

April 4, 2007

Taming of the Queue IV:

A community hospital perspective

Royal Victoria Hospital, Barrie ON

North Simcoe Muskoka

Local Health Integration Network

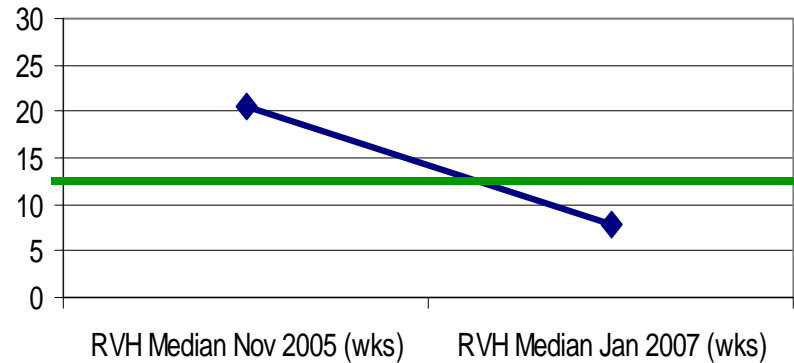


RVH
exceptional
People
exceptional
Care

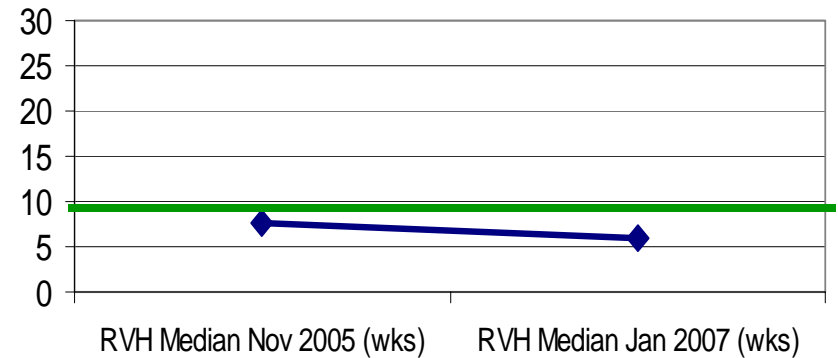


RVH Wait Times Story

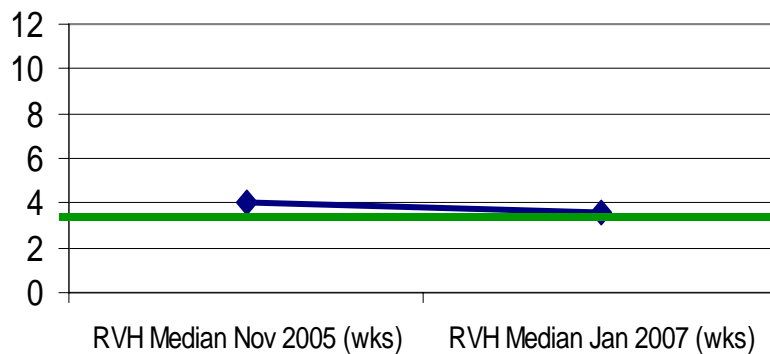
