



Queensland
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surgical access team

WAITING LIST REDUCTION STRATEGY

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

June 2001

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

Secret and Confidential

MANAGEMENT ISSUES

COMMUNICATIONS

- A Plan of Achievements for the Surgical Access Team for the period 2001 – 2004 has been submitted to the General Manager, Health Services for approval. The Plan outlines strategies and outcomes planned for the Surgical Access Team for this period based on existing Government policies and pre-election commitments.
- Members of the Surgical Access team have prepared a number of briefs for the forthcoming Estimates Committee hearings regarding aspects of the *Waiting List Reduction Strategy*.

CONSULTATION

- The **Medical Superintendent's Advisory Committee** convened on 15 June 2001.
- The **Elective Surgery Coordinators** convened on 22 June 2001.
- The **Operating Theatre Review Working Party** met on 25 June 2001.

FUNDING & INCENTIVES

- The General Manager, Health Services, approved the Elective Surgery Business Rules for 2001/02. These Business Rules detail the funding arrangements for the elective surgery program. Negotiations with the Zonal Management Units and District Management in relation to activity targets for 2001/2002 will begin in July 2001.
- The General Manager, Health Services approved additional payments for the 4th quarter elective surgery activity. A total of \$140,000 was distributed for the performance of additional elective surgery activity to the Sunshine Coast Health Service District.
- The General Manager Health Services approved the allocation of \$515,000 to the Princess Alexandra Hospital to provide increased activity in vascular surgery. The bulk of the activity will be directed towards treating 'long wait' vascular patients from the Gold Coast elective surgery waiting list.
- The Surgical Access Team prepared documentation regarding the rollover of undistributed Elective Surgery funding. It is envisaged a total of \$2.9M will be used in 2001/02 to secure additional elective surgery activity.
- Several Briefs were prepared during the month including analysis of Category 3 waiting lists, Elective Surgery targets and activity comparisons.

PERFORMANCE REPORTING

WAITING LIST

Total Numbers

The **total number** of patients on the waiting lists at the reporting hospitals decreased from 39,647 at 1 June 2001 to 39,303 at 1 July 2001 (-344 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 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 Mar 1999	1,432	29	2.0%	10,337	1,897	18.4%	26,440	7,369	27.9%	38,209
1 Apr 1999	1,392	27	1.9%	9,953	1,583	15.9%	26,895	7,409	27.5%	38,240
1 May 1999	1,336	21	1.6%	10,275	1,514	14.7%	26,953	7,523	27.9%	38,564
1 Jun 1999	1,504	31	2.1%	9,922	1,222	12.3%	27,342	7,465	27.3%	38,768
1 Jul 1999	1,498	29	1.9%	9,780	837	8.6%	27,363	7,534	27.5%	38,641
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	47	3.0%	10,141	1,134	11.1%	28,667	8,615	30.0%	40,304
1 Mar 2000	1,658	30	1.8%	9,904	1,157	11.7%	28,939	8,726	30.2%	40,501
1 Apr 2000	1,721	34	2.0%	9,927	949	9.6%	28,719	8,817	30.7%	40,367
1 May 2000	1,680	48	2.9%	10,141	1,006	9.9%	28,740	9,059	31.5%	40,561
1 Jun 2000	1,857	44	2.4%	10,019	840	8.4%	28,680	9,186	32.0%	40,556
1 Jul 2000	1,838	49	2.7%	10,179	847	8.3%	28,593	9,252	32.4%	40,610
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 Mar 2001	1,810	62	3.4%	10,804	1,289	11.9%	26,914	9,768	36.3%	39,528
1 Apr 2001	1,833	82	4.5%	11,003	1,244	11.3%	26,847	9,918	36.9%	39,683
1 May 2001	1,928	120	6.2%	11,355	1,439	12.7%	26,716	10,027	37.5%	39,999
1 Jun 2001	1,907	98	5.1%	11,129	1,524	13.7%	26,611	10,038	37.7%	39,647
1 Jul 2001	2,023	91	4.5%	11,022	1,551	14.1%	26,258	10,044	38.3%	39,303

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

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

Category 1

- As at 1 July 2001, the number of 'long wait' Category 1 patients on elective surgery waiting lists was 91 (4.5%). This figure is a decrease of 7 patients from the 98 'long wait' cases (5.1%) reported at 1 June 2001. The result at 1 July 2000 was 49 'long wait' Category 1 patients or 2.9%.
- A total of two (2) hospitals reported in excess of 5% 'long waits'.

Hospital	Category 1	
	Percent 'long waits'	Number of 'long waits'
Gold Coast Hospital	14.6%	28
Princess Alexandra Hospital	9.5%	33

The number of 'long wait' vascular patients at Gold Coast Hospital has decreased from 19 patients (4 greater than 90 days) at 1 June 2001 to 18 patients (but with 7 greater than 90 days) at 1 July 2001.

