

surgical access team

WAITING LIST REDUCTION STRATEGY

Report from the Surgical Access Team for the month of

May 2002

Distribution:

Director-General

Minister for Health

General Manager (Health Services)

Deputy Director-General, Policy and Outcomes

MANAGEMENT ISSUES

COMMUNICATION

- During May 2002, the Surgical Access Team provided Briefings to the Minister regarding elective surgery services and waiting lists for hospitals in the following Districts:
 - Gold Coast
 - ▶ Logan/Beaudesert
 - OEII
 - Toowoomba
 - West Moreton
 - Cairns
- During May 2002, the Surgical Access Team prepared a number of submissions for the General Manager (Health Services) including:
 - Final quarter review of surgical activity and elective surgery payments for selected Districts;
 - Establishment of a "Central Waiting List Bureau";
 - Fraser Coast District elective surgery target adjustment for 2001/02;
 - Draft reports from emergency department reviews undertaken in Cairns, Townsville and Mackay hospitals;
- The Surgical Access Team completed the quarterly Cabinet Submission detailing the progression of key elements of the *Waiting List Reduction Strategy*, including strategies in elective surgery, emergency services, day surgery/day of surgery admissions and outpatient departments.

CONSULTATION

- The Surgical Access Team hosted the fourth annual emergency department workshop on the 23rd & 24th of May in Brisbane. A medical, nursing and hospital executive member from each of the 21 hospitals participating in the statewide Emergency Services Strategy were in attendance. Representatives from the Zonal Management Units, Health Advisory Unit (Medical and Nursing), the Australasian College for Emergency Medicine and the Queensland Emergency Nurses Association were also in attendance at the workshop. The General Manager (Health Services) provided the introduction to the workshop.
- The Theatre Management System (TMS) User Group Meeting was held on 16th May 2002. Operational staff from the 12 TMS hospitals attended the meeting held in Brisbane.
- The Medical Superintendent's Advisory Committee met on 17 May 2002.
- The Elective Surgery Coordinators met on 27/28 May 2002.
- The Specialist Outpatient Advisory Committee met on 3 May 2002.

FUNDING & INCENTIVES

- A review of elective surgery activity data against target for the first 9 months of the financial year was undertaken to determine final quarter payments.
- Discussions were held with A/Zonal Manager, Central Zone to emphasise the implications of reducing elective surgery targets for the Sunshine Coast and Fraser Coast Districts.
- A review of elective surgery activity performed to date against targets together with a review of capacity issues was undertaken in preparation for developing funding arrangements in 2002/03.

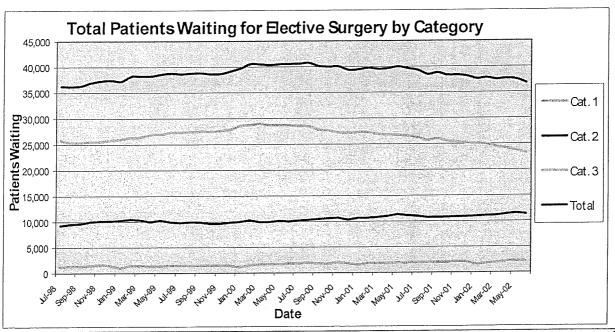
PERFORMANCE REPORTING

1. WAITING LIST

The **total number** of patients on the waiting lists at the reporting hospitals decreased from 37,498 at 1 May 2002 to 36,804 at 1 June 2002 (-694 patients).

	Category 1			Category 2			Category 3			70. 4 1
Reporting Date	Total	No. 'long waits'	% 'long waits'	Total	No. 'long waits'	% 'long waits'	Total	No. 'long waits'	% 'long waits'	Total
										Market Comp
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 Apr 1999	1,392	26	1.9%	9,953	1,583	15.9%	26,895	7,396	27.5%	38,240
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 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 Jun 2000	1,857	44	2.4%	10019	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 ,25 2	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 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
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 Jun 2002	2,179	59	2.7%	11,349	1,121	9.9%	23,276	8,835	38.0%	36,804

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



Category 1

• At 1 June 2002, the number of 'long wait' Category 1 patients on elective surgery waiting lists was 59 (2.7%). This figure was a decrease of 3 patients from the 62 'long wait' cases (2.8%) reported at 1 May 2002. A total of six (6) hospitals reported in excess of 5% 'long waits'.

