

Orthopaedic Outpatients – A workforce strategy that is kicking goals for Queensland

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Background

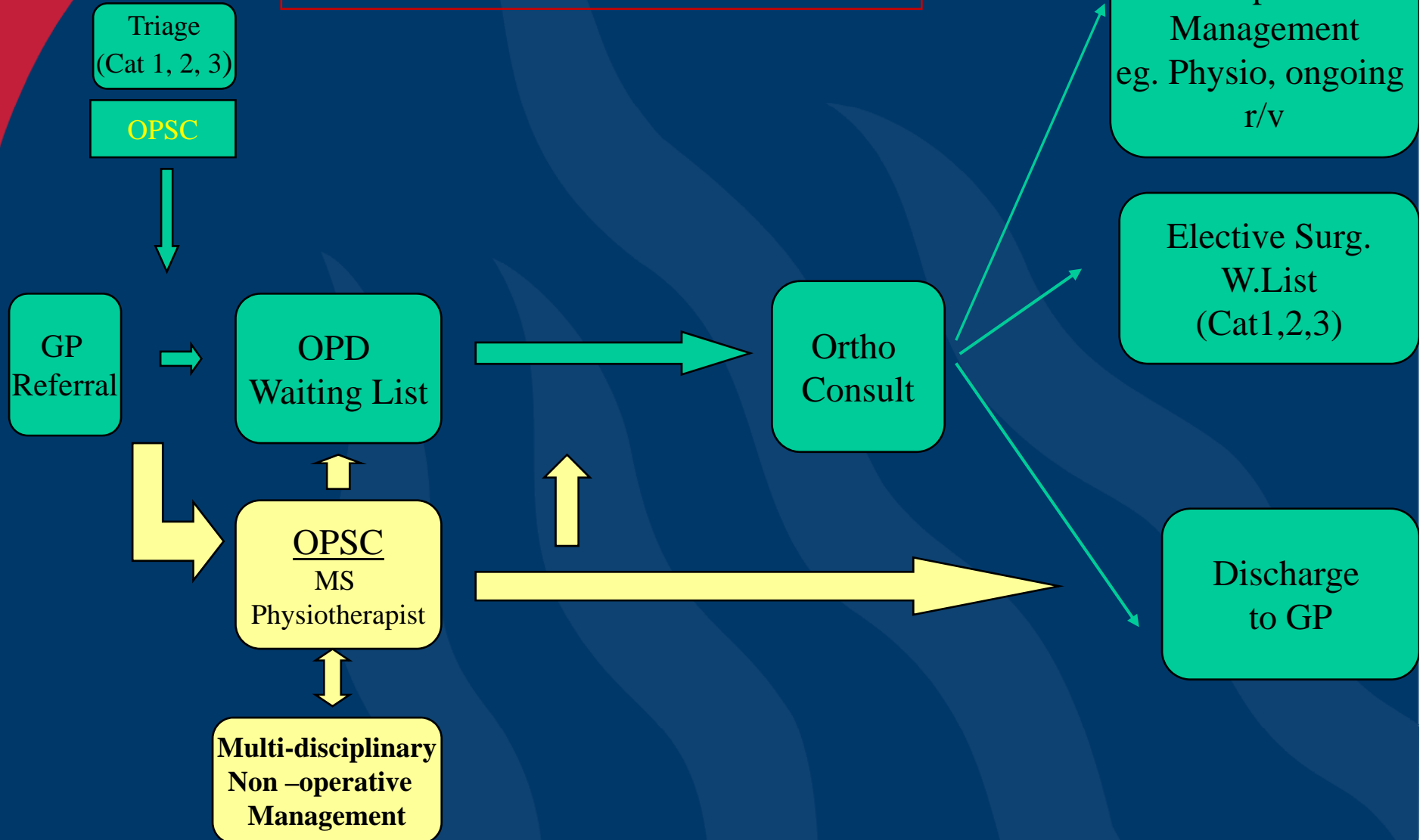


- Orthopaedic waiting lists – patients do not all require surgery
(Weale and Bannister, 1995)
- Low conversion to surgery rates (~10-25%)
(Hourigan and Weatherley, 1995)
- Experienced Physiotherapists can manage
 - up to 60% of referrals, with Consultant support but no direct Consultant intervention
 - Resulting in ↑ conversion rates 25% to 75% & reduction in demand for Ortho clinics by up to 60%
(Byles and Ling 1989, Hourigan and Weatherley 1995)
(Weale and Bannister 1995, Daker-White 1999)
- *Satisfaction rates Patients (90%) & GP's (95%)*

OPSC Service Model

- Implemented – IGH, RBWH, Townsville, PAH/QEII,
- Principles
 - Developed in collaboration with Orthopaedic services
 - Selection of appropriate patients
 - Early expert physiotherapy assessment and case management
 - Timely, comprehensive, multi-disciplinary non-operative management
- Target group
 - surgery not indicated and/or
 - MDS management prior to Orthopaedic Consultation is warranted

