

Cabinet in Confidence



Queensland  
Government  
Queensland Health

surgical access team

# WAITING LIST REDUCTION STRATEGY

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

*September 2001*

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

# MANAGEMENT ISSUES

## COMMUNICATIONS

- The Surgical Access Team presented at the Queensland Emergency Nurses Association (QENA) Annual Conference held on 19-21 September 2001 at the Noosa Lakes Resort. The Surgical Access Team provided this forum with an overview of the Emergency Services Strategy along with some of the major issues impacting upon the Statewide performance of emergency departments.
- The Surgical Access Team met with the Director of Emergency Medicine, Logan Hospital, to assist in identifying the major issues impacting upon the performance of the Logan Hospital Emergency Department. The visit proved very fruitful and there is an expectation that waiting times will improve. These emergency department visits will continue throughout 2001/02.
- The Surgical Access Team has established an intranet site with the 'go-live' occurring during September 2001. The development of an internet site is continuing in conjunction with both Queensland Health Electronic Publishing Service (QHEPS) and Development Services.
- The Operating Theatre Review Working Party did not convene during September. A member of the Surgical Access Team in conjunction with Dr Buckland has visited eight facilities in south-east Queensland to discuss barriers to efficiency in operating theatres and surgical processes. A further four facilities are to be visited during October 2001. The Surgical Access Team has continued to progress reporting and standardisation issues regarding the Operating Room information systems.

## CONSULTATION

- The **Medical Superintendent's Advisory Committee** did not convene in September.
- The **Elective Surgery Coordinators** convened on 21 September 2001.
- The **Operating Theatre Review Working Party** did not meet in September.

## FUNDING & INCENTIVES

- The Surgical Access Team has advised Districts of the Surgical Targets for the 2001/02 Financial Year. The Surgical Access Team has negotiated additional surgical activity targets associated with zonal growth allocations. Districts will be advised during October of the additional activity targets.
- 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 Rockhampton, Bayside, Princess Alexandra, Logan, Gympie, Fraser Coast, Tablelands, Sunshine Coast, Mackay, South Burnett, Bundaberg, Mt Isa, QEII, Redcliffe and Gold Coast.
- An amount of \$466,101 has been transferred to Districts during the month to purchase additional equipment as part of the Emergency Services Strategy to improve waiting times in Emergency Departments.

# PERFORMANCE REPORTING

## WAITING LIST

The total number of patients on the waiting lists at the reporting hospitals decreased from 38,807 at 1 September 2001 to 38,355 at 1 October 2001 (-452 patients).

Reporting Date	Category One		Category Two		Category Three		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 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 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 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

Note: Noosa Hospital reported separately from 1 July 2000.

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

### Category 1

- As at 1 October 2001, the number of 'long wait' Category 1 patients on elective surgery waiting lists was 90 (4.5%). This figure was a decrease of 31 patients from the 121 'long wait' cases (6.0%) reported at 1 September 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	6.2%
Mt Isa Hospital	2	18.2%
Princess Alexandra Hospital	56	20.2%

**Category 2**

- At 1 October 2001, the number of 'long wait' Category 2 patients on elective surgery waiting lists was 1,363 (12.6%). This is a decrease of 155 patients from that reported at 1 September 2001 – 1,518 (14.1%). This compares with 11.8% 'long wait' Category 2 patients at 1 October 2000.
- A total of fourteen (14) facilities reported 'long wait' patients in excess of the 5% benchmark.

Hospital	Category 2 – 1 October 2001		Category 2 – 1 October 2000	
	Percent 'long waits'	Number of 'long waits'	Percent 'long waits'	Number of 'long waits'
Caloundra Hospital	7.4%	8	N/A	N/A
Gold Coast Hospital	25.2%	240	12.4%	103
Hervey Bay Hospital	17.0%	17	1.7%	1
Kingaroy Hospital	12.5%	1	0.0%	0
Mackay Base Hospital	16.0%	29	20.5%	53
Maryborough Hospital	5.3%	5	0.0%	0
Mt Isa Hospital	18.6%	26	1.0%	1
Nambour Hospital	15.1%	114	19.9%	167
Noosa Hospital	12.3%	38	8.0%	17
Princess Alexandra Hospital	27.4%	342	15.6%	175
Redland Hospital	5.2%	7	0.0%	0
Royal Brisbane Hospital	24.5%	335	24.0%	362
The Townsville Hospital	9.0%	69	10.5%	70
Toowoomba Hospital	7.9%	24	23.9%	112

- The largest increases in the number of 'long wait' Category 2 patients from 1 September 2001 to 1 October 2001 was reported by Royal Brisbane Hospital (+47) and Mt Isa Hospital (+23).