Joints



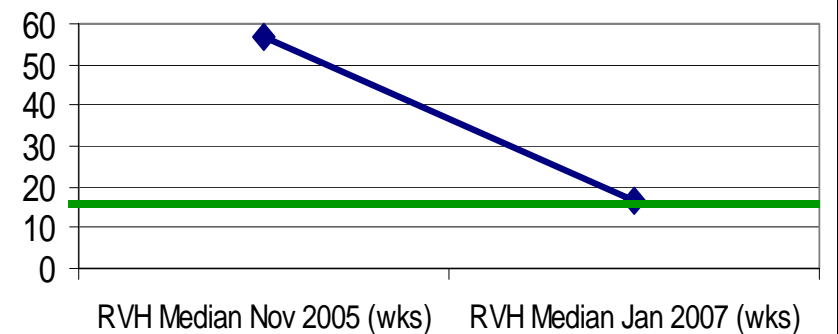
Cataracts



Cancer Surgery



MRI

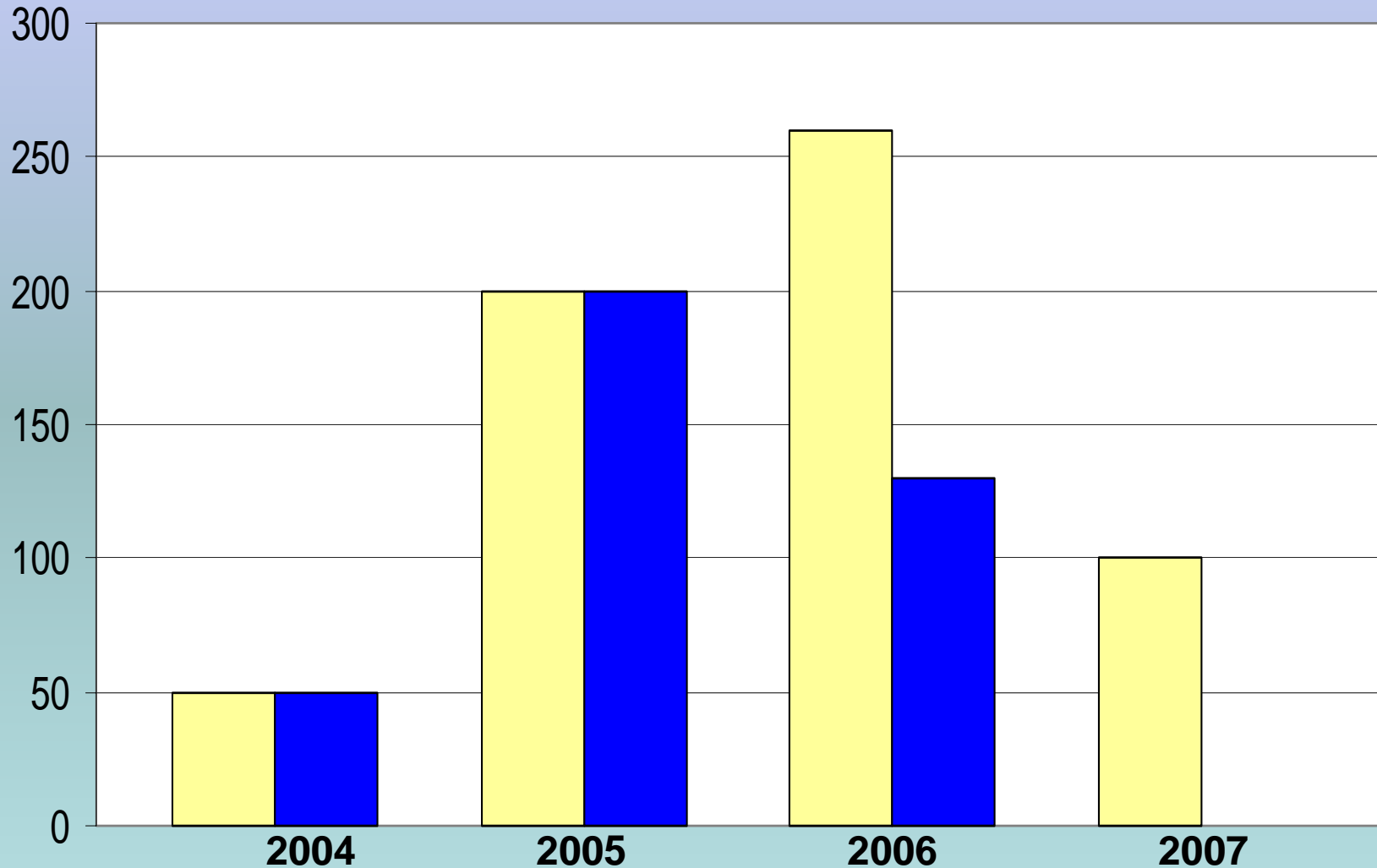


— Ont. Median (weeks)

Positive Results

- **Significant decrease in wait times**
- **Enabled informed decision-making**
- **Process improvements**
- **Increased transparency**
- **Increased accountability**

