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# Optimisation of Surgical Waiting List Management

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### AMSI CONNECT





# Background

 In the Australian public health system, there is often a long waiting list for patients to access elective surgeries due to high demand and the capacity of the health system.





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# Background

- In Australia, there are three national categories for surgery prioritisation:
  - Urgent (Category 1) surgery recommended within 30 days of being added to the wait list
  - Semi-urgent (Category 2) surgery recommended within 90 days of being added to the wait list
  - Non-urgent (Category 3) surgery recommended within 365 days of being added to the wait list (Queensland Health 2015)
- This system can be a point of contention and dissatisfaction, due to the subjectivity and lack of clear guidelines in the patient classification process





# Background

- Elective surgery waiting lists continue to grow as hospitals struggle to keep up with demand – ABC News – December 2018
- Elective surgery wait lists blowing out, AMA warns, leaving Tasmanian patients waiting years – ABC News – August 2019
- Health Minister Must Act on Elective Surgery Tasmanian Greens – September 2020
- COVID-19 a plague on elective surgery wait lists The Sydney Morning Herald September 2020
- Australia: Inquiry reveals chronic under funding and lengthy wait times for South-West Sydney health services – World Socialist Web Site – January 2021



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# Aims

- Investigation of an alternative patient ranking system for elective surgeries
- Current prioritisation system:
  - Patients admitted to surgery based on urgency category
  - Some category 2 & 3 patients may experience extremely large wait times
- Priority score based system:
  - Use of a single waiting list, where patients are ranked according to clinical factors and time spent on waiting list
  - Clinical factors inform the priority coefficient, according to some mathematical formula, which is then multiplied by time to give a priority score
  - Patients admitted to surgery in descending order of priority score



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# Aims

- The key aims of this project was to:
  - Conduct a literature review of the current patient prioritisation environment in Australia and the world
  - Develop a model which represents the current three category patient prioritisation system in Australia
  - Develop a proof of concept waiting list model for a priority score system, similar to that of the work already completed in the world
  - Conduct preliminary analysis and verification of the developed model to existing work





- Little prior research on explicit priority score ranking models
- Large volume of work required to support such a project
  - Acceptability of waiting lists in health care
  - Individual surgeon management of patients vs nationally agreed system
  - Weightings of various clinical factors deemed to be important and relevant to elective surgery prioritisation
- Surgical Waiting List Info System (SWALIS) project
  - 2006, Italy
  - A. Testi, E. Tanfani, R. Valente
  - Web based patient priority scoring system taking into account clinical factors and time spent on waiting list.





- Priority scoring system (*Prioritizing surgical waiting lists* Testi et al., 2006)
  - Use of a prioritisation formula in the general form of  $P = \alpha t$ 
    - *P* is the priority score
    - $\alpha$  is the urgency coefficient of the patient
    - *t* is time spent on the waiting list in days
  - Urgency coefficient (α) determined from clinical judgment of the patient's condition according to a set of predetermined criteria with associated weightings
  - In the work of Testi et al., three clinical criteria used, where treating surgeon provides a score between 0 and 4
    - Disease progression or deterioration (r)
    - Pain or dysfunction (p)
    - Disability (*d*)



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- Clinical criteria
  - Disease progression or deterioration (*r*)
  - Pain or dysfunction (p)
  - Disability (d)
- Priority score

• 
$$P = \begin{cases} 3r^2t, & r > 0\\ (1+0.5p^2+0.5d^2)t, & r = 0 \end{cases}$$

- If there is risk of disease progression, other criteria become irrelevant, otherwise pain or dysfunction (p) and disability (d) weighted equally
- Key findings:
  - Average weighting time increased
  - Standard deviation of weighting time decreased (perhaps indicator of improved equity)





# Prior Research

 Weightings of various clinical factors (Developing a universal tool for the prioritization of patients waiting for elective surgery -Solans-Domenech et al., 2013)

| Dimension                      | Criteria  | Weighting |
|--------------------------------|---|-----------|
| Clinical-functional impairment | Disease severity  | 23%       |
|                                | Rate of disease progression                                   | 15%       |
|                                | Pain (or other main symptoms)                                 | 14%       |
|                                | Difficulty in doing daily life activities                     | 14%       |
| Expected benefit               | Probability and degree of improvement                         | 12%       |
|                                | Limitations in the ability to work, study, or seek employment | 9%        |
| Social role                    | Limitation to care for one's dependents (if relevant)         | 8%        |
|                                | Being dependent with no caregiver                             | 5%        |





- Achieving waiting list reform: a pilot program integrating waiting time, category and patient factors Siddins et al., 2012
  - Similar priority system to that of Testi et al., utilising customised patient booking forms for each procedure