**Category 3**

- At 1 October 2001, the proportion of Category 3 patients waiting longer than one year for surgery was 37.2% (9,522 patients). This compares with 9,761 patients (37.5%) waiting longer than one year at 1 September 2001 and 9,316 patients (33.7%) waiting longer than one year at 1 October 2000.

**THROUGHPUT**

Overall elective surgery throughput (Category One, Two and Three) has decreased from 10,295 elective surgery admissions in August 2001 to 9,078 in September 2001 (cf. 9,226 in September 2000). Overall elective surgery throughput for the 2001/2002 financial year to date compared with the same period of 1999/2000 and 1998/1999 is included in the following table. Throughput for the 2001/2002 financial year to date is **up by 2.3%** (673 admissions) on the throughput recorded for the same period of 2000/2001 and down by **4.6%** (-1,429) on the throughput recorded for 1999/2000.

1998/1999	1999/2000	2000/2001	2001/2002
31,553	30,795	28,693	29,366

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

### 1. *Emergency Department Site Visits*

- As approved in the Emergency Services Strategy Plan of Action 2001-2002, a site visit was conducted in the Logan Hospital Emergency Department. Performance relating to waiting times access block and data quality was addressed.

### 2. *Emergency Department Medical Equipment*

- District submissions for the purchase of medical equipment to assist in addressing emergency department waiting times and access block were collected and collated.
- A submission was prepared for and approved by the General Manager, Health Services, releasing \$466,101 from Emergency Services Strategy funds for the purchase of equipment.
- Memoranda were sent to district managers and directors of emergency departments to inform them of approved purchases.

### 3. *Emergency Nursing Education Project*

- Recruitment and selection procedures were completed for the position of Project Officer for implementation phase of the Emergency Nursing Education Program.

## Elective Surgery

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

- Chairmanship for Clinical Advisory Panel meetings has been accepted by Dr C. Elmes
- Clinical Advisory Panels have been appointed.
- Initial combined Clinical Advisory Panel meeting held 25/9/2001 – attendance relatively poor.
- Negotiations have commenced between Purchasing and Logistics and the company suppliers for knee and hip implants – 26/9/2001

**BENCHMARKING****1. Emergency Department Waiting Times**

- Preliminary waiting time performance data indicates an improved performance in NTS Categories 1, 2 and 3, and a decline in performance in Categories 4 and 5 in September 2001 compared to September 2000. Preliminary performance data shows significant improvement from the previous month.

Percentage of patients seen within ACEM recommended times -				
	September 2001 (preliminary)	August 2001	September 2000	Target
NTS 1	100%	100%	95%	100%
NTS 2	71%	66%	69%	80%
NTS 3	59%	52%	54%	75%
NTS 4	61%	53%	62%	70%
NTS 5	81%	76%	87%	70%

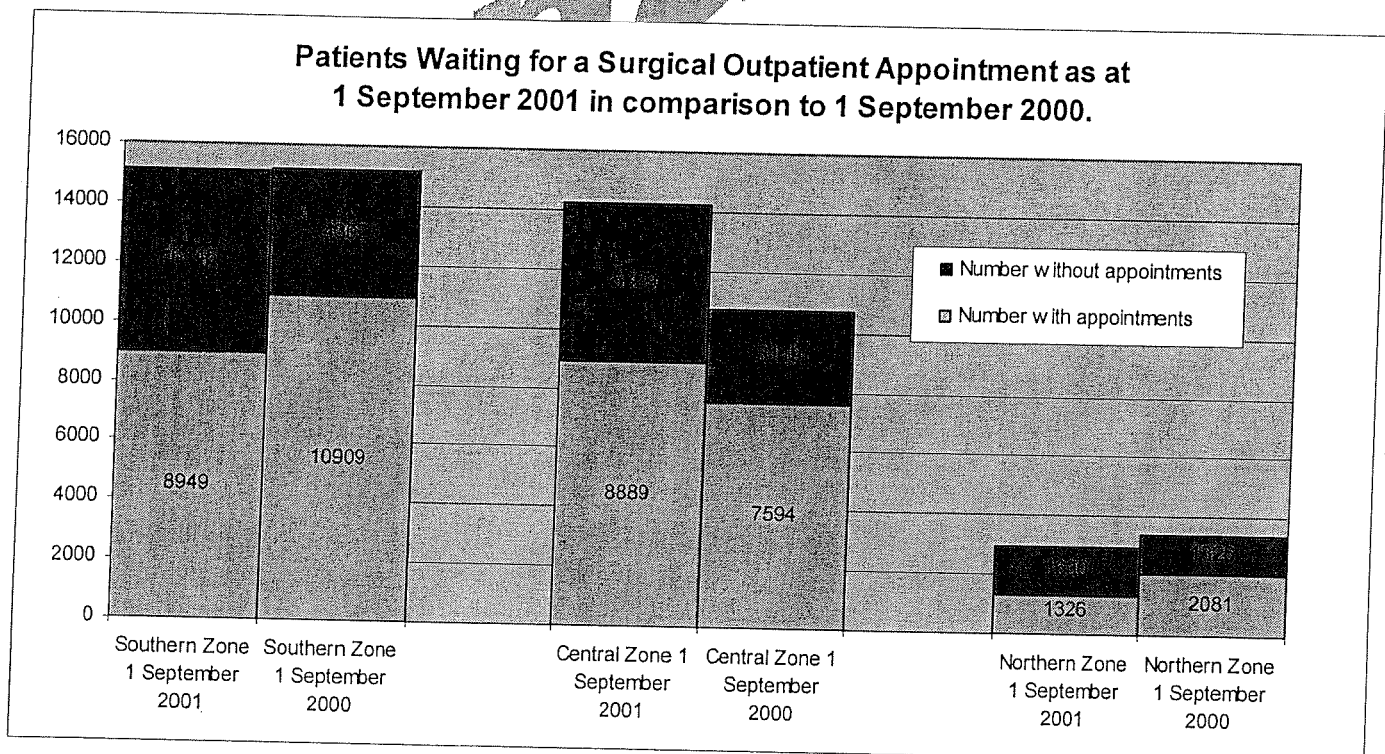
Note:

