

# Orthopedic Access Improvement Initiatives in the Winnipeg Regional Health Authority

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L. Oppenheimer

Toronto, February 9th, 2007

# Acknowledgements

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Minister and Deputy Minister of Health  
CEO Winnipeg Regional Health Authority

## WRHA Surgery Programme

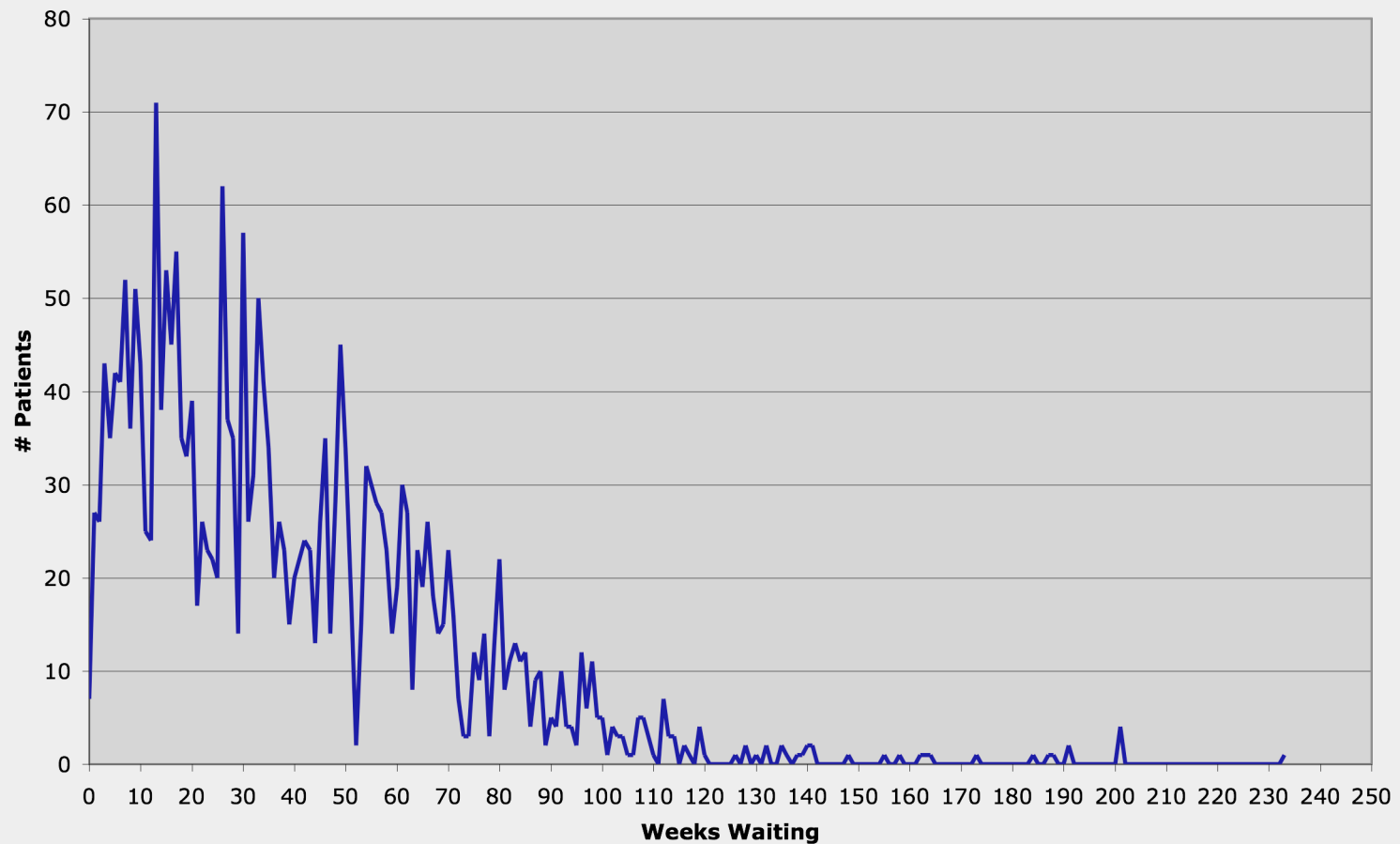
Laurie Walus  
Eric Bohm  
Paul Penner  
Tara Sawchuk  
Linda MacDonald  
Bev Friesen  
Surgery Site Teams  
Offices

