



Queensland
Government
Queensland Health

surgical access service

WAITING LIST REDUCTION STRATEGY

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

October 2002

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

1. MANAGEMENT ISSUES

COMMUNICATION

- The Surgical Access Service provided a number of briefings and submissions throughout October to the Office of the Director-General and General Manager, Health Services (GMHS) including:
 - A briefing to the GMHS relating to the base elective surgery targets at Fraser Coast Health Service District;
 - A submission to the GMHS seeking approval to make the final elective surgery funding adjustments for the 2001/2002 financial year;
 - A briefing to the GMHS outlining the likely effects associated with the cessation of the \$10.0M non-recurrent elective surgery funds provided to Districts in 2001/2002 and 2002/2003;
 - A briefing to the GMHS on the current status of the Emergency Department Information System (EDIS) project.
- The Surgical Access Service provided a number of briefings throughout October to the Office of the Minister for Health including:
 - A briefing to provide information on local hospital waiting lists for the Minister's visit to Sunshine Coast District Health Service;
 - A briefing to provide information on the status of local hospital waiting lists, including comments on significant changes compared to the same quarter of previous 12 months, within the electoral district of Redlands;
 - A briefing to provide information on the status of local hospital waiting lists, including comment on significant changes compared to the same quarter of previous 12 months, within the electoral districts of Ipswich, Ipswich West, Bundamba, Lockyer & Mt Ommaney;
 - A briefing to provide information on local hospital waiting lists for the Minister's visit to the Mackay Health Service District.
- The Surgical Access Service prepared a response to a FOI request (no.1351) for all documentation relating to activity levels in Queensland emergency departments.
- The Surgical Access Service prepared a response to a FOI request (no.1357) for all documentation relating to cancellations and postponements of elective surgery at Royal Brisbane Hospital since 1 June 2002.
- A Question on Notice was prepared on behalf of the Office of the Minister for Health addressing the question put forward by Miss Fiona Simpson relating to the allocation of the \$2.0M for additional medical staff in Queensland emergency departments.
- A Question on Notice was prepared on behalf of the Office of the Minister for Health addressing the question put forward by Miss Fiona Simpson regarding Queensland Health's policy on the referral of patients to other hospitals.
- The Surgical Access Team published the quarterly *Elective Surgery Waiting List Report* on both the Queensland Health Internet and Intranet sites. This report is the eighteenth issued by Queensland Health since the Government introduced its *Waiting List Reduction Strategy* in July 1998.

CONSULTATION

- The **Medical Superintendent's Advisory Committee** met on 11th October 2002.
- The **Elective Surgery Coordinators** met on 18th October 2002.
- The **Specialist Outpatient Advisory Committee** met on 4th and 25th October 2002.

2. FUNDING & INCENTIVES

END OF YEAR (2001/02) RECONCILIATION

- ▶ Following the finalisation of all morbidity coding from 2001/2002 by Data Services Unit (DSU), the Surgical Access Service has made final adjustments for elective surgery payments against the agreed targets.
- ▶ Additional payments of \$1,766,039 was made to Districts while \$5,747,701 was withdrawn from Districts for failing to achieve elective surgery activity targets. The GMHS approved these adjustments for 2001/2002 and individual Districts were advised of their performance against their agreed targets.
- ▶ The GMHS has allowed Districts a period of two weeks to provide justification as to why funding should not be withdrawn for failing to meet their elective surgery target in 2001/2002.