-Red indicates below target

-Gold Coast and Rockhampton Hospitals' data has not been received.

**2. 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.



# HEALTH SYSTEM DEVELOPMENT

## EMERGENCY DEPARTMENTS

### 1. *EDIS Implementation*

- The Surgical Access Team is awaiting a business case from the Business Application Services Unit outlining the availability and cost of implementing an SQL version of the EDIS product prior to 'rolling out' the existing OMNIS version to the four proposed sites. The advantage in implementing the SQL version into the four sites will be the ability to centrally manage the software within the Queensland Health Information Services environment via a CITRIX server with the potential to migrate the remaining EDIS sites to the SQL version.

### 2. *Emergency Department Module (EMG) Enhancements*

- The Surgical Access Team has coordinated the roll out of the systems enhancements to the HBCIS Emergency Department Module (EMG) in consultation with the Business Application Services Unit. The schedule for the rollout and training has been finalised. The Surgical Access Team will participate in the roll out program.

### 3. *Emergency Department Staffing*

- The Surgical Access Team provided briefings to the Office of the Director-General regarding the current status of medical and nursing staff within the 20 reporting emergency departments. The Director-General requested that staffing numbers be included in the monthly emergency department benchmarking reports.
- The monthly Emergency Department Benchmarking Report provided to the Queensland Health Executive has been modified to include medical and nursing staffing numbers including average weighted attendances.

## OUTPATIENT DEPARTMENTS

### 1. *Specialist Outpatient Advisory Committee*

- Following a request from the General Manager, Health Services to obtain information relating to appropriateness of referrals to Queensland public hospitals, the Surgical Access Team in consultation with the Specialist Outpatient Advisory Committee (SOAC) developed a questionnaire to capture relevant data over a two week period in selected sites.
- A briefing will be provided to the Office of the Director-General following completion of the collection period.



## HOSPITAL SUPPORT AND LIAISON

- A report on the planned reductions of elective surgery activity for 2001/2002 across all reporting hospitals was submitted to the General Manager, Health Services in September. The Surgical Access Team will continue to monitor the number of planned operating theatre closures/elective surgery reductions throughout the State to ensure that adequate measures are applied to ensure that all hospitals reach their elective surgery targets in 2001/02.
- The Medical Superintendents Advisory Committee did not convene in September due to the Medical Superintendents Association Annual Conference being held at The Prince Charles Hospital.
- The Elective Surgery Coordinators met on 21<sup>st</sup> September 2001.
  - The Coordinators at Cairns, Townsville and Rockhampton Hospitals have been actively involved in developing effective management strategies for elective surgery services during their current redevelopment and capital works programs.
  - Discussions were held with the Elective Surgery Coordinators for advice in relation to planning a combined meeting for Elective Surgery Coordinators and Elective Surgery Liaison Officers from the 35 reporting hospital. Following consensus to hold this workshop, a tentative date for the workshop was made for the 8<sup>th</sup> and 9<sup>th</sup> November 2001.
  - A meeting will be held with Business Application Services inviting them to participate in the workshop to address quality management initiatives to ensure effective and efficient use of the current HBCIS and HASS systems to enhance elective surgery services.
- The completion date for the survey requesting the source of new patient referrals to outpatient departments was Friday 28 September 2001. Hospitals have been requested to forward the survey results by 2 October 2001. To date, 9 of the 13 hospitals have responded. Cairns Hospital was unable to participate for the time nominated for the survey due to the relocation of their outpatient department.



**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 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	1,497	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
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

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