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surgical access team

WAITING LIST REDUCTION STRATEGY

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

October 2001

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

Cabinet in Confidence

MANAGEMENT ISSUES

COMMUNICATIONS

- The Operating Theatre Review Working Party convened on 1 October 2001. A member of the Surgical Access Team in conjunction with Dr Steve Buckland visited two facilities during October to discuss barriers to efficiency in operating theatres and surgical processes. Visits have now been conducted to a total of 10 facilities. The final meeting of the group is scheduled for 26 November 2001 where the working party will discuss the outcomes from the review.
- The Surgical Access Team conducted a site visit to the Toowoomba Hospital Emergency Department. Key goals and objectives of the Emergency Services Strategy for 2001/2002 were outlined and the importance of data quality in respect to the benchmarking program was highlighted. The SAT provided advice in relation to business practices and systems issues that affect the performance of the Toowoomba Hospital Emergency Department. These ongoing emergency department site visits have been most productive in identifying issues that affect the performance of individual emergency departments.
- The Surgical Access Team 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. These include a site visit to Queen Elizabeth II, and discussions with Redcliffe, Townsville, Mt Isa, Royal Children's, Rockhampton, Warwick and Dalby Hospitals.
- The Surgical Access Team has completed the development of the SAT Website and is currently awaiting approval to publish from the Office of the Director-General. The website contains useful information for the public and General Practitioners regarding Access to Surgery initiatives in addition to an application to search Elective Surgery waiting times by facility.

CONSULTATION

- The **Medical Superintendent's Advisory Committee** met on 12 October 2001.
- The **Elective Surgery Coordinators** did not meet in October. A combined Elective Surgery Coordinator (ESC) /Elective Surgery Liaison Officers (ESLO) workshop is planned for the 8th and 9th of October 2001.
- The **Operating Theatre Review Working Party** convened on 1 October 2001.
- The **Specialist Outpatient Advisory Committee** met on 15 October 2001.

FUNDING & INCENTIVES

- An amount of \$182,550 has been transferred to Districts during the month from the Emergency Department Strategy Funds specifically for Emergency Department enhancement projects at seven facilities across the State. An additional \$57,000 has been transferred to 19 facilities for senior nurse education in Emergency Departments.
- The Surgical Access Team has received final elective surgery activity data for 2000/2001 from Data Services Unit. Consultation between the Districts and the Surgical Access Team is currently being undertaken. A submission will be prepared for the General Manager, Health Services to approve the final 2000/2001 elective surgery budget adjustments for Districts.

PERFORMANCE REPORTING

WAITING LIST

- The **total number** of patients on the waiting lists at the reporting hospitals increased from 38,355 at 1 October 2001 to 38,357 at 1 November 2001 (2 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 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 Sep 1999	1,408	44	3.1%	9,870	1,123	11.4%	27,534	7,689	27.9%	38,812
1 Oct 1999	1,468	42	2.9%	9,604	946	9.9%	27,520	7,864	28.6%	38,592
1 Nov 1999	1,445	50	3.5%	9,614	843	8.8%	27,621	7,936	28.7%	38,680
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 Sep 2000	1,838	82	4.5%	10,458	1,118	10.7%	27,822	9,187	33.0%	40,118
1 Oct 2000	1,749	83	4.7%	10,615	1,250	11.8%	27,650	9,316	33.7%	40,014
1 Nov 2000	2,037	70	3.4%	10,706	1,371	12.8%	27,296	9,410	34.5%	40,039
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 Sep 2001	2,017	121	6.0%	10,762	1,518	14.1%	26,028	9,761	37.5%	38,807
1 Oct 2001	1,979	90	4.5%	10,783	1,363	12.6%	25,593	9,522	37.2%	38,355
1 Nov 2001	2,136	81	3.8%	10,842	1,257	11.6%	25,379	9,489	37.4%	38,357

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 November 2001, the number of 'long wait' Category 1 patients on elective surgery waiting lists was 81 (3.8%). This figure was a decrease of 9 patients from the 90 'long wait' cases (4.5%) reported at 1 October 2001. A total of three (3) hospitals reported in excess of 5% 'long waits'.

