffing

- At the request of the Deputy Director-General, Policy and Outcomes, an addendum to the Cabinet Budget Review Committee Submission was prepared, detailing options for the allocation of \$2 million for additional emergency department medical officers.
- The Deputy Director-General, Policy and Outcomes requested a subsequent submission, which was prepared for approval of the allocation of the \$2 million for additional emergency department medical officers.

Estimates Committee Hearing

- At the request of the Office of the General Manager, Health Services, Estimates Committee Briefs and responses to potential Estimates Committee Questions were prepared on:
 - ♦ emergency department attendances;
 - ♦ emergency department waiting times;
 - ♦ location of additional emergency department staffing.

2. Benchmarking

Emergency Department Waiting Times

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

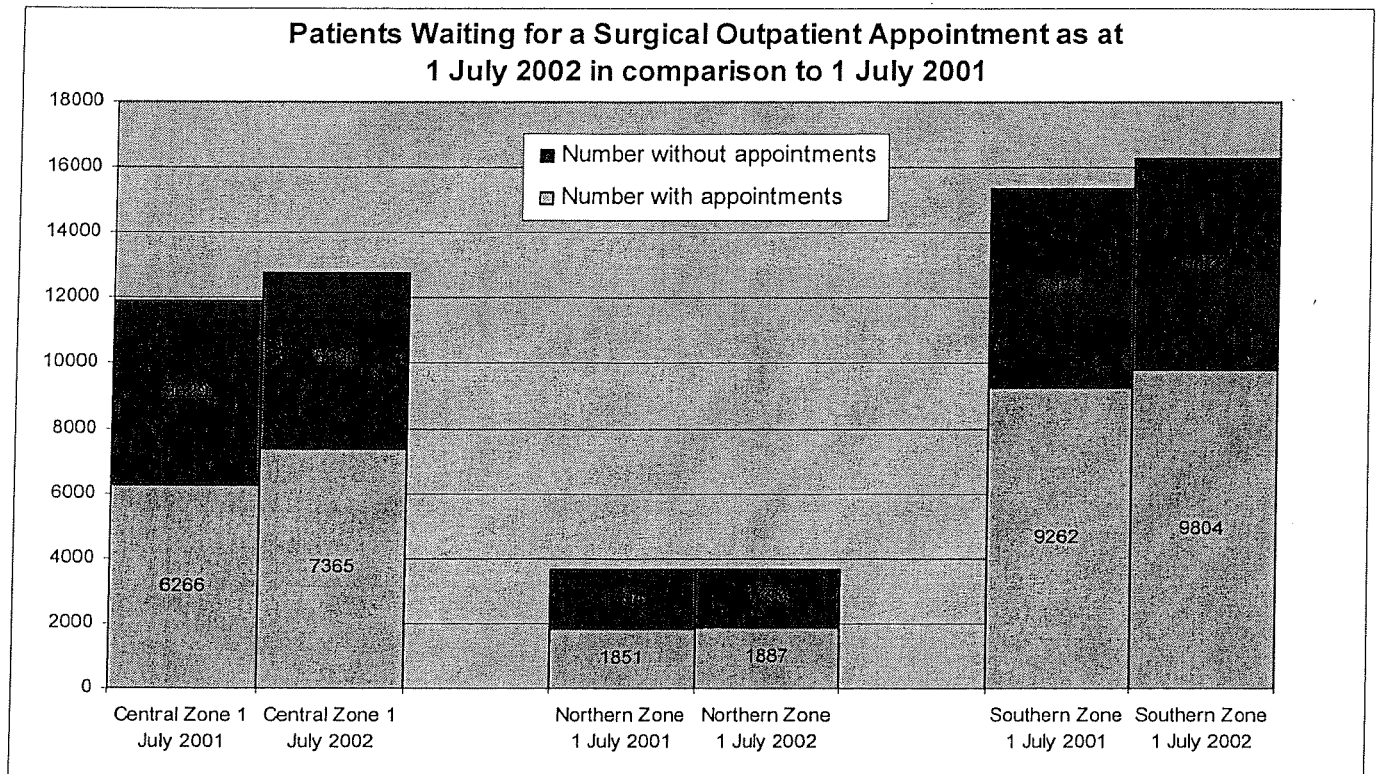
Percentage of patients seen within ACEM recommended times -				
	July 2002 ¹ (preliminary)	June 2002 ²	July 2001	Target ²
NTS 1	99%	99%	100%	100%
NTS 2	70%	72%	69%	80%
NTS 3	51%	56%	56%	75%
NTS 4	49%	54%	60%	70%
NTS 5	75%	78%	81%	70%

Notes:

- 1 Bundaberg, Gold Coast and Rockhampton Hospitals did not supply data for July 2002 due to industrial action. May 2002 figures used.
- 2 Bundaberg, Gold Coast, Hervey Bay and Rockhampton Hospitals did not supply data for June 2002 due to industrial action. May 2002 figures used.