	Category 1			
Hospital	Number 'long waits'	Percent 'long waits'		
Gold Coast Hospital	12	5.3%		
Gympie Hospital	1	12.5%		
Mackay Base Hospital	2	6.9%		
Mater Adult Hospital	4	5.6%		
Mt Isa Hospital	2	16.7%		
Nambour Hospital	8	5.8%		

Category 2

• At 1 June 2002, the number of 'long wait' Category 2 patients on elective surgery waiting lists was 1,121 (9.9%). This is a decrease of 159 patients from the 1,280 (11.1%) 'long waits' reported at 1 May 2002. This compares with 1,524 (13.7%) 'long wait' Category 2 patients at 1 June 2001. A total of eight (8) facilities reported 'long wait' patients in excess of the 5% benchmark.

	Category 2 -	1 June 2002	Category 2 – 1 June 2001		
Hospital	Number 'long waits'	Percent 'long waits'	Number 'long waits'	Percent 'long waits'	
Bundaberg Hospital	3.1	11.1%	2	0.9%	
Gold Coast Hospital	187	20.8%	222	23.9%	
Hervey Bay Hospital	9	8.0%	11	11.1%	
Mackay Base Hospital	₹ 39	21.2%	23	10.9%	
Mt Isa Hospital	34	36.2%	0	0.0%	
Nambour Hospital	143	18.2%	139	18.9%	
Princess Alexandra Hospital	79	7.1%	347	21.5%	
Royal Brisbane Hospital	398	27.9%	306	22.0%	

• The largest increase in the number of 'long wait' Category 2 patients from 1 May 2002 to 1 June 2002 was reported by the Mater Adult Hospital and the Nambour Hospital (+13 each).

Category 3

• At 1 June 2002, the proportion of Category 3 patients waiting longer than one year for surgery was 38.0% (8,835 patients). This compares with 9,074 patients (38.3%) waiting longer than one year at 1 May 2002 and 10,038 patients (37.7%) waiting longer than one year at 1 June 2001.

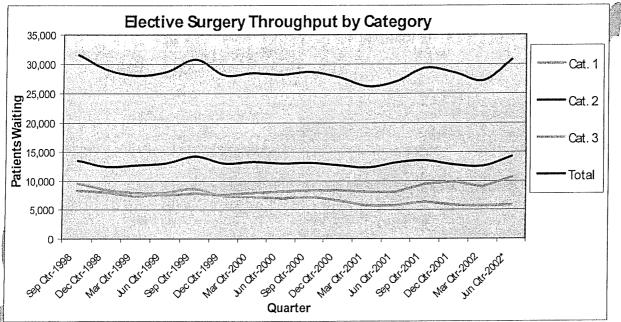
2. THROUGHPUT

Overall elective surgery throughput (Category 1, 2 & 3) has increased from 9,822 elective surgery admissions in April 2002 to 10,864 in May 2002 (cf. 10,160 in May 2001). Overall elective surgery throughput for the 2001/2002 financial year to date compared with the same period of 2000/2001, 1999/2000 and 1998/1999 is included in the following table. Throughput for the 2001/2002 financial year to date is **up by 5.5%** (5,479 admissions) on the throughput recorded for the same period of 2000/2001 and **down by 0.1%** (-151 admissions) on the throughput recorded for 1999/2000.

	1998/1999 1999/2000		2000/2001	2001/2002	
ĺ	107,211	105,981	100,351	105,830	

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.

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



Note: Throughput for the June Quarter 2002 includes actual throughput for April/May and an estimated throughput for June of 10,090 admissions.

CLINICAL BEST PRACTICE

1. Emergency Services Strategy

Emergency Department Workshop

- As approved in the Emergency Services Strategy Plan of Action 2001/02, the fourth Emergency Department Workshop was organised and conducted on May 23 & 24 in Brisbane. It brought together clinicians and administrators from the 21 public hospital emergency departments that report performance data.
- The Workshop provided a forum to progress a number of important issues relevant to the Emergency Services Strategy and the improvement of emergency department services across the State.
- A report will be 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

- Draft Reports of the emergency department reviews of Cairns, Townsville and Mackay Hospitals were prepared and provided to the General Manager, Health Services.
- Following review and comment by the General Manager, Health Services, minor changes were made to prior to submission of Final Reports.

Emergency Department Nursing Education

- Implementation of the Queensland Health Emergency Nursing Transition Program has been formalised in the target emergency departments. Allocation of funds was arranged for training of staff to support implementation of the program.
- Finalisation of assessment tools and the project report are to be completed by 30 June 2001.