## MB Health WTTF

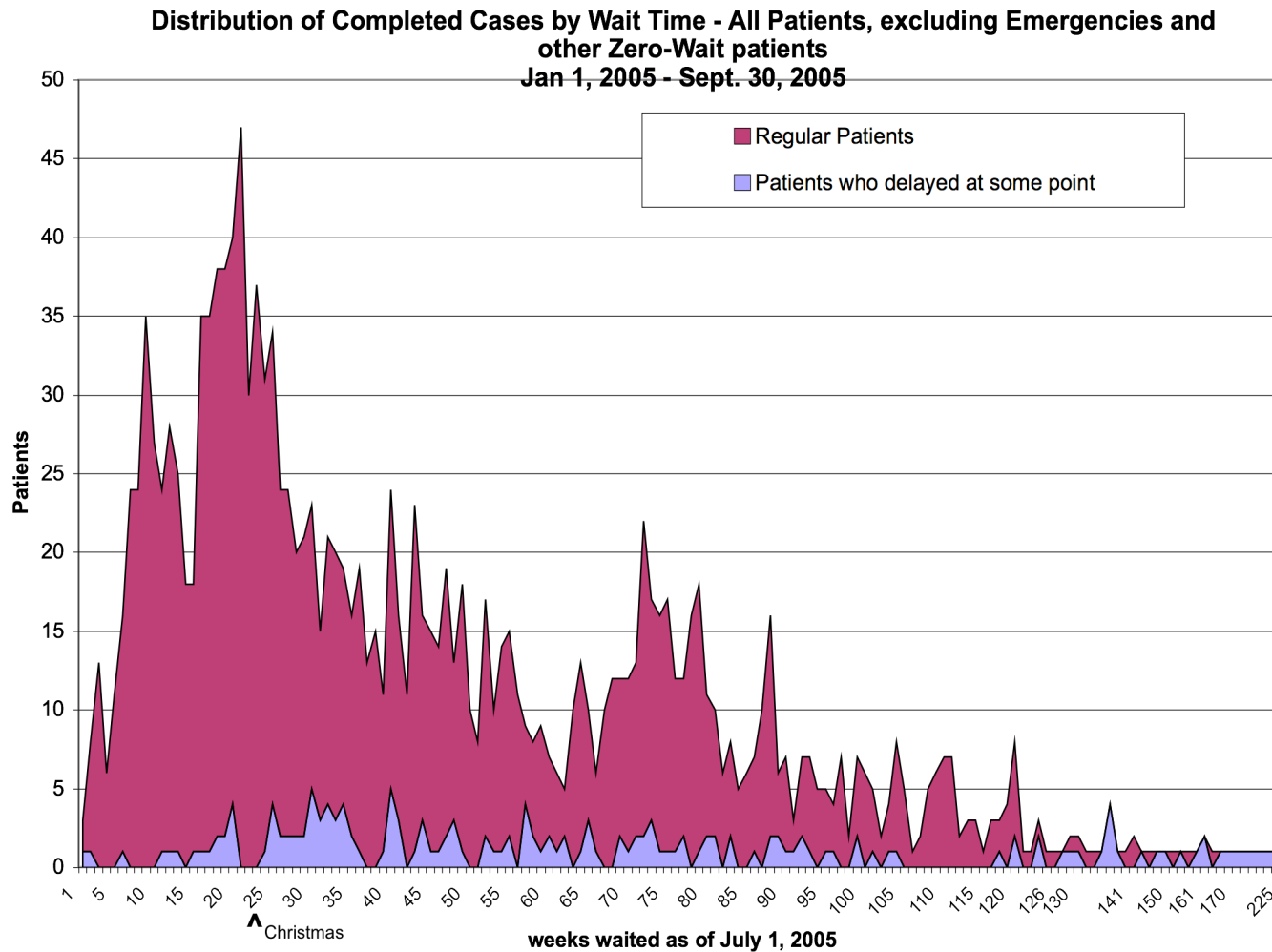
Jean Cox  
Brie Morey  
Rosemary McDowell