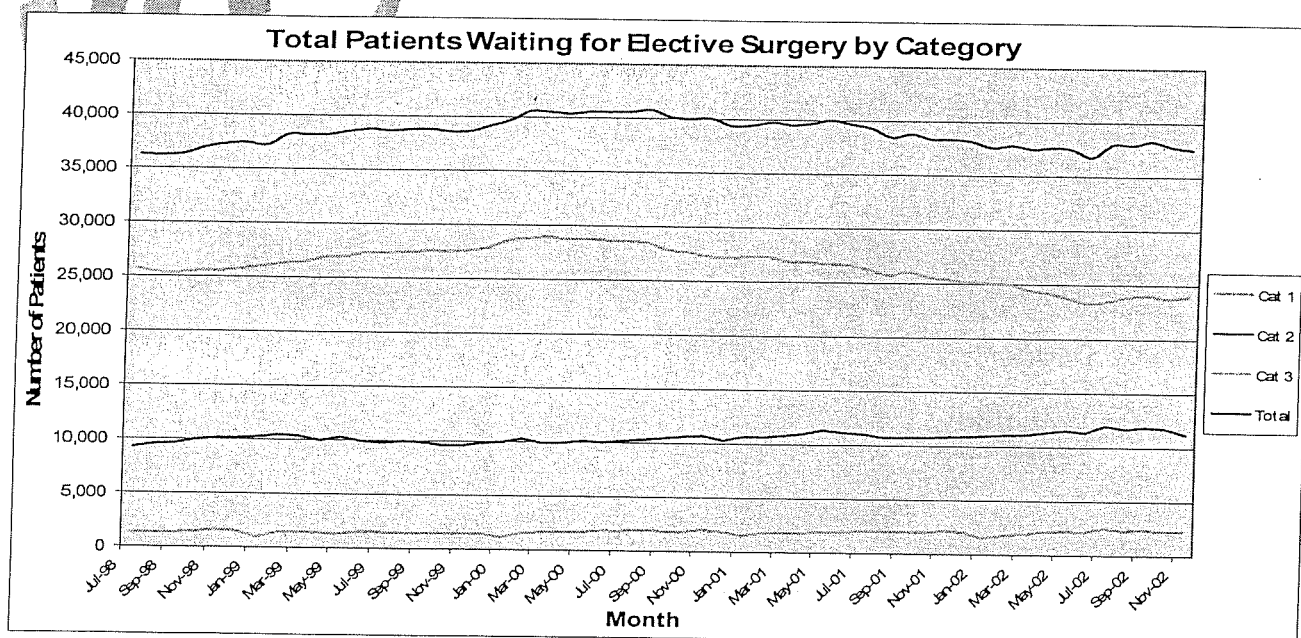
TARGETED FUNDING

- ▶ The Surgical Access Service met with the Manager, Southern Zone to discuss the submission from the Princess Alexandra Hospital outlining a proposal to provide an ongoing vascular surgery service for Districts within the Southern Zone. The outcome of this meeting was that the Manager, Southern Zone, requested further analysis on this proposal prior to a recommendation being forward to the GMHS.

3. PERFORMANCE REPORTING

WAITING LIST

The **total number** of patients on the waiting lists at the reporting hospitals decreased from 37,772 at 1 October 2002 to 37,531 at 1 November 2002 (241 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 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 Nov 1998	1,621	44	2.7%	10,109	1,549	15.8%	25,557	7,196	28.2%	37,287
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 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 Nov 1999	1,445	50	3.5%	9,614	843	8.8%	27,621	7,936	28.7%	38,680
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 Nov 2000	2,037	70	3.4%	10,706	1,371	12.8%	27,296	9,410	34.5%	40,039
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 Nov 2001	2,136	81	3.8%	10,842	1,257	11.6%	25,379	9,489	37.4%	38,357
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
1 Oct 2002	2,275	107	4.7%	11,760	1,996	17.0%	23,737	8,841	37.2%	37,772
1 Nov 2002	2,323	57	2.5%	11,243	1,725	15.3%	23,965	8,942	37.3%	37,531

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

Category 1

- At 1 November 2002, the number of 'long wait' Category 1 patients on elective surgery waiting lists was 57 (2.5%). This figure is a decrease of 50 patients from the 107 'long wait' cases (4.7%) reported at 1 October 2002. A total of three (3) hospitals reported in excess of 5% 'long waits'.

Hospital	Category 1	
	Number 'long waits'	Percent 'long waits'
Atherton Hospital	1	16.7%
Bundaberg Hospital	3	7.3%
Gladstone Hospital	2	28.6%

Category 2

- At 1 November 2002, the number of 'long wait' Category 2 patients on elective surgery waiting lists was 1,725 (15.3%). This is a decrease of 271 patients from the 1,996 (17.0%) 'long waits' reported at 1 October 2002. This compares with 1,257 (11.6%) 'long wait' Category 2 patients at 1 November 2001. A total of nineteen (19) facilities reported 'long wait' patients in excess of the 5% benchmark.