RVH Joint Wait Times Story

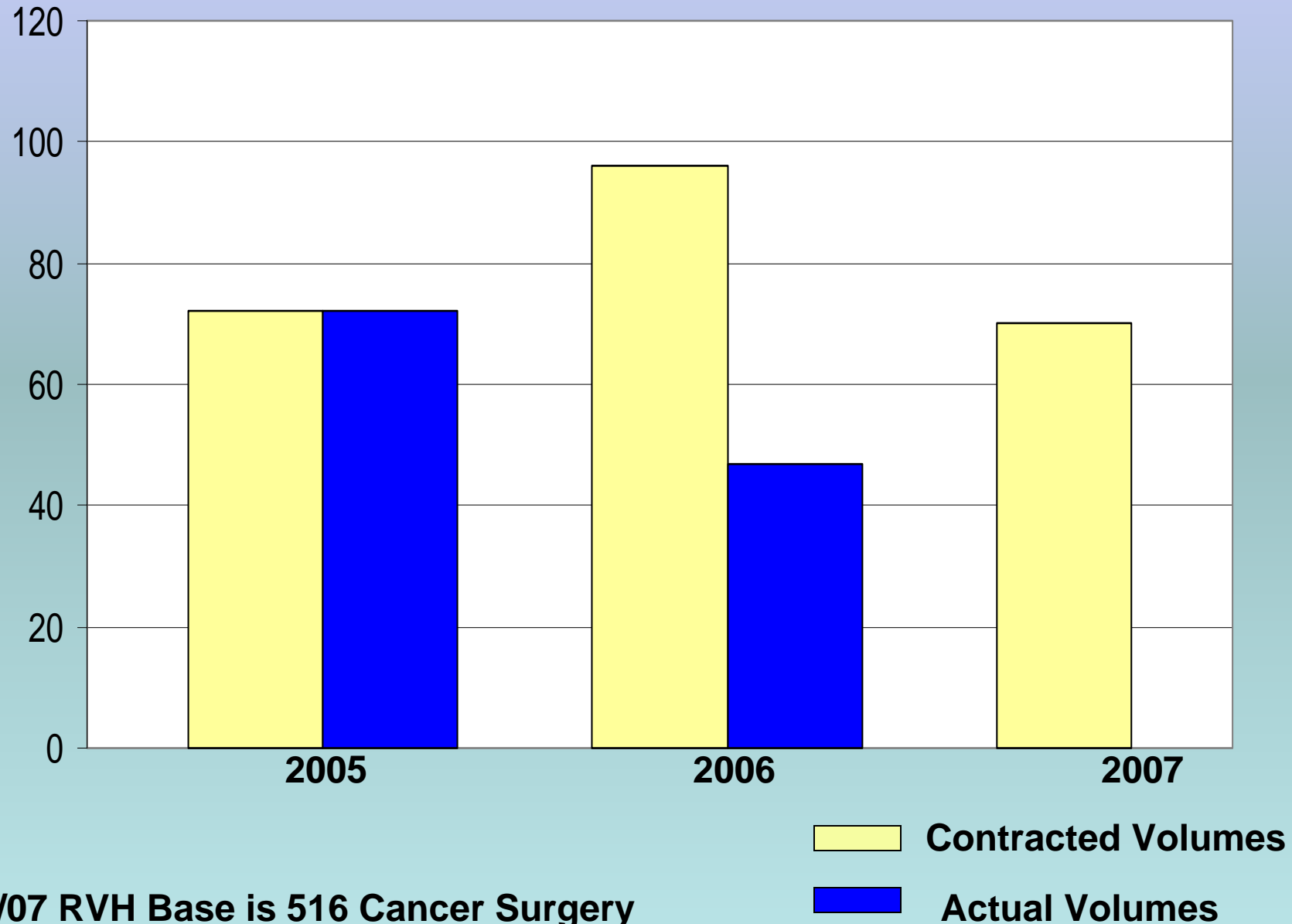


 Contracted Volumes

 Actual Volumes

2006/07 RVH Base is 660 Joints

RVH Cancer Wait Times Story



Wait time challenges

- **capacity limitations**
- **lack of funding incentives**
- **“accountability malaise”**
- **snowbird effect**
- **human resources limitations**

Wait time challenges

- capacity limitations



**Barrie, north of Toronto,
is the fastest growing
metropolitan area in Canada**

Census 2006

“Barrie’s growth has a phenomenal rate of increase. Barrie grew 19.2 per cent since 2001. That’s (almost) four times the national average,” said Pamela White, Stats Canada demography director.