Patient Flow



Assessment and screening



Multidisciplinary Management



Physiotherapy

Dietetics



Psychology

Occupational
therapy



OPSC Evaluation

Clinical Outcomes

General: QoL, QoH, Pain, Self Efficacy, Psychological Fn,
Condition specific: WOMAC™, Oswestry, SPADI, Q Dash

Stakeholder Satisfaction

Patient, Referrer, Orthopaedic Consultant

Organisational Outcomes

New case throughput; Referral: Throughput; Waiting list Change; Waiting
Time Change

Clinical Outcome Measures

Measure	Validated Tool
Quality of Health	EuroQoL QoH
Quality of Life	EuroQoL 5D, AQoL, Spitzer QoL Uniscale
Psychological functioning	DASS21 (Depression, Anxiety, Stress)
Pain	HAQ pain subscale
Self Efficacy	PSEQ
Lower limb	WOMAC™ NRS 3.1
Spinal	Modified Oswestry
Upper Limb	SPADI & Quick Dash

Patient Satisfaction

Aspect of Service	Satisfied or V. Satisfied
R/V by MS PT	94%
All aspects of OPSC Consultation	90-95%
Outcomes achieved	90%
Ability to cont to manage cond'n	87%

Consultant Satisfaction (n= 19/20)

Aspect of Service	% Confident/V Confident or Satisfied/ V Satisfied
Service Model	100%
Performance of MS PT	
-Ax, Patient Mx, Comm'n	100%
-Quality of Dx	95%
Patient Management	95%
Patient Outcomes	95%

Key Organisational Impact indicators

1. % ↑ Thru'put new cases from OPSC

24 – 76% increase

2. Referral: Throughput Ratio

Reduced

3. Orthopaedic Outpatient Waiting List (clinics from which OPSC drew patients)

24 – 54% (3 sites);
↓ rate of W/L growth (1 site)

4. Waiting time to new case app't for Cat 3 patients

↓ 32 – 50%

Milestones

- Forster Review
- Health Action Plan
- Specialist Outpatient Review Committee Report – July 07
 - Recurrent Funding OPSC
 - Establishment & Roll out of consistent service model of OPSC service across QH
 - 04/05 – Ipswich, Townsville
 - 05/06 – Royal Brisbane & Women's Hospital, PAH/QEII
 - 06/07 – Mater, Mater/RCH, Toowoomba, Logan, Nambour, Redcliffe, PAH (expansion)
 - 07/08 – Mater, Mater/RCH, Toowoomba, Logan, Nambour, Redcliffe, PAH (expansion)
 - 08/09 – Cairns, Mackay
 - 09/10 - Bundaberg, Rockhampton
- Roll out process – supported , practical resources and information including written implementation guide. Site visits with AHP, Orthopaedic/OPD and Executive staff

Triage Efficacy

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Clinical Indicator Report
Data Cube: PSC1

Clinical Indicator: 1.3 Non-Surgical Management

Description: 1.3 Non-Surgical Management (July 2008 - June 2009)

Hospital	New Patients	Non-Surgical Management (n)	Non-Surgical Management (%)
Cairns Base Hospital	37	35	94.6%
Gold Coast Hospital	520	533	86.0%
Ipswich Hospital	303	265	87.5%
Logan Hospital	358	302	84.4%
Mackay Base Hospital	30	26	86.7%
Mater Adult Public Hospital	455	427	93.8%
Mater Child MS Clinic	39	33	84.6%
Mater Child NV Clinic	161	18	11.2%
Princess Alexandra Hospital	502	435	86.7%
RCH Child MS Clinic	40	38	95.0%
RCH Child NV Clinic	37	2	5.4%
Redcliffe Hospital	151	130	86.1%
Royal Brisbane Womens Hospital	703	594	84.5%
The Townsville Hospital	209	187	89.5%
Toowoomba Hospital	35	34	97.1%
My Facilities	3680	3059	83.1%
All Facilities	3680	3059	83.1%

Activity measures

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Clinical Indicator Report
Data Cube: PSC1

Clinical Indicator: Occasions of Service & Patient Discharge Summary

Description: Occasions of Service & Patient Discharge Summary

Hospital	New Patient		Review Patient		Not specified		All Patients	
	Occasions of Service	Patients Discharged	Occasions of Service	Patients Discharged	Occasions of Service	Patients Discharged	Occasions of Service	Patients Discharged
Cairns Base Hospital	37	4					37	4
Gold Coast Hospital	620	119	467	261	89	82	1176	462
Ipswich Hospital	303	46	246	98	97	92	646	236
Logan Hospital	358	64	173	149	9	2	540	215
Mackay Base Hospital	30	4					30	4
Mater Adult Public Hospital	455	244	361	272	23	23	839	539
Mater Child MS Clinic	39	10	50	26	3	2	92	38
Mater Child NV Clinic	161	142	22	21	1	1	184	164
Princess Alexandra Hospital	502	60	422	136	15	9	939	205
RCH Child MS Clinic	40	12	48	16	11	11	99	39
RCH Child NV Clinic	37	29	9	8			46	37
Redcliffe Hospital	151	30	23	14	5		179	44
Royal Brisbane Womens Hospital	703	120	453	264	72	38	1228	422
The Townsville Hospital	209	20	93	28	64	61	366	109
Toowoomba Hospital	35	3	2	1	3	2	40	6
My Facilities	3680	907	2369	1294	392	323	6441	2524
All Facilities	3680	907	2369	1294	392	323	6441	2524