Hospital	Category 1	
	Number of 'long waits'	Percent 'long waits'
Gold Coast Hospital	13	6.3%
Princess Alexandra Hospital	32	12.3%
The Townsville Hospital	9	5.1%

Category 2

- At 1 November 2001, the number of 'long wait' Category 2 patients on elective surgery waiting lists was 1,257 (11.6%). This is a decrease of 106 patients from that reported at 1 October 2001 – 1,363 (12.6%). This compares with 12.8% 'long wait' Category 2 patients at 1 November 2000. A total of twelve (12) facilities reported 'long wait' patients in excess of the 5% benchmark.
- The following table compares the Category 2 census data for the 12 hospitals for 1 November 2001 and 1 November 2000.

Hospital	Category 2 – 1 November 2001		Category 2 – 1 November 2000	
	Percent 'long waits'	Number of 'long waits'	Percent 'long waits'	Number of 'long waits'
Caloundra Hospital	7.0%	7	N/A	N/A
Gold Coast Hospital	24.9%	240	15.2%	130
Hervey Bay Hospital	10.9%	12	0.0%	0
Innisfail Hospital	14.3%	1	16.7%	1
Mackay Base Hospital	16.8%	34	23.7%	64
Mater Childrens	5.4%	6	2.6%	4
Mt Isa Hospital	36.1%	43	0.0%	0
Nambour Hospital	9.1%	69	17.6%	144
Princess Alexandra Hospital	22.0%	303	13.4%	153
Royal Brisbane Hospital	23.6%	322	27.6%	420
The Townsville Hospital	7.4%	59	12.0%	90
Toowoomba Hospital	8.4%	25	24.2%	111

- The largest increases in the number of 'long wait' Category 2 patients from 1 October 2001 to 1 November 2001 was reported by Mt Isa Hospital (+17) and The Prince Charles Hospital (+12).

Category 3

- At 1 November 2001, the proportion of Category 3 patients waiting longer than one year for surgery was 37.4% (9,489 patients). This compares with 9,522 patients (37.2%) waiting longer than one year at 1 October 2001 and 9,410 patients (34.5%) waiting longer than one year at 1 November 2000.

THROUGHPUT

Overall **elective surgery throughput** (Category One, Two and Three) has increased from 9,078 elective surgery admissions in September 2001 to 10,001 in October 2001 (cf. 10,093 in October 2000). 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 1.5%** (581 admissions) on the throughput recorded for the same period of 2000/2001 and **down by 2.5%** (-995) on the throughput recorded for 1999/2000.

1998/1999	1999/2000	2000/2001	2001/2002
41,703	40,362	38,786	39,367

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

Emergency Department Site Visits

- As approved in the Emergency Services Strategy Plan of Action 2001-2002, site visits have begun for 2001/02. Members of SAT visited the Toowoomba Hospital Emergency Department in October to discuss performance issues. Toowoomba Emergency Department's excellent performance with respect to waiting times, access block and data quality was recognised. Issues relating to zonal clinical coordination and the aero-retrievals data collection were discussed.

Emergency Department Enhancement Projects

- District submissions for emergency department enhancement projects were collected and collated.
- As per the plan approved by the General Manager, Health Services, funding was allocated to projects to assist in addressing emergency department waiting times and access block.
- \$182,550 of the available \$400,000 was allocated in the first round of submissions.
- Memoranda were sent to district managers and directors of emergency departments to inform them of approved projects and funding allocations.

Emergency Department Senior Nursing Education

- District submissions for the education of senior emergency department nurses to assist in addressing emergency department waiting times were collected and collated.
- As per the plan approved by the General Manager, Health Services, \$3,000 was allocated to each of 20 emergency departments for education of senior emergency department nurses.
- Memoranda were sent to district managers and nurse practice coordinators of emergency departments to inform them of approved funding allocations.

Emergency Department Staffing

- On the request of the A/Team Leader, Health Funding and Systems Development Unit, a discussion document addressing emergency department staffing was prepared for the Deputy Director-General (Policy and Outcomes) to act as the basis for a possible funding proposal for Emergency Departments in 2002/03.