# Model Development

- Development of a three category system and a priority score system
- Simulation model in Python
  - Discrete event simulation library SimPy
- Simulation parameters chosen arbitrarily
  - Model represents a proof of concept
  - Arbitrary units and time horizon
  - Randomly generated patient data
  - Arbitrarily chosen arrival rates, surgery and simulation length
  - Single simulation repetition
    - Not statistically rigorous





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# Model Development

- Simulation parameters and initial conditions
  - Note: arbitrary time units and lengths
  - Patient backlog: 20
  - Simulation length: 3000
  - Number of operating theatres: 2
  - Average patient interarrival time: 11
  - Surgery duration: 20
  - Patient data (urgency category, clinical factor scores, etc.) generated according to a uniform distribution
  - Under classical queuing theory, the proportion of time in which each server is occupied, the system utilisation parameter ( $\rho$ ) is

$$\rho = \frac{\text{arrival rate}}{\text{service rate}} = \frac{1/11}{2 \times 1/20} = 0. \ \overline{90} < 1$$

System operates under steady state conditions





### Treated in turn proportion

- Metric used by Queensland Health
  - "Within each urgency category, a minimum of 60% of elective surgery patients should be treated in the same order as they are added to the waiting list"
- Designed to minimise queue jumping while balancing clinical need
  - Essentially, a first in, first out (FIFO) queue
- Measures patients who are disadvantaged by queue jumping
  - For example, if a patient enters the waiting list as the 10<sup>th</sup> patient:
    - Classified as treated in turn if they entered surgery as the 10<sup>th</sup> or less patient
    - Classified as treated out of turn if entered surgery as the 11<sup>th</sup> or greater patient



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### Three category system







### Three category system









# Three category system

- Average resources occupied: 1.795
  - Average system utilisation:  $\frac{1.795}{2} = 0.8975$  ( $\rho \approx 0.91$ )
- Treat in turn proportion: 73.5%

|            | Time in queue |        |               |  |
|------------|---------------|--------|---------------|--|
| Priority   | Mean          | Median | $\mathbf{SD}$ |  |
| 1          | 16.83         | 8.79   | 24.8          |  |
| 2          | 27.1          | 12.1   | 41.35         |  |
| 3          | 145.23        | 90.64  | 146.27        |  |
| Aggregated | 60.99         | 14.17  | 104.45        |  |











 Weightings of various clinical factors (Developing a universal tool for the prioritization of patients waiting for elective surgery -Solans-Domenech et al., 2013)

| Dimension                      | Criteria  | Weighting |
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| Clinical-functional impairment | Disease severity  | 23%       |
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| Expected benefit               | Probability and degree of improvement                         | 12%       |
|                                | Limitations in the ability to work, study, or seek employment | 9%        |
| Social role                    | Limitation to care for one's dependents (if relevant)         | 8%        |
|                                | Being dependent with no caregiver                             | 5%        |





- severity (s),
- pain (*p*),
- rate of disease progression (r),
- difficulty in doing daily life activities (l),
- probability and degree of improvement (i),
- being dependent with no caregiver (d),
- limitation to care for one's dependents if relevant (c),
- limitations in the ability to work, study, or seek employment (w)

• 
$$P = \begin{cases} 3(0.6r^2 + 0.4s^2)t, & r > 2\\ (1 + 0.23s^2 + 0.14p^2 + 0.15r^2 + 0.14l^2 + 0.12i^2 + 0.05d^2 + 0.08c^2 + 0.09w^2)t, & r \le 2 \end{cases}$$





#### Patient P-Score







Ranking







- Average resources occupied: 1.82
  - Average system utilisation:  $\frac{1.82}{2} = 0.91$  ( $\rho \approx 0.91$ )
- Treat in turn proportion: 68.21%

|        | Time in queue | P-score on admission | P-score coefficient |
|--------|---------------|----------------------|---------------------|
| Mean   | 68.82         | 628.94               | 14.79               |
| SD     | 82.99         | 534                  | 10.76               |
| Median | 40            | 438                  | 9.58                |





# Comparison

- Three category system vs priority score system
- Behavior of queuing time mean and standard deviation in both models similar to Testi et al. (2006)

|                       | Time in queue |               |                    |                            |
|-----------------------|---------------|---------------|--------------------|----------------------------|
| Model                 | Mean          | $\mathbf{SD}$ | Treat in turn $\%$ | Average system utilisation |
| Three category system | 60.99         | 104.45        | 73.5%              | 0.8975                     |
| P-score system        | 68.82         | 82.99         | 68.21%             | 0.91                       |



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# Conclusion

- Key indicators for verification against the work of Testi et al. (2006)
  - Larger average queueing time
  - Smaller queueing time standard deviation
- All results are preliminary
  - Arbitrary parameters
  - Single simulation replication
    - More replications required to obtain statistically significant evidence
- Priority scoring fundamentally changes patient ordering
  - Has the potential to revolutionise elective surgery waiting lists
    - More research would be required



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