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

1. Emergency Departments

EDIS Implementation

- The Surgical Access Service has had negotiations with Business Application Services (BAS) and Infrastructure services to resolve a number of issues relating to the performance of the EDIS system at the Gold Coast Hospital. After a successful 'go-live' in June 2002, a number of issues were identified relating to the performance of SQL/Oracle version of the EDIS product. These issues included:
 - ♦ An decline in the performance of the system over the Wide Area Network (WAN) resulting in significant delays inputting data and running reports;
 - ♦ Planned systems downtime was not appropriately co-ordinated by Information Services resulting in extended periods of time where the system could not be accessed by staff, potentially impacting on patient care within the department;
 - ♦ Problems relating to the print server has resulted in an inability for the site to report daily, weekly and monthly reports.
- These issues have been resolved to the point whereby patient care cannot be adversely affected, however, Information Services has advised the Surgical Access Service that further deployment of the SQL/Oracle version of the EDIS system will be delayed until such time as a stable technical environment is achieved for at least 30 days at the Gold Coast hospital.

Commonwealth Minimum Data Set

- Members of the Surgical Access Service met with representatives from Data Services Unit (DSU) and BAS to progress the development of the national minimum data set for emergency department as a requirement of the current Australian Health Care Agreement.
- The DSU has agreed to work closely with the Surgical Access Service in developing state-wide standardised reference files and definitions for key emergency department data items.

2. Outpatient Departments

- The Specialist Outpatient Advisory Committee (SOAC) met on 26 July 2002. Major Outcomes from this meeting included:
 - ♦ The Specialist Outpatient Advisory Committee reviewed the Terms of Reference at this meeting and minor adjustments were made to ensure that the terms accurately reflect the role of the Committee;
 - ♦ The Surgical Access Service provided the Committee with an overview of the major findings coming from a series of site visits undertaken to progress the development of state-wide policies in the areas of elective surgery, emergency departments and outpatient services. Committee members provided input into what specific areas within the specialist outpatient environment should be included in the development of state-wide policies.
 - ♦ It was agreed members of the Committee will continue to explore opportunities for quality initiatives and development activities to enhance the role and the perception of specialist outpatient services within Queensland Health.

3. Elective Surgery

Operating Theatres

The Theatre Management System (TMS) User Group Meeting was held on Thursday 25th July 2002. Major outcomes from this meeting included:

- The proposed enhancements to TMS, which will enable uniformity in recording session labels within the reference files, has been approved and is currently being progressed in consultation with Business Application Services;
- The User Group requested the Surgical Access Service clarify what theatre utilisation data items are required for collection at each site. It was noted that the sites do not have the facility to view TMS data currently being sent to the Surgical Access Service;
- A copy of the *draft ORMIS Closure codes* was tabled. The User Group was asked to review these codes to see if corporate codes could be established across ORMIS and TMS sites.

HOSPITAL SUPPORT AND LIAISON

1. Medical Superintendents Advisory Committee

The **Medical Superintendents Advisory Committee (MSAC)** met on 12 July 2002. The major outcomes from this meeting included:

- Feedback on the Issues Report on Elective Surgery Funding tabled at the previous MSAC meeting was collated by the Surgical Access Service and changes incorporated. This new document was tabled at this meeting for final ratification by the MSAC.
- Members of the MSAC agreed that this new document was an accurate reflection of the major elective surgery funding issues impacting upon the role of the Medical Superintendents in relation to the *Waiting List Reduction Strategy*. The Chair of the Committee requested that the Surgical Access Service present the report to the General Manager, Health Services prior to the next meeting.
- Dr Michael Catchpole, Principal Medical Adviser, Queensland Health, provided the Committee with an overview of his recent overseas trip to assist in developing a state-wide strategy for the recruitment of overseas Medical Officers. A major outcome reported by Dr Catchpole was the inclusion of an '*Expression of Interest*' form onto the current Queensland Health Internet site to allow overseas doctors access to information on vacancies within Queensland Health.
- Dr Michael Catchpole further advised the Committee that Ms Jennifer Young, Coordinator for the AMC Project, had submitted a proposal to the University of Queensland for funding (\$1,000) to be provided for each observership undertaken by individual hospitals participating in the clinical program. A process will be developed to progress payments to Districts involved in this clinical program.
- Ms Avis McDonald, Project Officer, Informed Consent Project, provided an update on the current status of the project including the fact 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.
- Dr Hugh Kunze and Dr Peter Lewis Hughes presented a synopsis of the major developments being undertaken by the Queensland Health Pathology Services.

2. Elective Surgery Coordinators

- The Elective Surgery Coordinators Meeting was cancelled due to the industrial bans in place across Queensland public hospitals. The Elective Surgery Coordinators have had additional responsibilities in relation to the management of the elective surgery waiting lists during this period of time.

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
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

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