Hospital	Category 2 – 1 November 2002		Category 2 – 1 November 2001	
	Number 'long waits'	Percent 'long waits'	Number 'long waits'	Percent 'long waits'
Bundaberg Hospital	113	34.2%	7	4.3%
Gladstone Hospital	4	11.8%	0	0.0%
Gold Coast Hospital	283	21.2%	240	24.9%
Gympie Hospital	19	47.5%	0	0.0%
Hervey Bay Hospital	49	30.2%	12	10.9%
Kingaroy Hospital	2	28.6%	0	0.0%
Mackay Base Hospital	35	17.2%	34	16.8%
Maryborough Hospital	19	13.4%	4	4.3%
Mater Adults Hospital	25	5.5%	15	3.8%
Mater Childrens Hospital	5	6.2%	6	5.4%
Mt Isa Hospital	5	8.8%	43	36.1%
Nambour Hospital	292	40.7%	69	9.1%
Noosa Hospital	14	5.3%	12	4.2%
Princess Alexandra Hospital	99	9.4%	303	22.0%
QEII Hospital	41	9.0%	4	1.0%
Redcliffe Hospital	36	12.7%	6	2.3%
Rockhampton Hospital	14	6.1%	4	2.5%
Royal Brisbane Hospital	373	27.1%	322	23.6%
The Townsville Hospital	188	27.3%	59	7.4%

Category 3

- At 1 November 2002, the number of 'long wait' Category 3 patients on elective surgery waiting lists was 8,942 (37.3%). This figure is an increase of 101 patients from the 8,841 cases (37.2%) waiting longer than one year at 1 October 2002. This compares with 9,489 (37.4%) 'long wait' Category 3 patients at 1 November 2001.