Elective Surgery

State-wide Purchasing and Standardisation of Surgical Prostheses

- The Clinical Advisory Panel – Orthopaedics met on 23 October 2001. The panel identified that limited data available on current trends in prosthetic usage remains a critical issue pertaining to the selection criteria process. The project officer will obtain information from the AOA National Joint Replacement Registry to assist with the analysis process.
- The Clinical Advisory Panel for Vascular Surgery met on 30 October 2001. The panel has requested that the project team conduct a survey of all Queensland Vascular Surgeons that will highlight the clinical rationale for the selection of prostheses, by surgeon by procedure.
- Negotiations (regarding state-wide pricing for prosthetics) have been completed between Purchasing and Logistics and the company suppliers for knee and hip implants as of 19/10/2001. Purchasing and Logistics are now waiting for the company submissions to be received. This process will roll out for Vascular, Ophthalmology and Cardiac surgery.

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 October 2001 compared to October 2000. Preliminary performance data shows some improvement from the previous month.

Percentage of patients seen within ACEM recommended times -				
	October 2001 (preliminary)	September 2001	October 2000	Target
NTS 1	99%	100%	98%	100%
NTS 2	70%	68%	71%	80%
NTS 3	55%	56%	59%	75%
NTS 4	60%	59%	67%	70%
NTS 5	75%	80%	87%	70%

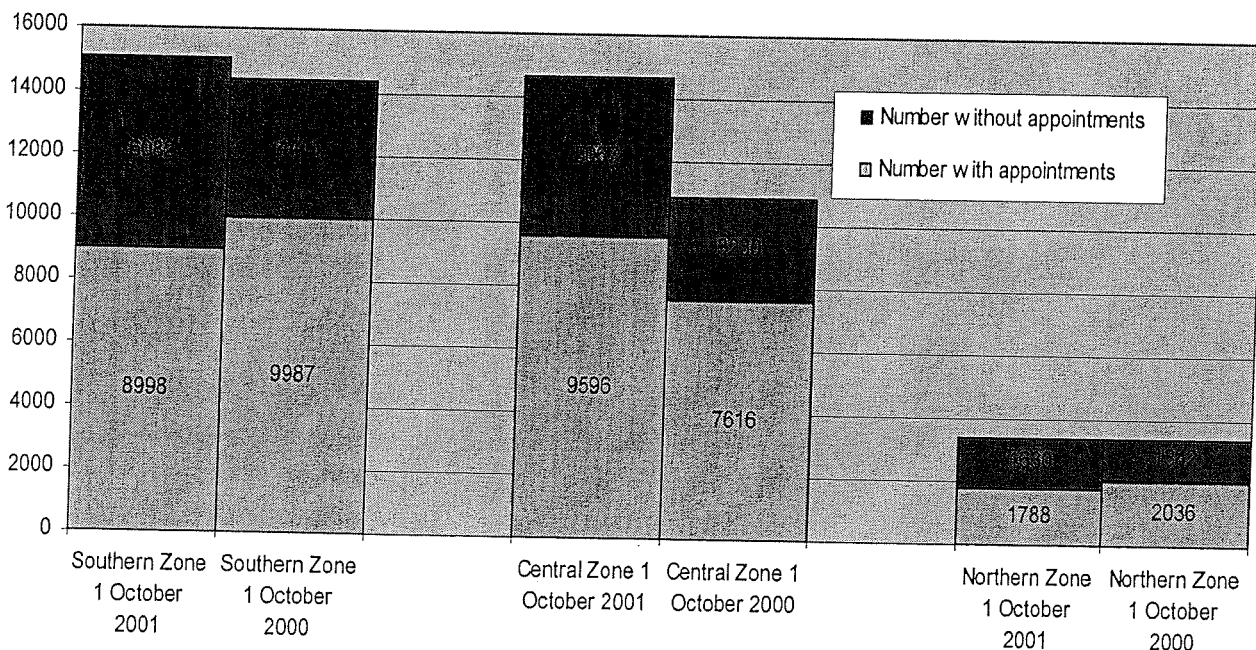
Note:

- Red indicates below target
- Rockhampton Hospital's data has not been received.