Category 2

- At 1 July 2001, the number of 'long wait' Category 2 patients on elective surgery waiting lists was 1,551 (14.1%). This is an increase of 27 patients from that reported at 1 June 2001 – 1,524 (13.7%). The result at 1 July 2000 was 847 'long wait' Category 2 or 8.3%.
- A total of 16 (sixteen) facilities reported 'long wait' patients in excess of the 5% benchmark.

Hospital	Category 2 – 1 July 2001		Category 2 – 1 July 2000	
	Percent 'long waits'	Number of 'long waits'	Percent 'long waits'	Number of 'long waits'
Caloundra Hospital	10.3%	12	N/A	N/A
Gladstone Hospital	8.3%	1	0.0%	0
Gold Coast Hospital	24.4%	237	10.5%	89
Hervey Bay Hospital	5.8%	5	0.0%	0
Kirwan Hospital for Women	6.1%	7	0.0%	0
Mackay Base Hospital	11.6%	24	6.1%	12
Maryborough Hospital	8.9%	9	0.0%	0
Mater Childrens Hospital	10.0%	10	0.0%	0
Nambour Hospital	18.9%	145	14.1%	118
Noosa Hospital	33.0%	160	3.8%	7
Princess Alexandra Hospital	23.0%	356	11.7%	137
Redland Hospital	7.2%	14	6.0%	8
Royal Brisbane Hospital	25.7%	330	15.3%	196
Royal Childrens Hospital	7.4%	25	10.1%	28
Toowoomba Hospital	10.2%	34	17.2%	74
Townsville General Hospital	14.1%	96	14.9%	82

- The largest increases in the number of 'long wait' Category 2 patients from 1 June 2001 to 1 July 2001 was reported by the Noosa Hospital (+39) and the Royal Brisbane Hospital (+24).

Category 3

- At 1 July 2001, the proportion of Category 3 patients waiting longer than one year for surgery was 38.3% (10,044 patients). This compares with 10,038 patients (37.7%) waiting longer than one year at 1 June 2001 and 9,249 patients (32.4%) waiting longer than one year at 1 July 2000.

THROUGHPUT

Overall **elective surgery throughput** (Category One, Two and Three) has decreased from 10,160 elective surgery admissions in May 2001 to 9,436 in June 2001 (cf. 9,614 in June 2000). Overall elective surgery throughput for the 2000/2001 financial year compared with the 1999/2000 and 1998/1999 financial years is included in the following table. Throughput for the 2000/2001 financial year is down by **5.0%** (-5,808) on the throughput recorded for 1999/2000 and down by **6.4%** (-7,551) on the throughput recorded for 1998/1999.

1998/1999	1999/2000	2000/2001
117,338	115,595	109,787

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

Emergency Services Strategy

Plan of Action for 2001/2002

- A Plan of Action for improving performance in emergency departments was prepared for approval by the General Manager, Health Services.

Aero-medical Retrievals

- The aero-medical retrievals minimum data set was finalised and information provided to emergency department directors and district managers. The collection of data began on 1 July 2001.

Emergency Nursing Education Project

- The Emergency Nursing Education Project is now complete with the development of a training program for novice emergency department nurses in Level 4-6 emergency department facilities.
- 23 modules (representing 300 hours of learning) were written, distributed for review and finalised.
- The final report of the project was completed and will be ratified by the Reference Committee in July prior to being submitted to the General Manager, Health Services.
- The process for articulation of the program with university postgraduate courses was progressed.

Elective Surgery

Statewide Purchasing and Standardisation of Surgical Prostheses

- Personnel from Health Services Purchasing and Logistics Group were briefed on the intended strategy for negotiating price reductions on the basis of State-wide usage of prosthetics for hip and knee replacement.
- Contact was made with the six hospitals that undertake the majority of joint replacement surgery to identify purchasing issues associated with a centralised negotiation of price.
- Responses and nominations for representatives on clinical panels were received from the Australian Orthopaedic Association and the Royal Australasian College of Surgeons (vascular surgery representative).

Operating Theatre Review Working Party

- The Operating Theatre Review Working Party convened on the 25th June 2001. The members were provided with the results of a detailed operating suite survey gathered from the top 20 facilities across the State. The working party reviewed information from HBCIS Theatre Management System (TMS) sites in addition to information from the Royal Brisbane Hospital.

Elective Surgery Waiting List Management

- A brief was prepared for the General Manager, Health Services to demonstrate progress made toward the development of a strengthened coordinating role for the Surgical Access Team in the management of elective surgery waiting lists. The brief includes individual project plans that will contribute to the strengthened coordinating role for the Surgical Access Team.

