



Queensland  
Government  
Queensland Health

surgical access service

# WAITING LIST REDUCTION STRATEGY

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

*June 2002*

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

# MANAGEMENT ISSUES

## COMMUNICATION

- Briefings were provided to the Minister regarding elective surgery services and waiting lists for hospitals in the following Districts:
  - ▶ Townsville
  - ▶ Sunshine Coast
- Submissions and briefings were provided to the Office of the Director-General including:
  - ▶ Key issues pertaining to the setting of Zonal elective surgery targets;
  - ▶ Funding for additional renal donor transplants;
  - ▶ Recommendations from the Northern Zone emergency department reviews;
  - ▶ Outcomes from the State-wide Emergency Department Workshop;
  - ▶ Queensland Day Surgery and Day of Surgery admission rates;
  - ▶ Allocation of new funding for emergency department staffing.
- 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:
  - ▶ The Waiting List Reduction Strategy
  - ▶ Emergency department attendances;
  - ▶ Emergency department waiting times;
  - ▶ Location of additional emergency department staffing;
  - ▶ Outpatient waiting times;
  - ▶ Elective Surgery Funding;
  - ▶ Day Surgery and Day of Surgery Admissions (DOSA) rates;
  - ▶ Upgrade of Theatres and Intensive Care Units.

## CONSULTATION

- Site visits were undertaken to Gold Coast, Nambour, Bundaberg and Hervey Bay hospitals. The Surgical Access Team discussed local issues affecting the management of elective surgery waiting list and assisted sites in devising strategies to achieve elective surgery targets.
- The **Medical Superintendent's Advisory Committee** met on 14 June 2002.
- The **Elective Surgery Coordinators** met on 19 June 2002.
- The **Specialist Outpatient Advisory Committee** did not meet in June 2002.

# FUNDING & INCENTIVES

- The General Manager Health Services has approved the allocation of \$600,000 for additional renal donor transplants at the PAH.
- The General Manager Health Services has approved the final quarter payments for the Elective Surgery Program totalling \$679,000 for Sunshine Coast, Logan Beaudesert and Mackay Districts.
- The Surgical Access Service has contacted several Districts during the month to provide assistance and advice regarding the reporting and monitoring of Elective Surgery Activity and the payment arrangements.