Collaborative practice

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Clinical Indicator Report
Data Cube: PSC1

Clinical Indicator: 1.1 Orthopaedic Consultant Input

Description: 1.1 Orthopaedic Consultant Input (July 2008 - June 2009)

Hospital	Orthopaedic Consultant Input (n)	Occasions of Service	Orthopaedic Consultant Input (%)
Cairns Base Hospital	28	37	75.7%
Gold Coast Hospital	116	1176	9.9%
Ipswich Hospital	119	646	18.4%
Logan Hospital	98	540	18.1%
Mackay Base Hospital	13	30	43.3%
Mater Adult Public Hospital	476	839	56.7%
Mater Child MS Clinic	26	92	28.3%
Mater Child NV Clinic	18	184	9.8%
Princess Alexandra Hospital	153	939	16.3%
RCH Child MS Clinic	13	99	13.1%
RCH Child NV Clinic	5	46	10.9%
Redcliffe Hospital	13	179	7.3%
Royal Brisbane Womens Hospital	400	1228	32.6%
The Townsville Hospital	143	366	39.1%
Toowoomba Hospital	39	40	97.5%
My Facilities	1660	6441	25.8%
All Facilities	1660	6441	25.8%

Discharge Efficacy

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Clinical Indicator Report
Data Cube: PSC1

Clinical Indicator: 2.2 Not Requiring Orthopaedic Consultation

Description: 2.2 Not Requiring Orthopaedic Consultation (July 2008 - June 2009)

Hospital	Patients Discharged	Not Requiring Orthopaedic Consultant (n)	Not Requiring Orthopaedic Consultation (%)
Cairns Base Hospital	4	2	50.0%
Gold Coast Hospital	462	272	58.9%
Ipswich Hospital	236	79	33.5%
Logan Hospital	215	143	66.5%
Mackay Base Hospital	4	1	25.0%
Mater Adult Public Hospital	539	278	51.6%
Mater Child MS Clinic	38	29	76.3%
Mater Child NV Clinic	164	118	72.0%
Princess Alexandra Hospital	205	117	57.1%
RCH Child MS Clinic	39	34	87.2%
RCH Child NV Clinic	37	32	86.5%
Redcliffe Hospital	44	20	45.5%
Royal Brisbane Womens Hospital	422	134	31.8%
The Townsville Hospital	109	75	68.8%
Toowoomba Hospital	6	2	33.3%
My Facilities	2524	1336	52.9%
All Facilities	2524	1336	52.9%

Now & in the Future

- Expansion of activity to further increase throughput
- Extension of Physiotherapy Screening model
 - Musculoskeletal Outpatients
 - Neurosurgery
 - Emergency Departments
 - Soft Tissue Injury clinics
 - Respiratory Medicine
- Other Possible Clinical Areas
 - Podiatry in Foot/ankle orthopaedic conditions
 - Audiology/Speech Pathology in ENT OPD
 - Urology/Continence – Multi-disciplinary clinics – PT, Urologist, Continence Nurse Advisor
 - Renal/Diabetes – Multi-disciplinary clinics – RN, Diet & EP

Workforce Implications

- New roles – first contact and autonomous practice
 - Attract & retain experienced staff (PT survey)
 - Reverse the brain drain to private, I/S, O/S
 - New clinical level/remuneration
- Flow on Impacts
 - ↑ Higher degree take up rates
 - QH workforce development – scholarships
 - Research – position; collaborations; education and teaching
 - Consultant engagement

Leadership, a clear purpose and a common sense of direction



Flexible approach and a willingness to work around obstacles & opposition



**An occasional stumble but never
losing sight of the goal**



Stretching oneself whilst maintaining a balanced approach



Making the break-through



Achieving the goal



Part of A Winning Line-Up

Medical
SOPD

OPSC
& MDS

Optimal
GP Referral

Accurate
Triaging

OPD App't
Template

DNA/Canc.
Management

Adequate
Resourcing

Theatre
Utilisation

Co-ordination
& collaboration

Cont.
Improvement

Regular W/L Auditing

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GCH, Twba, Logan, Mater,
RCH, Mackay, Cairns,
Redcliffe, Nambour, Rocky &
B'berg
- QH Clinical Practice
Improvement Centre



Thank You