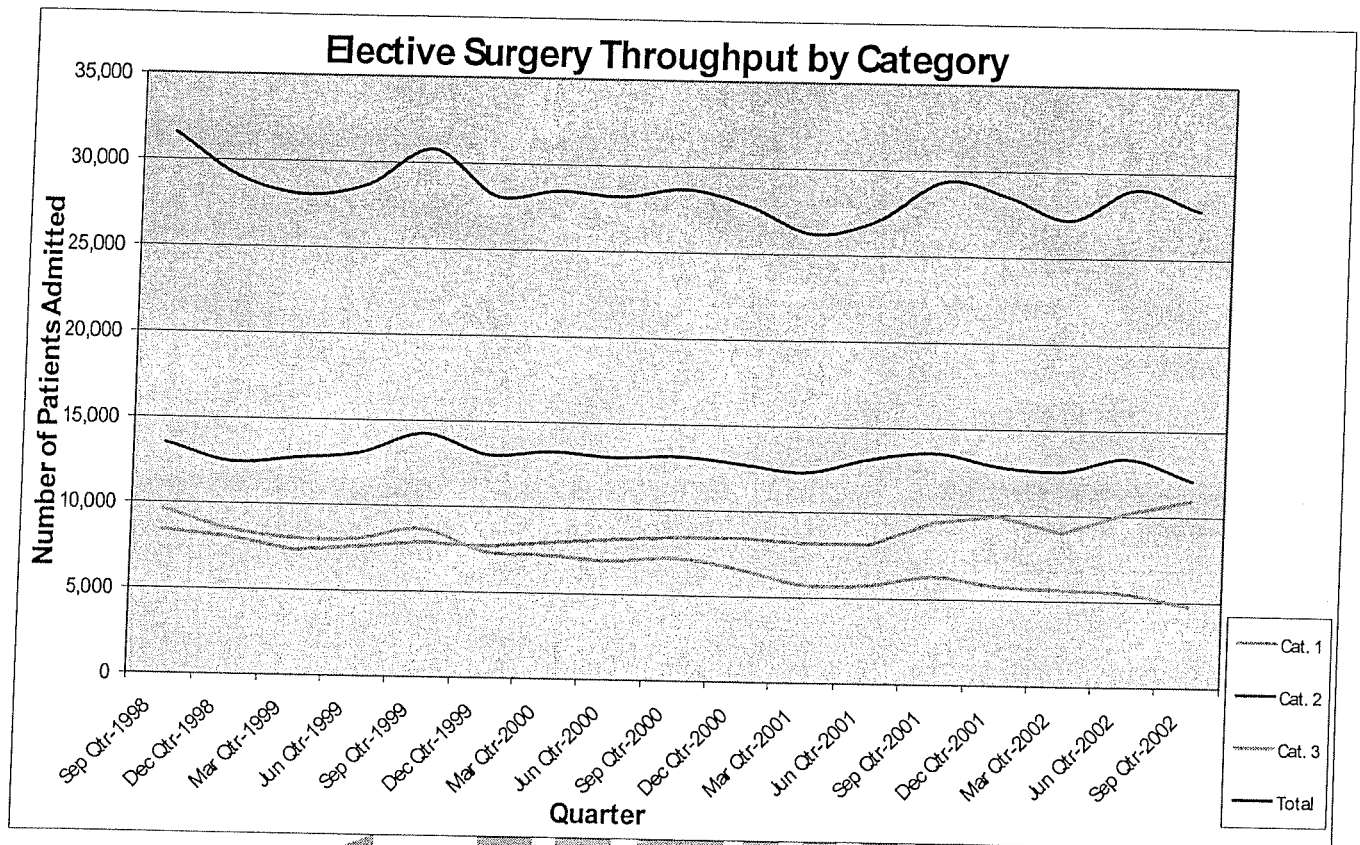
THROUGHPUT

Overall **elective surgery throughput** (Category One, Two and Three) has increased from 9,623 elective surgery admissions in September 2002 to 10,667 in October 2002 (cf. 10,001 in October 2001). Overall elective surgery throughput for the 2002/2003 financial year compared with previous financial years is included in the following table. Throughput for the 2002/2003 financial year is **down by 2.2%** (-875 admissions) on the throughput recorded for 2001/2002 and **down by 0.8%** (-294 admissions) on the throughput recorded for 2000/2001.

	1997/1998	1998/1999	1999/2000	2000/2001	2001/2002	2002/2003
Private	8,355	8,311	7,735	6,851	6,216	5,791
Public	30,515	33,392	32,627	31,935	33,151	32,701
Total	38,870	41,703	40,362	38,786	39,367	38,492

Note: Elective admissions data reported via the Elective Admissions Module (EAM) should be considered preliminary. EAM cannot provide weighted separations.

The Queensland Health Admitted Patient Data Collection (QHAPDC) provides final weighted separation data.



4. CLINICAL BEST PRACTICE

1. Benchmarking

2. Emergency Department Waiting Times

- Preliminary waiting time performance data indicates a decline in performance in ATS Categories 1, 2, 4 and 5, in October 2002 compared to October 2001. Preliminary data shows a significant improvement in performance from the previous month.