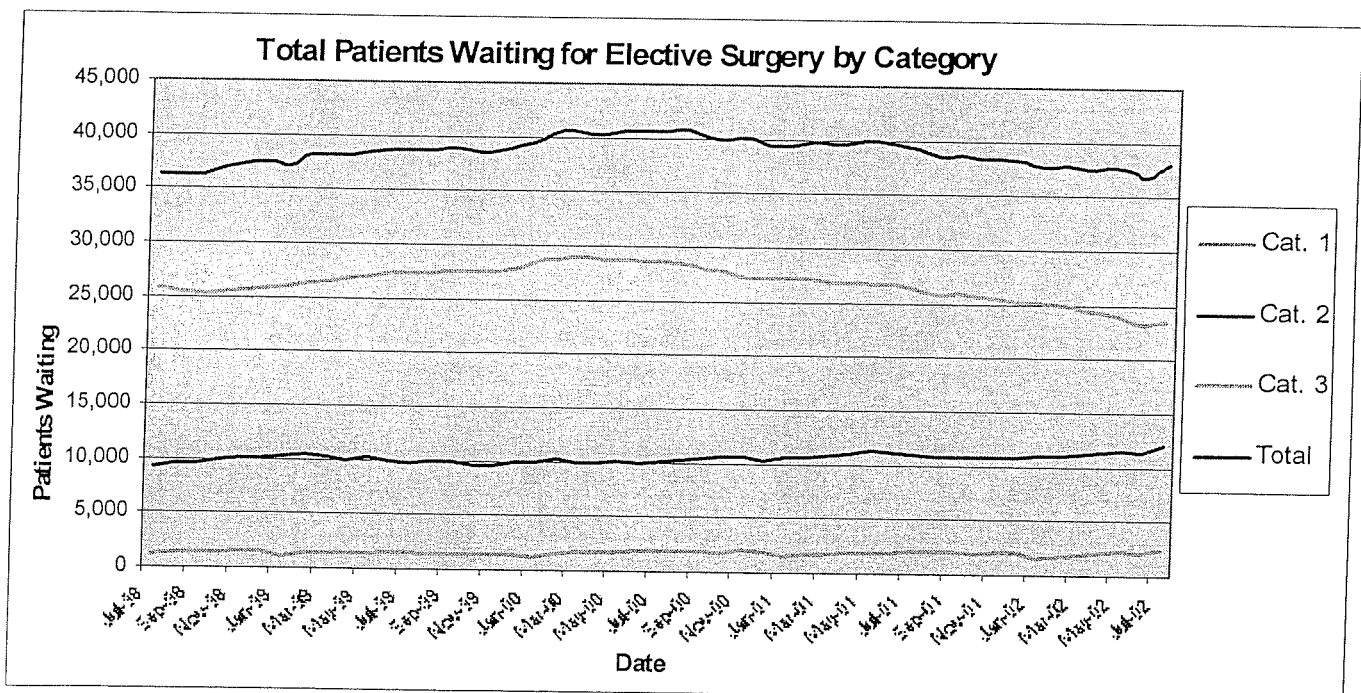
# PERFORMANCE REPORTING

## WAITING LIST

The **total number** of patients on the waiting lists at the reporting hospitals increased from 36,804 at 1 June 2002 to 37,983 at 1 July 2002 (1,179 patients). The overall size of the elective surgery waiting list has been trending downwards since September 2000 and the increase for June 2002 is considered an aberration caused solely by the industrial action in that month.

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 Oct 1998	1,441	29	2.0%	9,960	1464	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 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 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 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

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



### Category 1

- At 1 July 2002, the number of 'long wait' Category 1 patients on elective surgery waiting lists was 85 (3.4%). This figure was an increase of 26 patients from the 59 'long wait' cases (2.7%) reported at 1 June 2002. A total of four (4) hospitals reported in excess of 5% 'long waits'.

Hospital	Category 1	
	Number 'long waits'	Percent 'long waits'
Gold Coast Hospital	25	11.7%
Logan Hospital	6	15.4%
Mater Adult Hospital	4	5.4%
Mt Isa Hospital	1	6.3%

### Category 2

- At 1 July 2002, the number of 'long wait' Category 2 patients on elective surgery waiting lists was 1,270 (10.6%). This is an increase of 149 patients from the 1,121 (9.9%) 'long waits' reported at 1 June 2002. This compares with 1,551 (14.1%) 'long waits' reported at 1 July 2001. A total of twelve (12) facilities reported 'long wait' patients in excess of the 5% benchmark.

Hospital	Category 2 – 1 July 2002		Category 2 – 1 July 2001	
	Number 'long waits'	Percent 'long waits'	Number 'long waits'	Percent 'long waits'
Caloundra Hospital	12	12.0%	12	10.3%
Emerald Hospital	5	12.2%	0	0.0%
Gold Coast Hospital	223	22.2%	237	24.4%
Hervey Bay Hospital	16	14.0%	5	5.8%
Mackay Base Hospital	40	20.4%	24	11.6%
Mt Isa Hospital	15	15.8%	0	0.0%
Nambour Hospital	239	28.1%	145	18.9%
Noosa Hospital	17	8.1%	160	33.0%
Princess Alexandra Hospital	77	6.5%	356	23.0%
Redland Hospital	17	7.5%	14	7.2%
Royal Brisbane Hospital	374	24.6%	330	25.7%
The Townsville Hospital	67	9.6%	103	13.0%

- The largest increase in the number of 'long wait' Category 2 patients from 1 June 2002 to 1 July 2002 was reported by the Nambour Hospital (+96 patients) and Gold Coast Hospital (+36 patients).

### Category 3

- At 1 July 2002, the number of 'long wait' Category 3 patients on elective surgery waiting lists was 37.6% (8,832 patients). This figure was a decrease of 3 patients from the 8,835 cases (38.0%) waiting longer than one year at 1 June 2002. This compares with 10,044 (38.3%) 'long wait' Category 3 patients at 1 July 2001.