Clinical Advisory Committee

- The Clinical Advisory Committee did not convene in June.
- As a result of feedback from members of the Clinical Advisory Committee, a brief was prepared for the General Manager, Health Services recommending the dissolution of the Clinical Advisory Committee.

BENCHMARKING

Emergency Department Waiting Times

- Preliminary waiting time performance data indicates an improved performance in NTS Category 1 and a decline in performance in Categories 2, 3, 4 and 5 in June 2001 compared to June 2000. Performance is generally slightly declined from the previous month.

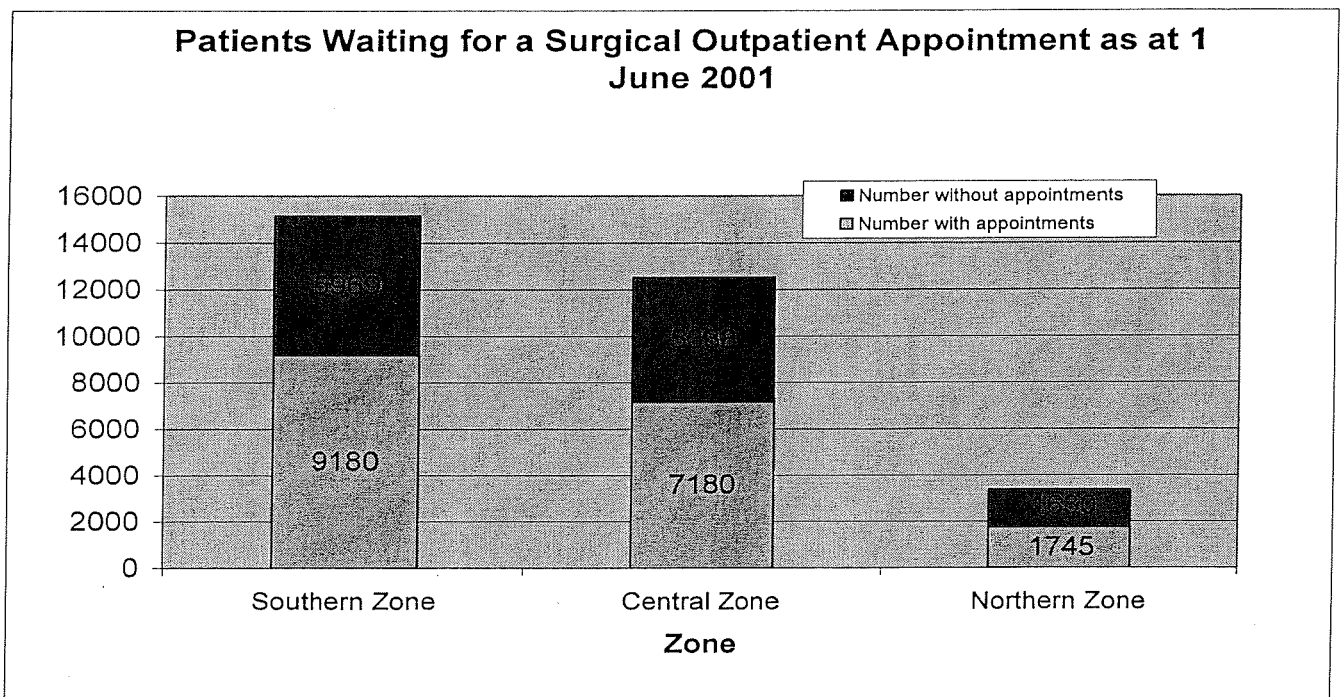
Percentage of patients seen within ACEM recommended times -				
	June 2001 #	May 2001	June 2000	Target
NTS 1	100%	99%	97%	100%
NTS 2	70%	71%	73%	80%
NTS 3	58%	60%	61%	75%
NTS 4	63%	66%	68%	70%
NTS 5	85%	87%	88%	70%

Note: Red indicates below target.

Note: # indicates preliminary

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.



HEALTH SYSTEM DEVELOPMENT

Retrieval Database and Collection

- Members of the Surgical Access Team met with the Principal Clinical Coordinator, Princess Alexandra Hospital (PAH), and the Chair of the Aero Services Advisory Committee to finalise the Queensland Health minimum data set for retrieval services.
- Members of the Surgical Access Team also met with Clinical Coordination staff from the PAH to finalise changes to the retrieval database developed by the Principal Clinical Coordinators to comply with the minimum data set requirements. Collection forms for clinical coordination and retrieval services were also developed including a 'cut down' reference list of ICD-10 codes. Following approval from the GMHS, the database and forms have been distributed to the 20 reporting emergency departments for implementation. The start date for the retrieval collection is 1 July 2001.

