

Queensland Government

Queensland Health

Waiting List Reduction Strategy

Report from the
SURGICAL ACCESS TEAM
for the month of

June 2000

Distribution: Director-General

PROJECT MANAGEMENT

Communications

- The Clinical Advisory Committee met on 13 June 2000.
- The Medical Superintendent's Advisory Committee met on 16 June 2000.
- The Elective Surgery Coordinators met on 23 June 2000
- The ORMIS Strategic Management Group met on 19 June 2000

Consultation

- Visits were undertaken to the following sites to address issues relating to elective surgery:
 - Redland Hospital
 - Royal Brisbane Hospital
 - Townsville Hospital
- Visits were undertaken to the following sites to address issues relating to emergency department performance and system management:
 - Mackay
 - Cairns
 - Townsville
 - Mt Isa
- A meeting was held with the Queensland Division of General Practice to discuss enhanced collaboration in the management of patients accessing outpatient and surgical services.

FUNDING & INCENTIVES

- The development and application of the 'option 3' elective surgery funding model has progressed. A paper was provided to the Procurement Council meeting on 28 June 2000. Funding variations applied to Districts since 1996/97 have been identified together with the associated activity target variations. The paper included the modified base activity targets and the subsequent impact on access to Surgical Incentive Funds based on 1999/2000 activity levels. Negotiations have commenced with Zonal and District management to finalise the elective surgery targets for 2000/2001.
- Adjustments to 1st and 2nd quarter SIF payments have been finalised. Negative adjustments were not made where sites were below the 1st and 2nd quarter target but indicated that they will achieve the full year target. The following adjustments were made:
 - Sunshine Coast Health Service District: -\$46,065
 - Mackay Health Service District: -\$8,339
 - Bundaberg Health Service District: \$42,948
 - The Prince Charles Hospital and Health Service District: \$900,000
 - Cairns Health Service District: \$45,000
- The following funding allocations have been approved:
 - Cairns Hospital: \$18,464 – Emergency Department equipment
 - Ipswich Hospital: \$13,321 – Emergency Department equipment
 - Redland Hospital: \$12,000 – Development of pre-admission education programme

INFORMATION MANAGEMENT

Information and systems

- The Surgical Access Team was approached by the Health Funding and Systems Development Unit regarding cross-border attendances in emergency departments. The Unit is seeking to develop a system to capture the activities and costs of interstate non-admitted patients treated in Queensland public hospitals. Activities already being undertaken by the Surgical Access Team, including planned enhancements to the emergency department information systems and the development of the Executive Information System, will fully meet the information requirements of the Health Funding and Systems Development Unit. Negotiations regarding the format of the information are continuing.
- The Surgical Access Team is continuing the development of the Executive Information System (EIS) with Business Application Services. The 1 July 2000 waiting list reports will be produced using waiting list data in the EIS. The Surgical Access Team is working closely with the Elective Surgery Coordinators to ensure data integrity is maintained.
- A working party has been set up to review elective surgery data collected via the Queensland Hospital Admitted Patient Data Collection (QHAPDC). The working party consists of representatives from the Elective Surgery Coordinators, Business Application Services, Data Services Unit and the Surgical Access Team. A priority for the working party is to identify all data requirements and streamline the collection process.
- Following a request from the Elective Surgery Coordinator in Townsville General Hospital, the Surgical Access Team provided an analysis of elective vascular surgery procedures. Comparative analysis was provided based on DRGs involving vascular surgical procedures by Health Service District.

General Manager,
Health Services

PERFORMANCE REPORTING

Waiting list

- The **total number** of patients on the waiting lists of the 35 hospitals increased from 40,556 at 1 June 2000 to 40,603 at 1 July 2000 (47 patients).

| 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 | 1,512 | 3.1% | 10,287 | 11.0% | 28,768 | 29.9% | 40,567 |
| 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% | 28,586 | 32.4% | 40,603 |

Note: Noosa Hospital reported separately from 1 December 1999 and Robina Hospital reported separately from 1 May 2000.