## THROUGHPUT

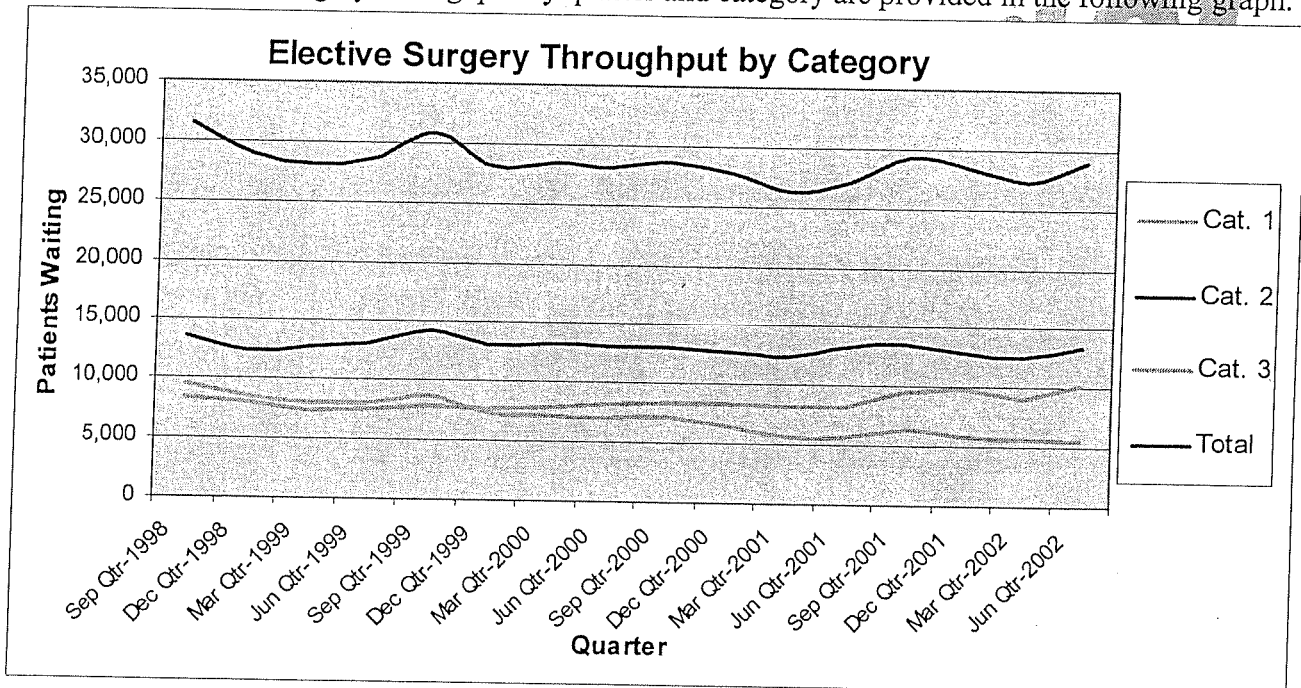
Overall **elective surgery throughput** (Category One, Two and Three) has decreased from 10,864 elective surgery admissions in May 2002 to 8,338 in June 2002 (cf. 9,436 in June 2001). Overall elective surgery throughput for the 2001/2002 financial year compared with 2000/2001, 1999/2000 and 1998/1999 is included in the following table. Throughput for the 2001/2002 financial year was **up by 4.0%** (4,381 admissions) on the throughput recorded for 2000/2001 and **down by 1.2%** (-1,427 admissions) on the throughput recorded for 1999/2000.

	1997/1998	1998/1999	1999/2000	2000/2001	2001/2002
Private	23,586	23,620	21,572	18,297	17,686
Public	89,932	93,718	94,023	91,490	96,482
<b>Total</b>	<b>113,518</b>	<b>117,338</b>	<b>115,595</b>	<b>109,787</b>	<b>114,168</b>

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.

The number (and proportion) of public patients treated has increased steadily over the past 5 years to a record 96,482 in 2001/02.

Trends in elective surgery throughput by quarter and category are provided in the following graph.



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 Workshop*

- A report was submitted to the General Manager, Health Services, detailing Workshop outcomes and actions to be undertaken as a result of the Workshop.

### *Emergency Department External Reviews*

- Final Reports of the emergency department reviews of Cairns, Townsville and Mackay Hospitals were prepared and provided to the General Manager, Health Services for approval.
- Following approval, the reports were provided to the Zonal Manager, Northern Zone, for distribution to relevant personnel and for action.

### *Emergency Department Nursing Education*

- The Emergency Nursing Education Project was successfully concluded, with implementation of the Queensland Health Emergency Nursing Transition Program in 20 emergency departments.
- A report detailing the outcomes of the project has been prepared and is being reviewed by the Project Management Group, before being submitted.
- Emergency Departments that received funding for Senior Nursing Education, have reported on outcomes, as approved in the Emergency Services Strategy Plan of Action 2001-2002.