# Framing the Challenge

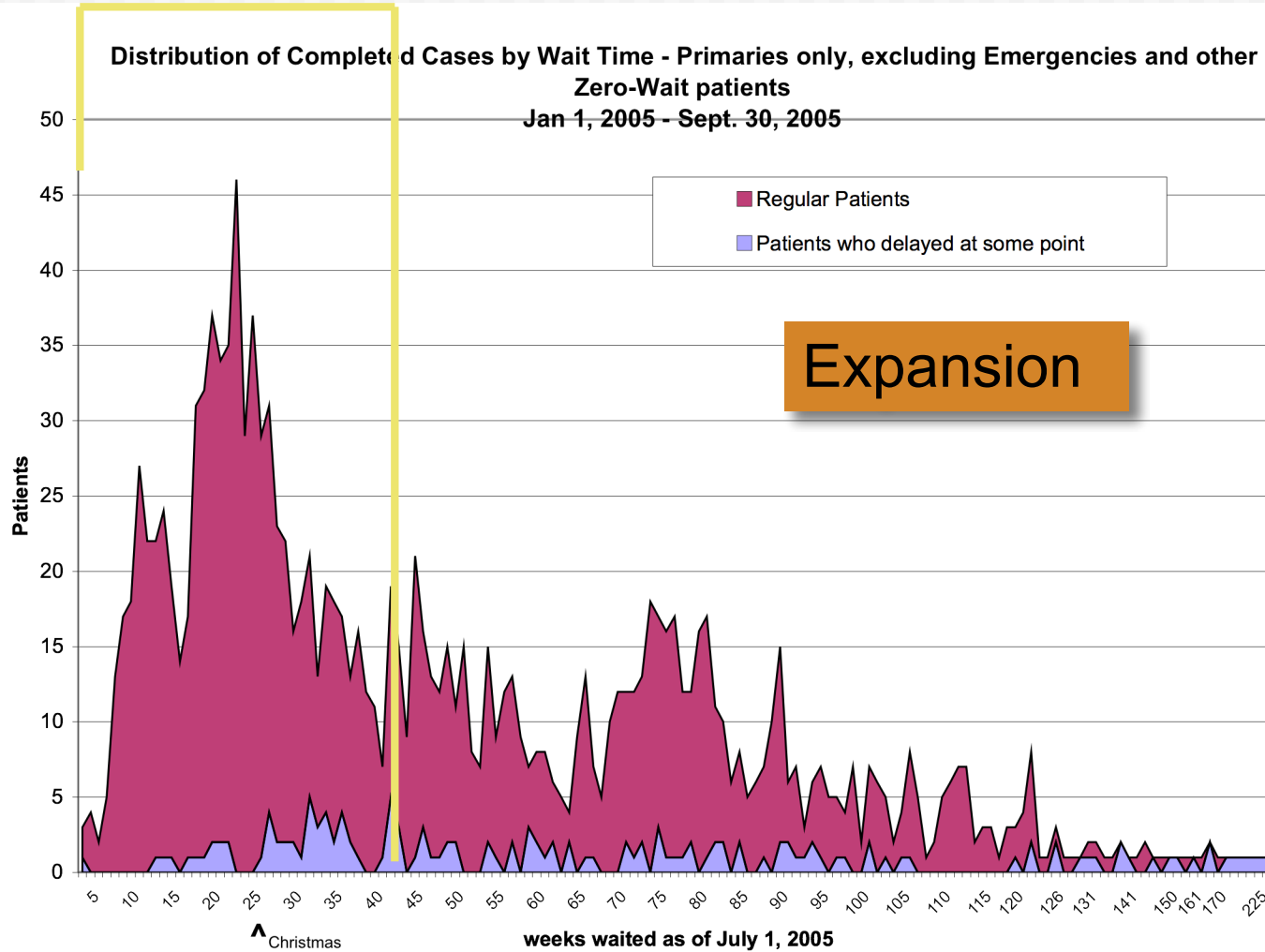
WRHA Arthroplasty Waiting Times Jan. 2006