Wait Times Challenges

- capacity limitations



January – February 2007

- 50 days over 100% occupancy
- 58 days had admitted patients in hallways/overflow unit
- 36 days on which elective surgeries were cancelled due to unavailability of beds

Wait Times Challenges

- lack of funding incentives

	Case Time	Complexity	Estimate \$
Orthopedics:			
Total Knee (<i>wait time case</i>)	125 mins	High	\$700
Arthroscopy	60 mins	Low/med	\$300
General Surgery:			
Colorectal Cancer surgery (<i>wait time case</i>)	125 mins	High	\$1350
Gall Bladder	70 mins	Low	\$450

Wait Times Challenges

- “accountability malaise”

- **In the future, wait time contracts will be signed by each physician**



Wait Times Challenges

- snowbird effect



- **Snowbirds like to schedule their procedures in spring and fall**

Wait Times Challenges

- human resources

“We are dealing with a fixed pool of human resources. If we hire new operating room staff to provide these new volumes of care, and a year from now the Ministry turns around and says the initiative is over, then what are we going to do? Lay off all these people?”

*Bob Bell, President and CEO
University Health Network
Canadian Healthcare Manager, Vol 13, 1 Feb 2006*

RVH Scenario

Example:

Inability to fulfill joint replacement contract

= clawback of \$918,620

Maximizing clinical roles

- Registered Nurse First Assistants
- Nurse Anaesthetists
- Advanced Practice Nurses
- Peri-operative Technicians
- Physician Assistants

Wait Time Future

- MoHLTC continues to expand its Wait Time Strategy for key health services
eg: Pediatric surgery

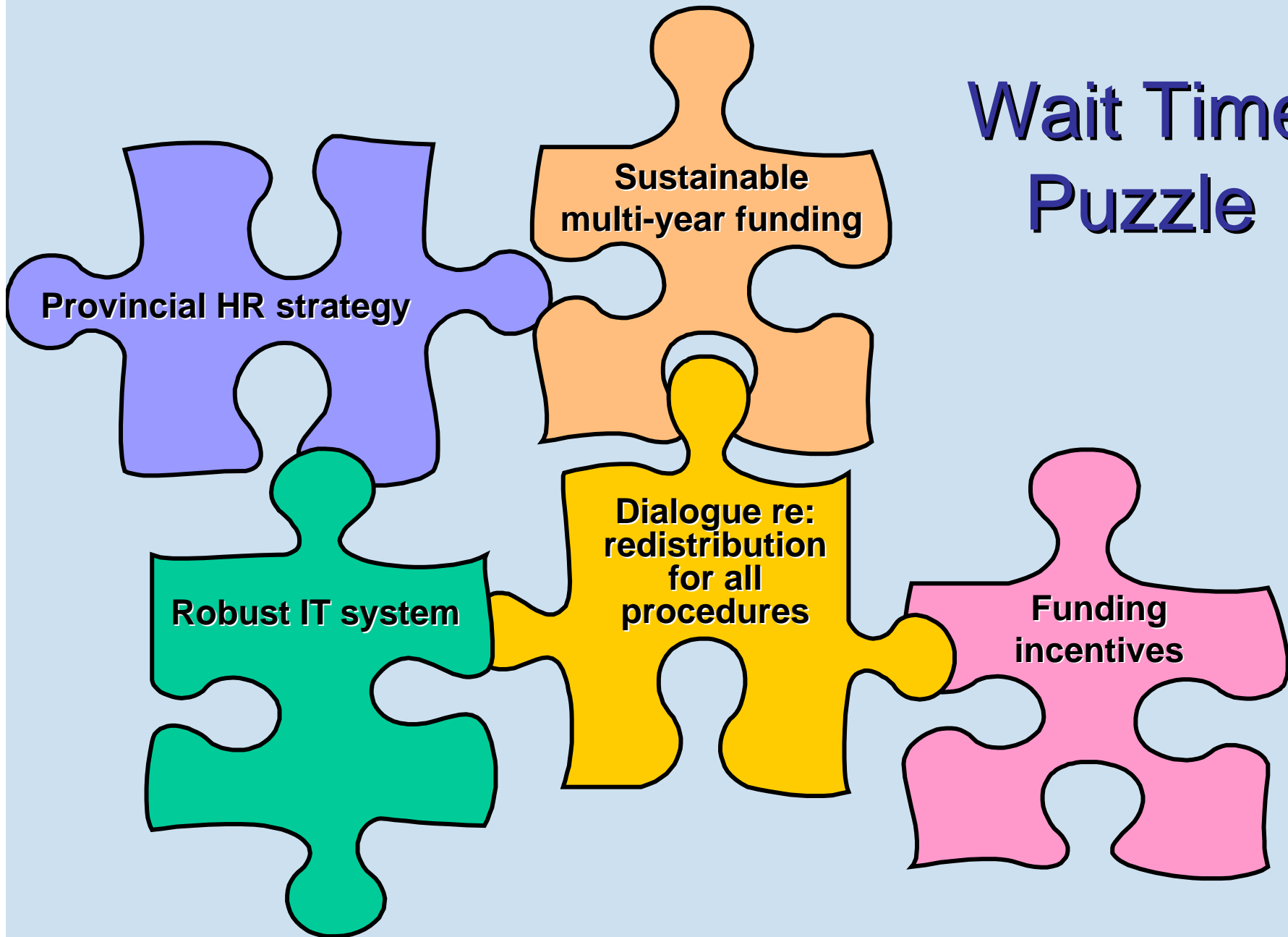
“We have made great strides together, but we are not yet done.”