### *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.

## **2. Elective Surgery**

### *State-wide Purchasing and Standardisation of Surgical Prostheses*

- A final report for the Prosthetics Standardisation Project has been drafted. The Surgical Access Service will circulate this report to all key stakeholders by the end of July 2000.
- Delays in the release of the "requests for offers" by end of June were encountered, however, Purchasing and Logistics Group, Health Services will expedite this by the end of July. Purchasing and Logistics Group are currently holding all tender documentation. Technical assistance will be required for the evaluation of offers received.



### 3. Benchmarking

#### *Emergency Department Waiting Times*

- Preliminary waiting times performance data indicates a decline in performance in Categories 1, 3, 4 and 5, and an improved performance in ATS Category 2 for June 2002 when compared with June 2001. Preliminary data shows improved performance in ATS Category 3 compared with the previous month, a decline in performance in Categories 1, 4 and 5, and a maintenance of performance in Category 2.

Percentage of patients seen within ACEM recommended times				
	June 2002 (preliminary) <sup>1</sup>	May 2002	June 2001	Target <sup>2</sup>
ATS-1	98%	99%	100%	100%
ATS-2	73%	73%	69%	80%
ATS-3	59%	57%	60%	75%
ATS-4	53%	58%	63%	70%
ATS-5	78%	81%	86%	70%

**Notes:**

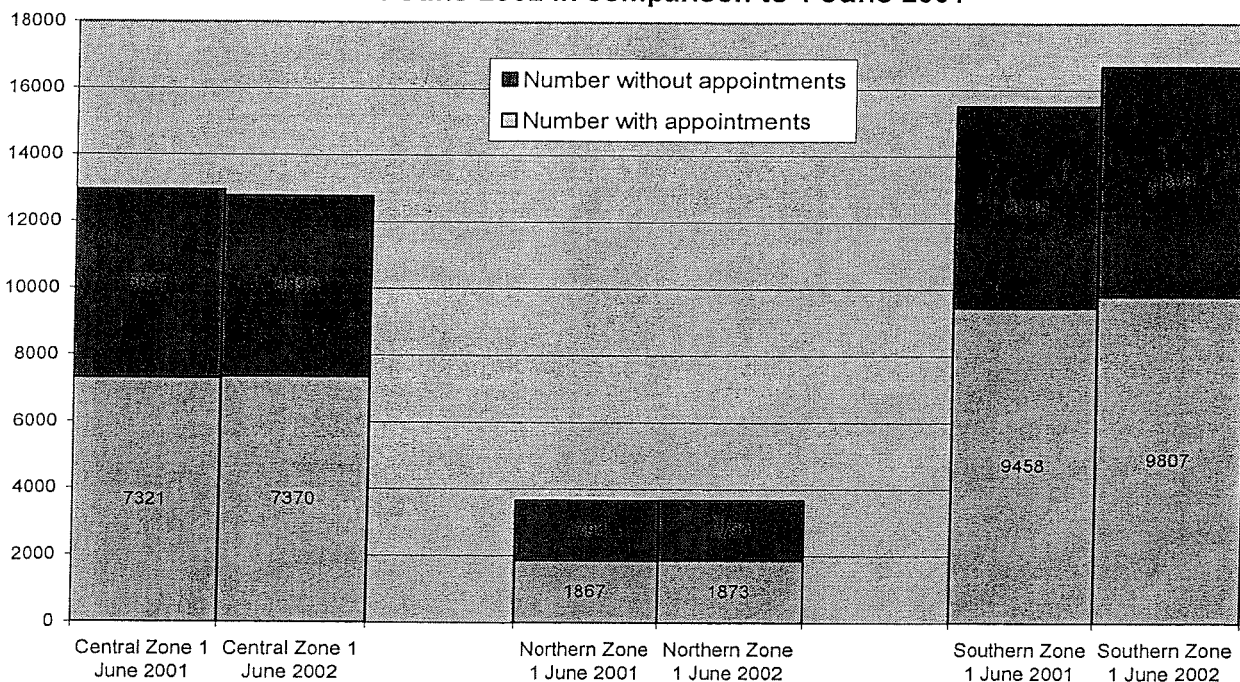
<sup>1</sup> The preliminary data for June 2002 does not include Bundaberg, Gold Coast, Hervey Bay, or Rockhampton Hospitals due to industrial action at these sites.

<sup>2</sup> Red text indicates performance 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.