Category 1

- As at 1 July 2000, the number of 'long wait' Category 1 patients increased from 44 cases (2.4%) last month to 49 (2.7%).
- A total of 4 hospitals reported a 'long wait' in excess of 5%:

| Hospital | Category 1 | |
|---------------------|----------------------|------------------------|
| | Percent 'long waits' | Number of 'long waits' |
| Gold Coast Hospital | 7.4% | 14 |
| Mater Childrens | 11.1% | 2 |
| Redland Hospital | 9.1 | 2 |
| Townsville General | 9.7% | 12 |

Category 2

- The number of 'long wait' Category 2 patients increased from 840 (8.4%) to 847 (8.3%) [7 cases] as at 1 July 2000. This compares with 837 (8.6%) 'long wait' Category 2 patients at 1 July 1999.
- A total of 10 facilities reported a 'long wait' in excess of the 5% benchmark.

| Hospital | Category 2 | |
|--------------------|----------------------|------------------------|
| | Percent 'long waits' | Number of 'long waits' |
| Gold Coast | 10.5% | 89 |
| Mackay | 6.1% | 12 |
| Nambour | 14.1% | 118 |
| Princess Alexandra | 11.7% | 137 |
| Redland | 6.0% | 8 |
| Robina | 10.2% | 16 |
| Royal Brisbane | 17.2% | 196 |
| Royal Children's | 10.1% | 28 |
| Toowoomba Base | 17.2% | 74 |
| Townsville General | 14.9% | 82 |

- The Royal Brisbane Hospital reported the largest number of 'long wait' Category 2 patients (196 cases – 17.2%) and has continued to slowly improve in the past few months.
- The largest decrease in the number of 'long wait' Category 2 patients was reported by Bundaberg Hospital (-15).
- The largest increases in the number of 'long wait' Category 2 patients were reported by The Princess Alexandra (29) and Townsville General Hospitals (38).

Category 3

- At 1 July 2000, the proportion of Category 3 patients waiting longer than one year for surgery was 32.4% (9,249 patients).

Throughput

- Overall **elective surgery throughput** (Category 1, 2 and 3) as reported through the Elective Admissions Module has decreased from 10,468 elective surgery admissions in May 2000 to 9,610 in June 2000 (cf. 10,127 in June 1999). For the year 1999/2000, elective surgery throughput decreased by some 1,747 (-1.5%) elective surgery admissions compared with that reported for 1998/99.
- However, an additional 2,073 admissions were reported in 1999-2000 compared to 1997-98.
- Elective admissions data reported via the Elective Admissions Module (EAM) should be considered preliminary data. EAM does not provide weighted separations. The Queensland Hospital Admitted Patient Data Collection (QHAPDC) provides final weighted separation data.

CLINICAL BEST PRACTICE

Emergency Department Enhancement Projects

- Difficulties have been experienced at Mt Isa in recruiting appropriate project staff for the Emergency Department Nurse Educator Project. The Project Officer has been appointed and commenced duty on 26th June 2000. Timeframes are being negotiated for interim and final project reports.

Specialist Outpatient Clinics

- In response to a request from the Director-General the Surgical Access Team is developing a plan to address non-attendance issues at outpatient clinics. The plan will include:
 - Policy development and implementation
 - Operational reviews
 - Enhanced information management
- Draft policies addressing removal of patients from waiting lists and the provision of information to patients and general practitioners are being prepared for review by the Outpatient Best Practice Working Party.
- A review of outpatient service management and administration is being conducted at the Gold Coast Hospital. The Surgical Access Team is liaising with the Project Officer to align the project with the Corporate Office focus on non-attendance. A similar project is planned at Townsville Hospital.
- The Surgical Access Team is initiating a series of site visits to outpatient departments across the State to assess the impact of the "Guidelines for the Management of Specialist Outpatient Clinic Waiting Lists". Through this process, the Surgical Access Team will identify key performance issues currently affecting the management of specialist outpatient clinics. The Surgical Access Team will also consult with relevant staff on the effects of the proposed changes to the HBCIS appointment-scheduling module on these visits.
- Discussions have been held with the Queensland Division of General Practice relating to strategies to enhance collaboration between hospitals and general practitioners in the management of patients accessing public hospital outpatient and surgical services.