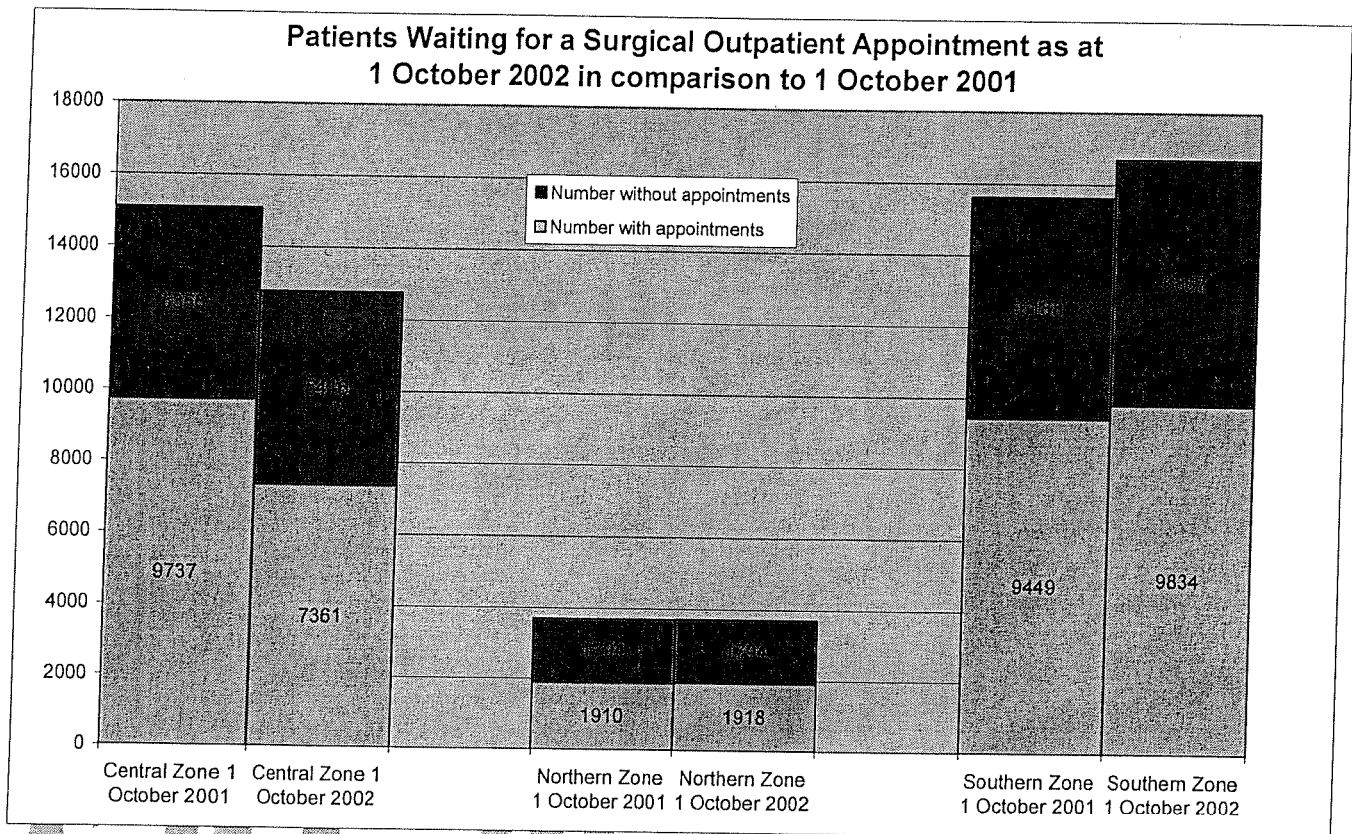
Percentage of patients seen within ACEM recommended times				
	October 2002 ¹ (preliminary)	September 2001 ¹	October 2001	Target ²
ATS-1	98%	99%	99%	100%
ATS-2	69%	68%	71%	80%
ATS-3	58%	48%	55%	75%
ATS-4	57%	50%	60%	70%
ATS-5	81%	76%	83%	70%

Notes:

- Gold Coast Hospital did not supply waiting times data for October or September 2002 due to EDIS upgrade technical problems. Last available figures (May 2002) were used.
- Red indicates 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.



5. HEALTH SYSTEM DEVELOPMENT

1. Emergency Departments

EDIS Implementation

- ▶ The Surgical Access Service provided a briefing to the General Manager (Health Services) outlining the issues pertaining to the continued rollout of HASS EDIS into the top 20 emergency departments across the State.
- ▶ The major issue currently impacting upon this project is the significant increases in both capital and recurrent costs that have been identified by Information Services Branch to enable the resilient deployment of this system via the CITRIX platform. The issue of Districts paying for the recurrent costs associated with the infrastructure component will be progressed through the GMHS by the Manager, Business Application Services.
- ▶ The General Manager (Health Services) has requested that the Surgical Access Service suspend all project activities and undertake a re-evaluation of the TrakHealth emergency department system as deployed at the Austin Repatriation Hospital in Victoria.