George Smitherman
Ontario Minister of Health
Letter to Editor
February 2007



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People
Care
exceptional

Wait Time Puzzle



Complimentary Initiatives

- Peri-operative Improvement Coaching Teams
- Family Health Teams
- North Simcoe Total Joint Disease Clinic



Wanted: One family doctor. (Get in line)

**Globe and Mail
March 31, 2007**

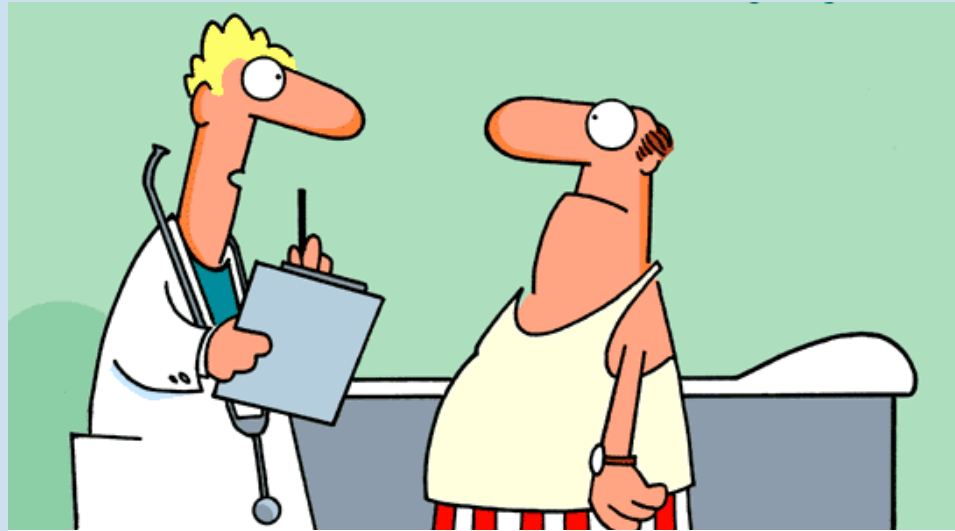
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Taming of the Queue IV



1967 starring Elizabeth Taylor

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"The good news is, you have at least six months before your condition deteriorates. The bad news is, our wait time is 18 months."



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