
Outpatient Services in Queensland: The Long and Winding Road



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Queensland **the Smart State**



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Outpatient Services in Queensland: The Long and Winding Road

➤ Presentation agenda:

- A motivation to move forward
- Planning the trip
- The road past travelled
- Taking in the scenery
- The road ahead
- Reaching the destination



Specialist Outpatients

A motivation to move forward

- Increasing numbers of patients waiting for a new case specialist appointment:
 - 144,000 people waiting at 1 March 2007;
 - 159,000 people waiting at 1 March 2008;
 - 181,000 people waiting at 1 March 2009;
- A 26 per cent increase over the past 2 years





Specialist Outpatients

A motivation to move forward

- Limited management focus both strategically and operationally – disparate accountability
- Innovation vacuum – limited advances in promoting new patient-focused models of care
- Information deficiency – IT not supporting business improvement
- No clear policy direction – disparate practices across Queensland

Specialist Outpatients – Planning the Trip



- Queensland Health Systems Review Report (Forster, 2005) – Hidden Waiting Lists
- Specialist Outpatient Review Committee (SORC) - Professor Ken Donald, August, 2007 – 12 Recommendations;
- Government Response to the SORC Report – establishment of Specialist Outpatient Strategic Advisory Committee (SOSAC) to oversee implementation;
- Towards Q2 – shortest ED and ES waiting times in Australia by 2020 – effects on OPD?

Specialist Outpatients – Planning the Trip

➤ Implementing maximum waiting times policy - that Queensland hospitals will aim to see essentially all patients within the following timeframes:

- By 30 June 2009: within 18 months
- By 30 June 2010: within 12 months
- By 30 June 2012: within 6 months
- By 30 June 2014: within 3 months



Specialist Outpatients – Planning the Trip

Departing from: “A one-stop-shop for a wide and ill defined gamut of non-admitted specialty services often with unlimited service demand” (SORC 2007);

‘a not so organised chaos’ (SORC, 2007).

The Journey: Challenging, thought-provoking, changing, engaging, possible.

Destination: All people seen within three months.



Specialist Outpatients – The Road Past Travelled

- In 2008 the Blich Government provided \$20M (recurrent) to support the implementation of a range of reform strategies developed through SORC.
- These reform strategies are based broadly around
 - increasing the number of outpatient services provided
 - introducing innovative and complementary models of care to enhance service delivery
 - upgrading information systems to facilitate improved performance reporting, and
 - working with General Practitioners to improve communication between primary care and our hospitals.



Specialist Outpatients – The Road Past Travelled

- Internal investment - \$15.0 million to expand new case appointments
 - Stem the rising demand associated with increasing and ageing population, increasing burden of chronic disease, falling GP availability.
 - In 2008-09 there was a 1.8% increase in the number of new case specialist outpatient appointments provided (538,438 in 2007-08 up to 547,929 in 2008-09).
 - However, waiting lists continue to grow.



Specialist Outpatients – The Road Past Travelled

- Development of outpatient policy, standards, model business rules;
 - Outpatient Services Governance Policy;
 - Supporting Implementation Standards;
 - Model Business Rules for the Management of Outpatient Services;
 - Implementation strategy currently in development – rollout in late 2009.



Specialist Outpatients – The Road Past Travelled

➤ Introducing Innovative Models of Care

- The statewide rollout of the Orthopaedic Physiotherapy Screening Clinic and Multi-disciplinary Service (OPSC & MDS) is continuing.
- The OPSC & MDS is now operational at 10 sites (Ipswich, RBWH, Townsville, PAH, Gold Coast, Mater Adults, Logan, Redcliffe, Toowoomba, Mater Children's).
- David Smith to present on OPSC & MDS at conference



Specialist Outpatients – The Road Past Travelled

- Partnering with Divisions of General Practice
 - Queensland Health is working collaboratively with Divisions of General Practice to implement more efficient and effective referral processes and improve communication between GPs and outpatient clinics.
 - \$2.25M in funding has been provided for 12 projects, run by Divisions of General Practice, to manage 'aged' referrals (> 18 months old) and to facilitate treatment of patients in the most appropriate setting.



Specialist Outpatients – The Road Past Travelled

- Improving information systems
 - Developing automated reporting of waiting times data in Queensland public hospitals.
 - It is anticipated that outpatient waiting time data for all sites using the HBCIS appointment scheduling system will be available later in 2009;
 - E-Health – scheduling system replacement identified as a priority.



Specialist Outpatients – The Road Past Travelled

- Improving communication between the primary care sector
 - QLD Health has signed a contract to purchase a read-only version of the Map of Medicine (MoM).
 - MoM
 - referral pathway software
 - contains broad range of clinical pathways and referral guidelines
 - to assist GPs in assessing & referring patients to Qld public hospitals.

Specialist Outpatients – Taking in the Scenery

- Reflections on the journey so far.....
 - Implementation of SORC recommendations has led to measurable improvements in:
 - Raising the profile of OPD service in the context of whole-of-hospital performance;
 - Promoting transparency with regard to waiting times information and patient access;
 - Improving front-line accountability;
 - Promoting clinician engagement;
 - Improving policy direction;



However, we have also learned.....

Specialist Outpatients – Taking in the Scenery

➤ Reflections on the journey so far.....

- No panacea for achieving reform in this complex environment.
- Achieving effective change/reform requires effort, open-mindedness, tenacity, collaboration, maintaining a patient focus and patience;
- Accepting past failure improves our chances for enacting positive change in the future;
- Still a long way to go, but we have built some solid foundations on which to drive forward.....



Specialist Outpatients – The Road Ahead

National Health and Hospitals Reform Commission



Improving the patient experience

Process and Flow Reform

Innovative Models of Care

Improving Culture and Leadership

Measuring Performance

Improving Information Technology

Welcome to Queensland

Guaranteed 3 month wait to see specialist



Specialist Outpatients – The Road Ahead

➤ Improving the Patient Experience

- Greater access to information on services and clinical care
- Improving facilities and amenities for patients
- Clearly defined roles and responsibilities for patients and care providers
- Enhancing focus on effective customer service and communication



Specialist Outpatients – The Road Ahead

➤ Process and Flow Reform

- Care coordination
- Demand and capacity planning
- Variation management
- Demand escalation
- Standardised practices
- Ample opportunities for Business Process Redesign



Specialist Outpatients – The Road Ahead

➤ Innovative Models of Care

- Orthopaedic Physiotherapy Screening Clinics and Multidisciplinary Service
- Similar innovations
- Piloting new models of care, including new work roles
- Mainstreaming successful models
- National/International developments



Specialist Outpatients – The Road Ahead

➤ Improving Culture and Leadership

- Improving accountability – holding to account
- Effective change management
- Workplace culture surveys
- Leadership development
- Conflict management



Specialist Outpatients – The Road Ahead

➤ Measuring performance

- Publishing waiting times for new appointments
- Developing benchmarking/KPIs
- Clinical benchmarking
- CEO performance agreements



Specialist Outpatients – The Road Ahead

➤ Improving Information Technology

- E-Health agenda – order entry pathology/radiology
- Standardised scheduling management systems
- Referral systems – Map of Medicine
- Service directories
- Bar coding etc



Outpatient Services in Queensland: The Long and Winding Road

- We must improve our performance, through
- Commitment to better patient experiences
 - Redesign of business processes and work roles
 - Addressing the whole patient journey: from GP to the definitive care episode