Clinical Advisory Committee

Clinical Advisory Committee Meeting was held on 13 June 2000.

- The outcome of the meeting held with the Queensland Division of General Practice was discussed. Members of the Clinical Advisory Committee, Surgical Access Team and other stakeholders will meet on 7 July 2000 to develop a program model to enhance collaboration between hospitals, general practitioners and community health service providers. A paper will be presented to the Clinical Advisory Committee.
- The results of the review of total joint replacement surgery activity were discussed. Overall activity in joint surgery has increased when comparison is made between 1997/98 and 1999/2000. This information will be passed to the Australian Orthopaedic Association.

BENCHMARKING

Emergency Medicine Waiting Times

- Preliminary waiting time performance data indicates an improvement in all NTS categories in June 2000 compared to April 2000. There has been improvement in all categories in June 2000 compared with June 1999 resulting in an estimated 2,530 more patients being treated within the recommended times.

| | June 2000 (preliminary) | May 2000 | June 1999 | Target |
|-------|----------------------------|----------|-----------|--------|
| NTS 1 | 98% | 97% | 95% | 100% |
| NTS 2 | 74% | 73% | 64% | 80% |
| NTS 3 | 68% | 64% | 60% | 75% |
| NTS 4 | 71% | 68% | 66% | 70% |
| NTS 5 | 90% | 88% | 89% | 70% |

Specialist Outpatient Services

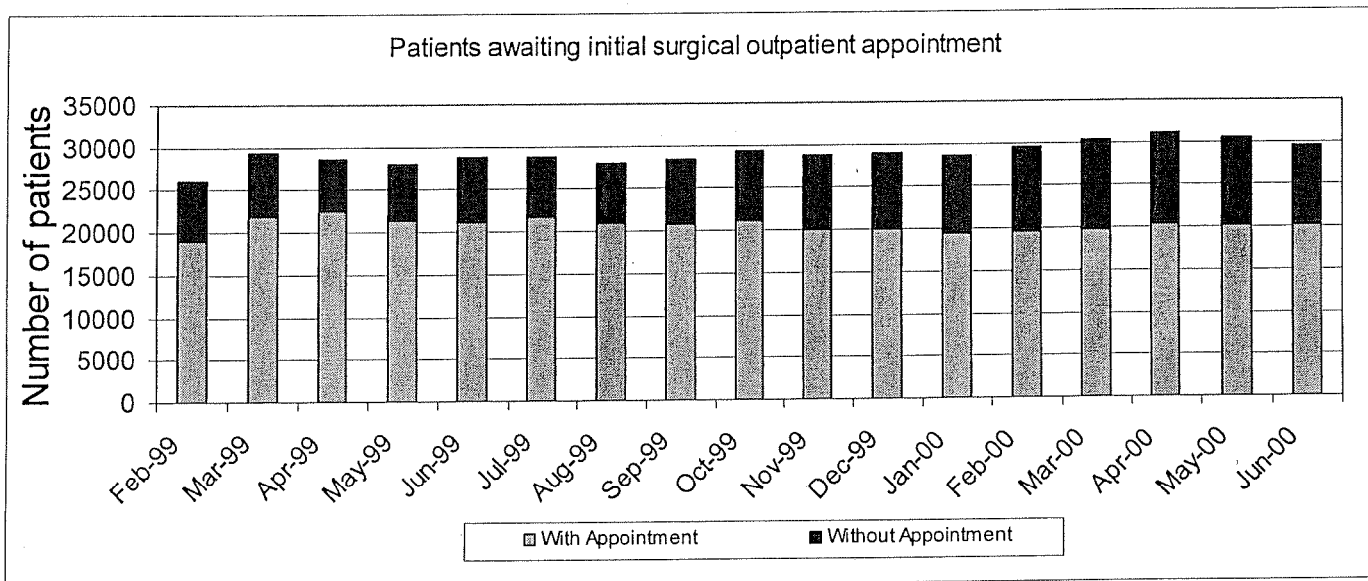
- A review of the outpatient waiting time data for the 3rd and 4th quarter 2000 has identified errors in the data provided by some sites. The errors arose at sites using manual appointment booking processes and were the result of alterations to the clinical appointment templates. This impacted on the calculation methodology resulting in an overestimation of patients awaiting appointments.
- As at 1 June 2000, a total of 50,091 people were awaiting their initial outpatient appointment.
- Of these patients, approximately 36,870 had a formal appointment to see a specialist, the remaining 13,221 had not yet been designated an appointment time.
- It is estimated that some 29,533 patients were waiting for a surgical appointment of which 20,169 had an appointment and 9,364 did not.