**Patients Waiting for a Surgical Outpatient Appointment as at  
1 June 2002 in comparison to 1 June 2001**



# HEALTH SYSTEM DEVELOPMENT

## 1. Emergency Departments

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

- The Gold Coast Hospital emergency department successfully went “live” with the Oracle/SQL version of EDIS in June 2002. Feedback from key emergency department staff has been extremely positive and minimal disruptions were encountered in migrating from the HBCIS emergency department module to the HASS EDIS system.
- The Surgical Access Service is negotiating with staff from the Townsville Hospital emergency department to ensure that their scheduled “go-live” for September goes ahead as planned. The Townsville hospital has a number of concerns relating to the timing of the implementation given that both the Director and NPC will not be available at that time.
- The Surgical Access Service has requested a quotation from HASS to further deploy the EDIS system into the remaining emergency departments still using the HBCIS EMG module. These sites include Bundaberg, Redlands, QEII, Royal Brisbane, Ipswich and Hervey Bay hospitals.

### *ICD-10-AM subset for Emergency Departments*

- This emergency department ICD-10-AM subset has been successfully deployed into the Gold Coast Hospital emergency department as part of the EDIS implementation. A data quality audit will be undertaken prior to the next EDIS Strategic Management Group Meeting to assist in assessing the effectiveness of this code set in providing improved emergency department diagnosis information.

## 2. Outpatient Departments

- Work is currently being undertaken to investigate avenues for improving the collection of Specialist Outpatient Waiting Times data in line with the policy development work currently being undertaken.
- Recent enhancements to the HBCIS Appointment Scheduling system have delivered many tangible benefits to individual sites in managing waiting outpatient waiting lists. However, the automated reporting of this data is still not possible given the variance in business practices across the State. This work will be progressed over the coming months.

## 3. Elective Surgery

### *Executive Information System*

- The Surgical Access Team continued negotiations with Information Services in relation to the development of a Service Management Agreement (SMA) which will incorporate all the support, maintenance and enhancements for EDIS and ORMIS and the Surgical Access Service’s Executive Information System. This SMA will be forwarded to the General Manager, Health Services for approval in July 2002.
- Elective Surgery Coordinator’s (ESCs) were provided with further in-service training on the use of the Surgical Access Service’s Executive Information System (EIS) as a tool to assist in the effective management of elective surgery waiting lists. The ESC’s have been requested to advise the Surgical Access Service of any reports which could be developed in the system that will assist them in managing their respective waiting lists.



# HOSPITAL SUPPORT AND LIAISON

## 1. Medical Superintendents Advisory Committee

The **Medical Superintendents Advisory Committee** (MSAC) met on 14 June 2002. The major outcomes from this meeting included:

- The Committee was provided with an overview on the current status of the *Waiting List Reduction Strategy* and urged Committee members to ensure that appropriate waiting list management practices were in place to assist in achieving end of year elective surgery targets. Committee members discussed the current issues impacting on performance including:
  - ♦ The impact of industrial actions on the provision of elective surgery services;
  - ♦ Winter bed management strategies.
- An *Issues Report on the Waiting List Reduction Strategy*, on future elective surgery funding models has been developed by an MSAC sub-committee. The report was tabled at the meeting for discussion by Committee members. A final meeting of the sub-committee will be held in July to finalise the report, which will incorporate comments received from the MSAC Committee members.
- Ms Sue Hoy, Manager, Postgraduate Medical Education Foundation of Queensland and Ms Jennifer Harlen, Project Manager, Prevocational Medical Education were invited to the meeting to provide an overview of the major issues surrounding *intern accreditation* from the *Medical Education Foundation's* perspective.
- Committee members discussed the issues surrounding the provision of pathology services within Queensland Public Hospitals. Subsequently, a request was made by Committee members to invite Dr Peter Lewis-Hughes and Dr Hugh Kunze to attend the next MSAC meeting to provide an update of the current changes occurring within the pathology service.

## 2. Elective Surgery Coordinators

The **Elective Surgery Coordinators** (ESC's) met on 19 June 2002. The major outcomes from this meeting included:

- The Surgical Access Service provided an overview on the progress made to date with the development of statewide policies encompassing elective surgery services, outpatient services and emergency department services.
- Ms Sue Norrie attended the meeting to provide the ESC's with an overview of strategies currently being undertaken by Queensland Health to address nursing workforce issues in Queensland Public Hospitals.
- The Elective Surgery Coordinators provided feedback on individual strategies being developed and implemented to address the impact of the nursing industrial action in relation to the management of elective surgery activity and throughput.
- The issue of Categorisation was raised in connection with the Category 1 patients cancelled as a result of the industrial action. A number of procedures eg. Grommets, were considered very questionable Category 1 cases. Feedback has been provided to respective District Managers.

**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

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