Emergency Department Reviews

- Members of the Surgical Access Team were invited to Nambour Hospital to participate in an independent review of the emergency department. An external consultant has been engaged by the Nambour hospital to facilitate the review. The Surgical Access Team provided information for the review including a comparative data quality audit. The audit identified that the Nambour Emergency Department is highly efficient in terms of entering the data items for measuring waiting times and access block.
- The Medical Superintendent, Mackay Hospital has requested that the Surgical Access Team sponsors and coordinates a review of the Mackay Emergency Department. This follows advice from the Northern Zonal Management Unit that a decision has not been reached regarding the allocation of \$200,000 for medical officer positions in the Northern Zone initially provided for the Mackay Emergency Department.
- The Director of Emergency Medicine at the Gold Coast Hospital has advised that the Executive has approved a review of the Emergency Department. The Surgical Access Team has been requested to participate in the review process.

Emergency Department Data Quality

- Following advice from the EDIS Strategic Management Group the Surgical Access Team has been actively reviewing data entry processes across emergency departments. A number of issues have been identified via this process. For example, some emergency departments admit deceased patients. Sites have been advised of the requirements of the QHAPDC and requested to alter these practices to conform to standards. This will improve data consistency across sites.
- The Surgical Access Team has initiated a process that will investigate the feasibility of implementing the Emergency Department Information System (EDIS) into 4 hospitals in Queensland. The issue of data quality and information systems was a key element of the *Emergency Services Best Practice Workshop* held in May 2001. Advice from key emergency department personnel from across the State is that the HASS EDIS product has a far superior functionality than that of HBCIS EMG. A Sketch Proposal is currently being developed in consultation with Information Services.

Outpatient Departments

- The Surgical Access Team have visited and provided advice to a number of hospitals implementing the enhancements to the Appointment Scheduling Module. This is a major initiative and significant work practice changes are required. The Surgical Access Team is managing this change process.

- Sites have been advised that first automatic 'down-load' of summary-level information from the Appointment Scheduling System will occur on 1 August 2000. It is envisaged that the initial data captured by the Surgical Access Team will be somewhat unreliable until sites have fully migrated their current data into the new system. Business Application Services have requested all sites to provide an estimate on the cost of carrying out the migration process. This estimate will be known by mid-July.

HOSPITAL SUPPORT AND LIAISON

Medical Superintendents Advisory Committee

The Medical Superintendents Advisory Committee met on 15th June 2001.

- The Surgical Access Team requested advice from the Committee on the current issues pertaining to the *Waiting List Reduction Strategy*. The major issues discussed included:
 - The proposed "Elective Surgery Funding Model for 2001-2002" and the implications it will have in relation to elective surgery funding for individual hospitals.
 - The enhancements to the HBCIS Appointment Scheduling Module currently being deployed across the State and the benefits derived, particularly in relation to improved communication with General Practitioners.
 - The Surgical Access Team advised the committee of the major outcomes of the Operating Theatre Review Working Party (OTRWP) meeting and made a commitment to provide regular progress reports to the committee on the major findings of the OTRWP.
 - The Government's pre-election commitment to increase Day of Surgery Admission rates and Day Surgery rates across the State.
- Dr Gerry Costello proposed the development of a business case to establish a Bariatric (Obesity) Unit at Logan Hospital. Dr Costello estimated the approximate cost per operative procedure is \$5,000. Dr Richard Ashby informed the committee that a Bariatric Unit had been established at Royal Brisbane Hospital utilising existing resources.
- Mr Vince Kerin, Principal Employment Relations Officer, provided the committee with an overview of the strategic directions of Queensland Health in relation to the medical workforce in Queensland public hospitals. Committee members were asked to provide advice on this issue via the Organisational Development Branch.
- Ms Diana Kately, Pharmaceutical Advisory Service, presented an overview of the "*National Guidelines on Principles of Quality Use of Medicines*". Mr John Proper, Project Officer for the Quality Improvement and Enhancement Program (QIEP) presented an update on a statewide project based at the Royal Children's Hospital entitled "Quality Use of Medicines".

Elective Surgery Coordinators

The Elective Surgery Coordinators (ESC's) met on 22nd June 2001.

- The Surgical Access Team reinforced the importance of achieving the 5% benchmark in relation to the number of 'long wait' Category 1 and Category 2 patients. The ESC's discussed a number of strategies to assist in achieving these targets.
- The ESC's were requested to review and update their functional responsibilities and submit their current reporting relationships and position descriptions to the Surgical Access Team. A similar request will be made to all Elective Surgery Liaison Officers. The information will be used to expand the role of the Elective Surgery Coordinators and Liaison Officers in conjunction with the strengthened centralised coordination role of the Surgical Access Team.
- Elective Surgery Coordinators finalised the *Postponement Letter* for elective surgery patients. Glenda Viner, Marketing and Communications Unit will review the content of this letter before finalisation.

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	1,502	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	1,496	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	8.5%	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

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