| | 1 June 2000 | | |
|------------------------|---------------------|------------------------|--------|
| | With Appointment | Without Appointment | Total |
| Surgical | 20,169 | 9,364 | 29,533 |
| Medical | 8,120 | 1,686 | 9,806 |
| Obstetrics/Gynaecology | 6,163 | 654 | 6,817 |
| Paediatric | 2,389 | 1,517 | 3,906 |
| Psychiatric | 29 | 0 | 29 |
| Total | 36,870 | 13,221 | 50,091 |

- At 1 June 2000, large numbers of patients, both with and without appointments, were waiting in the following specialties:

| | |
|-------------------|-------|
| • Orthopaedics: | 9,833 |
| • General Surgery | 5,289 |
| • ENT | 6,229 |
| • Gynecology | 4,657 |
| • Ophthalmology | 3,655 |

- The number of patients awaiting an initial surgical outpatient appointment as at 1 June has fallen compared to 1 May. The decrease was in the number of patients without appointments.



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HEALTH SYSTEM DEVELOPMENT

Database Development

- Queensland Health Infrastructure Services have indicated that CSC will complete the rollout of Reality X SQL ODBC software to sites in July 2000. Communication to sites regarding this project is being coordinated by Infrastructure Services. Following this implementation sites will be able to query HBCIS modules using IT industry standard skills and tools, improving the turnaround time for adhoc HBCIS report generation.
- The Oracle database containing HBCIS EMG and EAM data is currently being migrated from the test environment into the production environment. The database successfully accepts data remotely, though there are some minor technical issues that need to be resolved in regards to automated FTP. It is anticipated that they will be resolved shortly. Once this issue is resolved the remaining sites will be brought on line and the component to provide access to the end-users will be commenced.

HASS EDIS

- The draft Memorandum of Understanding (MOU) between Business Application Services and Surgical Access Team has been completed and is being reviewed for sign off by both parties. Sign off of the MOU will be in early July.
 - The Surgical Access Team and Business Application Services have completed site visits to all 11 EDIS sites. The sites visited during June were:
 - Mackay
 - Cairns
 - Townsville
 - Mt Isa
- The sites visited have all indicated their support for the new systems management structure of EDIS and the new contract between Queensland Health and HASS. The site visits have been positive with the resolution of a number of local and system issues. The users support development of enhancements to the system to support clinical benchmarking. The first user group and strategic management group meetings will be held in July 2000.

HBCIS Appointment Scheduling

- The Surgical Access Team continued negotiations with iSoft in relation to required enhancements to the HBCIS Appt Scheduling module. The proposed enhancements to the system will provide more accurate and timely information on the date and time of referral received to enable a measure of total waiting time for a specialist outpatient appointment.
- The proposed enhancements will also provide functionality that will assist in the capture of details of patients waiting for appointment allocation (waiting list). These enhancements to the Appointment Scheduling Module will allow individual facilities to report on the following:
 - Flag long wait patients by urgency code
 - Produce a report of patients awaiting an allocated appointment sorted by urgency code
 - List patients who have provided a referral and been captured by the system but have not been allocated an appointment sorted by urgency code.