- ▶ The SAS, in consultation with the CIS project team, have organised a one-day workshop in Brisbane on 15 November 2002 to re-evaluate the TrakHealth Emergency department system. Dr Fergus Kerr, Austin Repatriation Hospital, will demonstrate the current version of this product to a number of key Queensland Health emergency department staff.
- ▶ Outcomes from this evaluation workshop will assist in determining the long-term viability of the proposed statewide rollout of the HASS EDIS product.

Service Management Agreement

- ▶ The Surgical Access Team is currently negotiating a Service Management Agreement (SMA) with Information Services for the systems management of both the HASS EDIS and ORMIS products along with the maintenance of the Elective Surgery Executive Information System (EIS).
- ▶ It is envisaged that this SMA will be signed-off by the relevant parties by late November 2002.

KPMG Systems Audit - ORMIS

- ▶ The Surgical Access Service prepared a detailed response to the ORMIS system management audit conducted by KPMG in August 2002. This response has been provided to the Audit and Operational Review Branch for their consideration.

6. HOSPITAL SUPPORT AND LIAISON

1. Medical Superintendents Advisory Committee

The Medical Superintendents Advisory Committee (MSAC) met on the 11th October 2002. The major issues covered at this meeting include:

- ▶ Feedback from the General Manager (Health Services) (through Dr Mark Mattiussi) about the Medical Superintendents Issues Paper on elective surgery funding.
- ▶ An overview provided by Dr Michael Catchpole (Principle Medical Adviser) about the requirements for the 2003 Overseas RMO Recruitment Campaign.

2. Elective Surgery Coordinators

The Elective Surgery Coordinators Group met on the 18th October 2002. The major issues covered at this meeting include:

- ▶ Continuation of the position description review for Elective Surgery Coordinators, by reflecting the evolving roles and expectations of the position.
- ▶ Presentation of a project update by working group members involved in the Clinical Information System (CIS) Project.
- ▶ Participation in a focus group activity to review the major issues identified during Policy Development site visits, commencing with examining current work practices and determining appropriate standards.

3. Specialist Outpatients Advisory Committee

The Specialist Outpatients Advisory Committee met on the 5th September 2002. The major outcomes from this meeting include:

- ▶ The Terms of Reference were endorsed by the Committee, and will be forwarded to the Manager, Surgical Access Service for ratification.
- ▶ Approval of a Project Officer position to analyse options for the implementation of a statewide non-admitted patient data collection system, and to enable Queensland Health to meet reporting obligations under the Australian Health Care Agreement.
- ▶ Further review of the proposed minimum data set, which will be overseen by the Surgical Access Service in liaison with the appointed Project Officer.
- ▶ Discussion by Dr Beverley Coyne (Medical Adviser to the Surgical Access Service) regarding the status of ophthalmology services in Queensland, in particular opportunities for focusing on cataract procedures and reviewing work practices related to waiting lists in the Outpatient and Elective Surgery arenas.
- ▶ Presentation by Ms Jo Broadbent, Clinical Information System (CIS) Project about the status of the project, including the development of standardised letters, reports and code tables by the Outpatient Module working group.
- ▶ Participation in a focus group activity to review the major issues identified during Policy Development site visits. The committee examined current work practices, appropriate standards, leave management (medical staff), referral letters, waiting list placements, and actions to address 'fail to attend', deferment, and cancellations.

4. Policy Development

- ▶ Fortnightly focus group meetings are assisting the formatting and determination of policy principles, with the groups currently working through the data collected during site visits.
- ▶ The first draft of policy documents is expected to be completed by end December 2002.

ATTACHMENT

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 Sep 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
1 Aug 2002	2,306	11.2%	11,704	15.6%	23,910	37.4%	37,920
1 Sep 2002	2,384	7.7%	11,889	16.0%	23,994	37.4%	38,267
1 Oct 2002	2,275	4.7%	11,760	17.0%	23,737	37.2%	37,772
1 Nov 2002	2,323	2.5%	11,243	15.3%	23,965	37.3%	37,531

SAT, Manager