2. Elective Surgery

State-wide Purchasing and Standardisation of Surgical Prostheses

- "Requests for offers" have been developed for cardiac valves, intra-ocular lenses and vascular grafts and patches and should be released to the market place by the end of June, 2002.
- An agreement has been reached by ORMIS and TMS sites that a standard product codes set will be developed and used across all sites.
- The prosthetics database has been implemented in 3 of 12 ORMIS sites. Townsville, Ipswich and RBH. The Gold Coast, Nambour, Toowoomba, Princess Alexandra Hospitals will commence using the database by the end of July 2002. The database enables actual costs to be assigned and improves reporting ability. Benefits associated with this initiative include the recording of usage, tracking and cost data. Such data will proved invaluable in assessing costs and evaluating usage for future iterations of the standard offer arrangements for prosthetics.
- A further meeting for the Ophthalmology Panel was held in May. By request of the Ophthalmology Advisory Panel, the meeting was held at a Royal Australian and New Zealand College of Ophthalmologists (RANZCO) meeting. The information provided on Queensland Health's approach to standardising and bulk purchasing prosthetic devices was well received by the meeting.

Day Surgery & Day of Surgery Admission Project

- Benchmarking reports for Day Surgery and Day of Surgery Admission rates across all Qld reporting hospitals have been prepared and distributed to the District Managers, Medical Superintendents and Elective Surgery Co-ordinators.
- Preliminary feedback from the Medical Superintendents Advisory Committee and the Elective Surgery Co-ordinators Group has been positive.
- Future directions for the benchmarking reports have been identified and will be developed for the next iteration of the reports due to be produced for the 6 months to 30 June 2002.

3. Benchmarking

Emergency Department Waiting Times

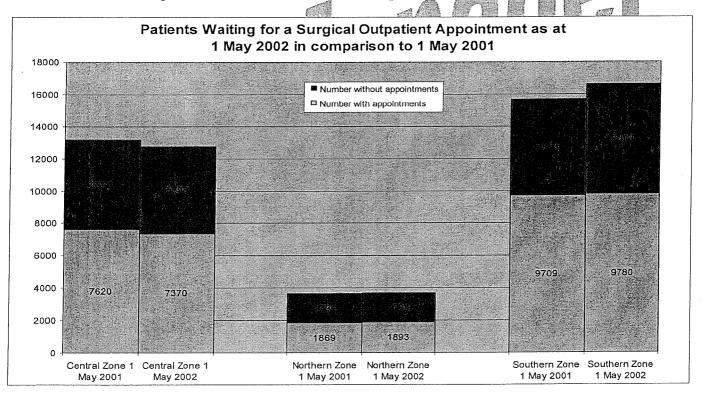
• Preliminary waiting times performance data indicates no change in Category 1 performance, and an improved performance in ATS Category 2 for May 2002 when compared with May 2001. There has been a decline in performance in Categories 3, 4, and 5 in May 2002 compared to May 2001. Preliminary data shows improved performance in ATS Category 2 compared with the previous month, a slight decline in performance in Categories 1, 3 and 4, and a maintenance of performance in Category 5.

]	Percentage of patients seen within ACEM recommended times							
	May 2002 (preliminary) 1	April 2002	May 2001	Target ²				
ATS-1	99%	100%	99%	100%				
ATS-2	73%	71%	71%	80%				
ATS-3	57%	59%	60%	75%				
ATS-4	58%	59%	66%	70%				
ATS-5	81%	81%	87%	70%				

Notes:

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.



The preliminary data for May 2002 does not include Princess Alexandra Hospital (not supplied).

² Red text in the May 2002 data indicates performance below target.

HEALTH SYSTEM DEVELOPMENT

1. Emergency Departments

Emergency Department Information System (EDIS) Implementation

• The implementation of the SQL/Oracle version of EDIS at the Gold Coast hospital emergency department is nearing completion with a planned "Go-Live" date of 17 June 2002. The next site to "Go-Live" will be Townsville Hospital in July 2002 followed by Rockhampton Hospital (September 2002) and Princess Alexandra Hospital (Nov 2002).

ICD-10-AM subset for Emergency Departments

- The ICD-10-AM emergency department working group completed its work in developing a subset of diagnosis codes for Queensland emergency departments. The group sorted through over 17,000 ICD-10-AM diagnosis codes and reduced them down to the most commonly used in emergency departments (approximately 4,000 codes).
- This emergency department ICD-10-AM subset will be valuable in gaining better emergency department diagnosis data by providing medical staff with a less cumbersome tool for recording this data. This subset will be implemented across the State as part of the Oracle/SQL EDIS rollout.