- iSoft are currently developing the specification for these enhancements and will provide a quote on the cost of these changes by early July 2000.
- The Surgical Access Team is investigating the feasibility of adapting the Brisbane Division of General Practice's database of referring General Practitioners for use within the Appointment Scheduling module. This will provide for further functionality in relation to the maintenance of patient referral information and assist in the communication between the referring doctor and hospital.

**General Manager,
Health Services**

HOSPITAL SUPPORT AND LIAISON

Medical Superintendents Advisory Committee

The Medical Superintendents Advisory Committee met on 16 June 2000.

- Access to emergency department benchmarking data was discussed. The Committee supported hospitals having access to emergency department performance data similar to the elective surgery data. It is believed that this information could be used compare clinical and administrative processes to support the achievement of best practice. Dr Bell undertook to raise this issue with the General Manager, Health Services.
- Dr Bell and Dr Young reported on the visit made by Denis Currup and Vince Kerin, Human Resource Department to Gold Coast and Princess Alexandra Hospitals in relation to Option A and B right of private practice arrangements. The Committee was asked to comment on two issues: Appropriate Option B ceilings and facility fees.
- Simon Critchley, Director, Radiation Health and Ms Uma Rajappa, Senior Radiation Health Advisor (Policy) conducted a question and answer session on Radiation Safety Act 1999 introduced in January 2000. Discussions centred on requirements for registration and educational programs. The pamphlet on *Information for Possession Licensees* was distributed. A copy of the *Application Form* and *Information for Use Licensees* will be distributed to Medical Superintendents.
- Process for the 2001 placement of interns to public hospitals through ballet system was discussed. Dr Michael Catchpole, Principal Medical Advisor is to table issues raised at the next Training Program meeting.

Elective Surgery Coordinators

The Elective Surgery Coordinators met on 23 June 2000.

- Mr Bryn Samuel, Senior Project Officer, Business Applications Services attended the meeting to answer concerns with regard to the automated transfer of the monthly elective surgery waiting list data which will commence on 30 June 2000.
- Elective Surgery Coordinators were requested to identify human resource issues that presently impact on elective surgery activity.
- The position description of the Elective Surgery Coordinator was tabled. All coordinators were requested to document their work activities at each site and send to Surgical Access Team for Agenda item at next meeting.
- Working parties will be arranged to finalize the Surgical Services Profile and for the review of the *Guidelines for the Management of Waiting Lists* and the *Elective Surgery Information* pamphlet.

ORMIS SUPPORT

System Management

- A site visit was conducted to Townsville to finalise the development of the FAMMIS data extract up load into the ORMIS database. This is to allow the collection and reporting of high cost prothetic information. The outcome of this visit has been positive with the successful up load of FAMMIS data and the creation of a prothetic table within ORMIS. The pilot of this method for collecting and reporting on high cost prothetic information will go live on 1 July 2000 at Townsville Hospital for 3 months. The expected outcome of this pilot is that ORMIS sites will be able to now link a unique product serial number to a specific operation and therefore report on the total prothetic cost for each operation. The method being piloted is expected to have minimal impact on clinicians in regards to data input. Details of the pilot will be reported to the ORMIS user group in July.
- Acceptance testing and site distribution of version 5.06.000, inclusive of ICD10 import management routine, has been completed.
- The HASS maintenance financing model has been distributed to sites and an invoice management process for ORMIS and EDIS has commenced.
- Escrow source code certificates have been obtained from ASSUREX for both ORMIS and EDIS.
- Detail designs for "Existing Report Enhancements" have been completed.
- The Strategic Management Group have endorsed the "New Reporting Requirements" and the development of the Preliminary Designs has commenced.
- The first drafts of the ORMIS System Management Plan and 2000-2001 Surgical Access Team Service Agreement for HASS product management were completed.