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 October 2001 in comparison to 1 October 2000.



HEALTH SYSTEM DEVELOPMENT

Emergency Departments

EDIS Implementation

- The Surgical Access Team met with the Manager, Business Application Services (BAS) to finalise the project plan for the implementation of the Emergency Department Information System at Townsville, Rockhampton, Gold Coast and Princess Alexandra Hospitals.
- Business Application Services have advised that uncertainty still remains as to which version of EDIS (Oracle/SQL or OMNIS) will be rolled out across the State. BAS further advised that the preferred option from a corporate perspective would be to implement the Oracle/SQL version into the 4 sites. No rollout timeframes could be provided at this stage due to ongoing negotiations with the vendor.

SAT Reporting Database

- With the exception of Townsville Hospital, all elective surgery-reporting hospitals are now automatically transferring unit-record-level elective surgery data from the Elective Admissions Management module on a daily basis to the Surgical Access Team data warehouse at CITEC. Problems with automatic data transfer from Townsville Hospital are currently being investigated by iSOFT.
- The Surgical Access Team met with Business Application Services to plan the state-wide roll out of this database to all Elective Surgery Coordinators (ESC's) using thin-client (citrix) technology. The Surgical Access Team plan to have this information available to all ESC's by 1 January 2001.

Outpatient Departments

The **Specialist Outpatient Advisory Committee** met on 15 October 2001. The major outcomes from this meeting included:

- The Surgical Access Team advised the committee that one of the major tasks of this group will be the development of State-wide policies for both the administrative and clinical management of Specialist Outpatient Clinics. The Surgical Access Team provided the committee with an overview of the Government's pre-election commitment to develop a strengthened coordination role for the Surgical Access Team.
- The committee were asked to collate relevant outpatient policy documents that currently exist in Queensland and report back at the next meeting.
- The Surgical Access Team advised the group of Commonwealth reporting requirements that Queensland Health will need to comply with by 2003 as part of the signing of the Australian Health Care Agreement. The Commonwealth has not yet devised the minimum data set although it was apparent that the mandatory reporting of waiting time data was inevitable.
- The Surgical Access Team requested that the committee play a role in predicting the data items the Commonwealth will request from the States and assist in developing the tools to collect this information.

HOSPITAL SUPPORT AND LIAISON

- The **Medical Superintendents Advisory Committee** meeting was held 12th October 2001. Some of the major issues addressed at this meeting included :
 - The Committee requested information regarding medical indemnity for specialists when public patients are seen in private room. Nigel Cumberland, Manager, Employment Relations and Strategies Unit reported to the Committee that discussions were currently being held between the General Manager, Health Services and the Australian Medical Association (AMA) in relation to this issue.
 - Ms Bronwyn Nardi and Ms Chris Keech, Organisational Improvement Unit, provided the committee with information on the current status of the Medical Rostering project. It was stressed that medical leadership was critical to the success of this project and a request was made that representatives from this committee be part of a reference group to oversee this project.
 - Dr Amanda Lee, Statewide Health Promotion Unit and Dr Susan Ash, Deputy Director, Nutrition & Operational Support Service Services, Princess Alexandra Hospital presented statistical data and current information on programs in place in primary and secondary prevention of overweight and obesity within Queensland public health services and across Australia.
- The **Elective Surgery Coordinators** did not meet in October 2001. A combined meeting/workshop has been scheduled for 8th and 9th November 2001.
 - A site visit was undertaken to Princess Alexandra Hospital to meet with Elective Surgery Coordinator. During October, a Level 3 Clinical Nurse was appointed to work with the Elective Surgery Coordinator to assist with strategies addressing the management of 'long wait' Category 1 and 2 patients.
 - The result of a survey undertaken by 13 Elective Surgery reporting hospitals to identify source of referrals for new patients accessing public specialist outpatient department clinics were collated and have been forwarded to Dr John Youngman, General Manager, Health Services and to the Queensland Division of General Practice.

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	1,497	3.0%	10,140	11.0%	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
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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
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Note: Noosa Hospital reported separately from 1 March 2000 and Robina Hospital reported separately from 1 May 2000.