2. Outpatient Departments

Specialist Outpatient Advisory Committee (SOAC)

The Specialist Outpatient Advisory Committee met on 3 May 2002. The major outcomes from this meeting included:

- The SOAC is reviewing the Terms of Reference (TOR), as there was a general consensus that the current terms do not reflect the role of the Committee. A revised TOR document will be tabled at the next meeting planned for July.
- The Surgical Access Team provided the committee members with an overview of the Policy Development Project and outlined the role of the committee in providing advice in relation to the development of statewide policies within the outpatient environment.

3. E lective Surgery

Executive Information System

- The Surgical Access Team met with staff from Business Application Services and Infrastructure Services to negotiate a Service Level Agreement (SLA) for the ongoing maintenance of the Surgical Access Team Executive Information System (EIS). This SLA will be completed prior to the beginning of the 2002/2003 financial year.
- With the recent statewide rollout of the EIS, the Surgical Access Team conducted a training session for the Elective Surgery Coordinators (ESC's). This training will provide the ESC's with the necessary skills to interrogate the database and provide timely elective surgery reporting to District Executives.

HOSPITAL SUPPORT AND LIAISON

1. Medical Superintendents Advisory Committee

The Medical Superintendents Advisory Committee met on 17 May 2002. The major outcomes from this meeting included:

- A major discussion and acknowledgment by the Medical Superintendents that inconsistency in categorisation of patients by surgeons can have a significant impact on the waiting list of a particular hospital. A document showing the categorisation practices of a number of hospitals with joint replacement patients was distributed that sparked the discussion.
- Dr Michael Catchpole agreed to meet with Jenny Young, Coordinator, AMC Projects, Mayne Medical School to pursue a course of action that will enable Queensland Health to capture a percentage of the fees paid by overseas doctors to prepare them for the clinical examination.
- Pr Luis Prado provided the Committee with an overview on the progress of the Medical Rostering Reference Group. He advised the committee that initially the Zones had identified six facilities for inclusion in the Medical Rostering project. Mackay Hospital has since been added to the project and Gladstone had expressed an interest in being involved with the project. Dr Prado advised the Committee that Townsville Hospital is the next hospital for review to be carried out in June 2002.
- A number of medical workforce issues were raised by the Committee in relation to the recruitment of Medical Officers through Global Medical. Advice will be forwarded to Dr Michael Catchpole for a more in depth discussion at the June meeting.
 - Representatives from the Medical Superintendents Advisory Committee including Dr Mark Mattiussi, Dr Bill Rodgers, Dr Michael Daly and Dr John Wakefield met with members of the Surgical Access Team during May to progress the development of an *Issues Report on the Waiting List Reduction Strategy*. This report will be tabled at the June meeting for discussion and comment.

2. Elective Surgery Coordinators

The Elective Surgery Coordinators met on 27 & 28 May 2002. The major outcomes from this meeting included:

- The Elective Surgery Coordinator's (ESC's) attended a one-day training session conducted by the Surgical Access Team to enable the ESC's to utilise the Surgical Access Team Executive Information System.
- Gary Walker addressed the meeting on 28 May and conducted a discussion on strategies to ensure that waiting list were properly audited prior to 30 June 2002. Hospitals reporting large numbers of 'long wait' category 2 patients were targeted for discussion and ESCs provided advice on strategies that may be applicable. Advice was also sought on what issues were most pertinent to be discussed with hospital executives during hospital visits conducted by the Surgical Access Team prior to 30 June.
- Mr Brian Forbes, Mater Adults Hospital, provided an update on the initiative to transfer patients waiting for cataract surgery from Redcliffe Hospital to Mater Adults Hospital. He advised that feedback from patients involved in this initiative had been extremely positive.
- Mr Forbes also reported on a visit undertaken to the Queensland Eye Clinic which specialises in the management of day surgery patients. Following this visit, procedural changes for day cases were made at the Mater Adults, which resulted in an increase in the number of patients placed on ophthalmology operating theatre lists.
- Elective Surgery Coordinators who attended the workshop for the Clinical Information Systems Project provided an update on the Medtrack system currently under review for management of elective surgery waiting lists.

ATTACHMENT 1 - Census Data by Category and Month

Reporting Date 1 Jul 1998	Total	T		Category 2		Category 3	
		% 'long waits'	Total	% 'long waits'	Total	% 'long waits'	Total
	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 1 Jun 2002	2,229 2,179	2.8%	11,551 11,349	9.9%	23,718	38.3% 38.0%	37,498 36,804

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