# Is it just a matter of more volume?

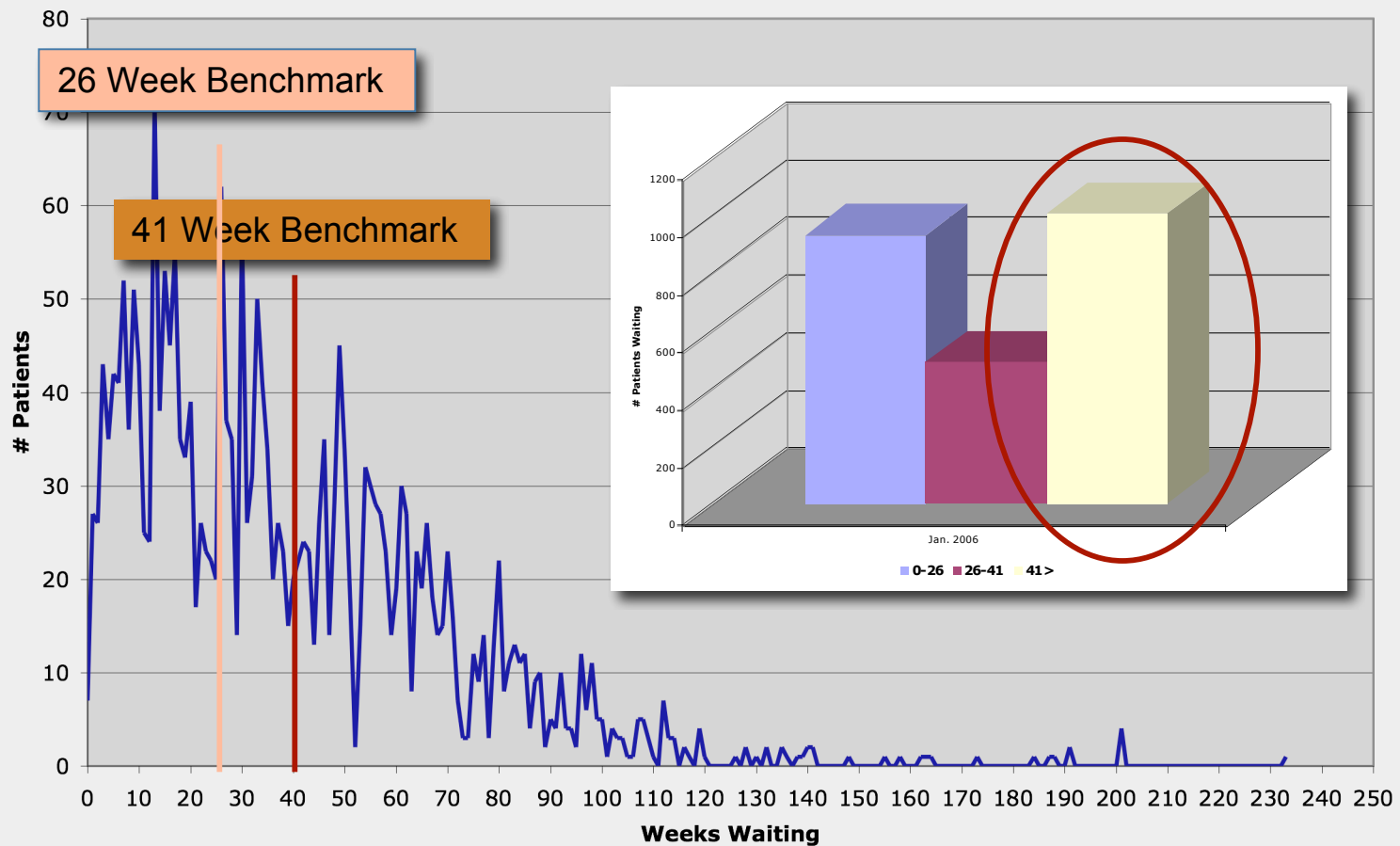


# Is it just a matter of more volume?



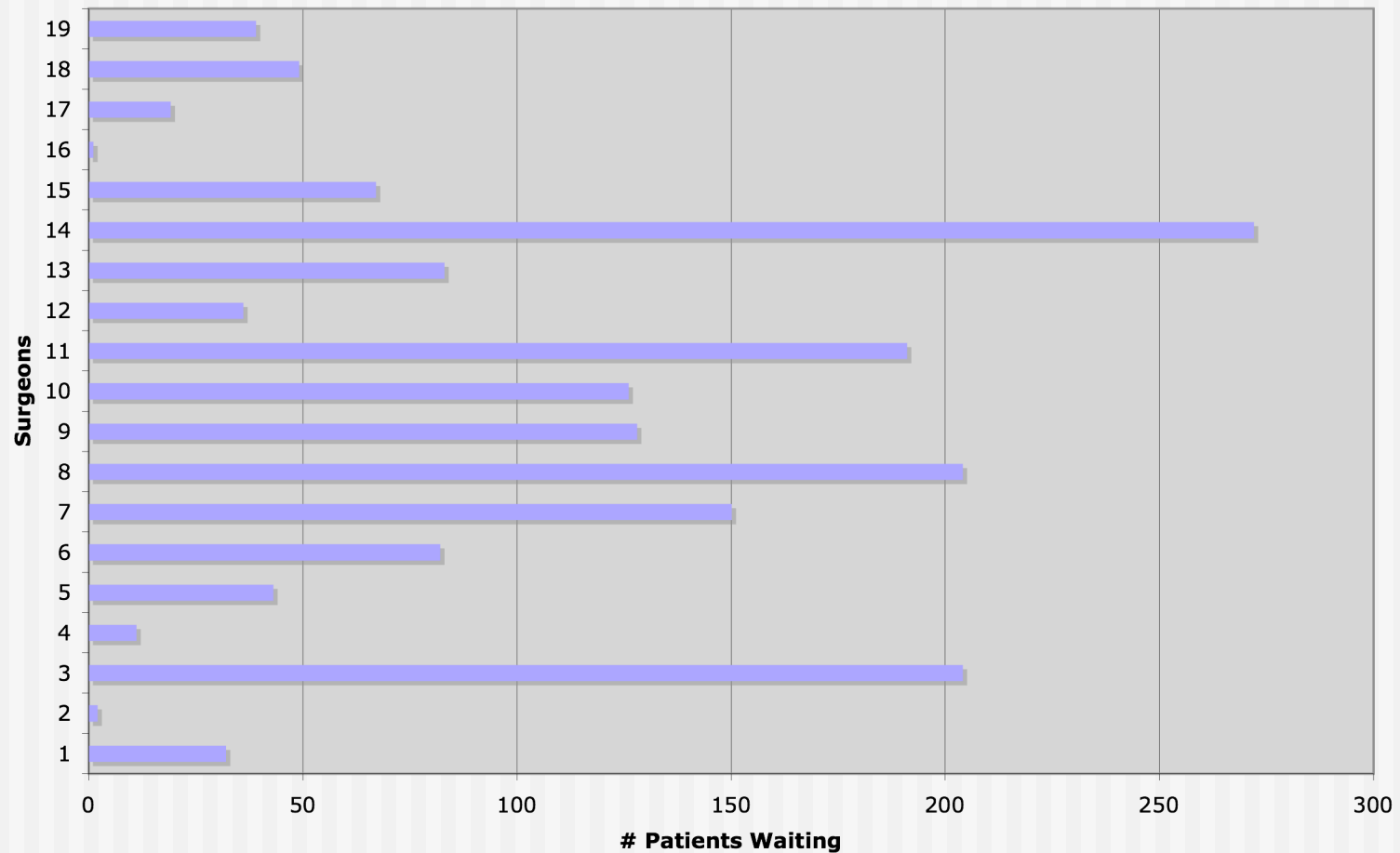
# Managing the Shape

WRHA Arthroplasty Waiting Times Jan. 2006



# Great variability in # patients on individual surgeon's WL

Individual Waiting Lists



# Rationalization Strategy in > 41 week wait group

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1. Validation of paper list, removal of records.
2. Segmentation into categories by phone
  - A. Willing and Fit
  - B. Willing but not Fit.
  - C. Wish to Delay (some asked to be removed)
3. Negotiated reassignment with patient consent (If declined, informed C or C2)



# Rationalization Strategy in > 41 week wait group

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4. Informed Optimization in one hospital group (Pre-Habilitation). Further segmentation into A,B & C.
5. Chronological booking with offices
6. Booking ahead.
7. Calculation of resources per surgeon to achieve intermediate benchmark of 41 weeks.

# Pre-Habilitation

- Offered to patients in one hospital (Phase I)
- Collaborative Practice
  - Medical
  - Nursing
  - Physiotherapy
  - Dietitian
  - Occupational Therapy
  - Social Work
  - Pharmacist
- Questionnaire
- Informed Consent

The screenshot shows a web browser window titled "http://www.epiresearch.com - Risk Assessment Questionnaire - Microsoft Internet Explorer". The page header includes the Winnipeg Regional Health Authority logo and text in both English and French: "Winnipeg Regional Health Authority / Office régional de la santé de Winnipeg" and "Caring for Health / À l'écoute de notre santé". The main heading is "WRHA PRE-HAB Clinic Patient's Questionnaire". A confidentiality notice states: "Your answers to this Joint Replacement WRHA PRE-HAB questionnaire are confidential." The questionnaire is divided into parts, with "Part 1/9" currently displayed. The questions are as follows:

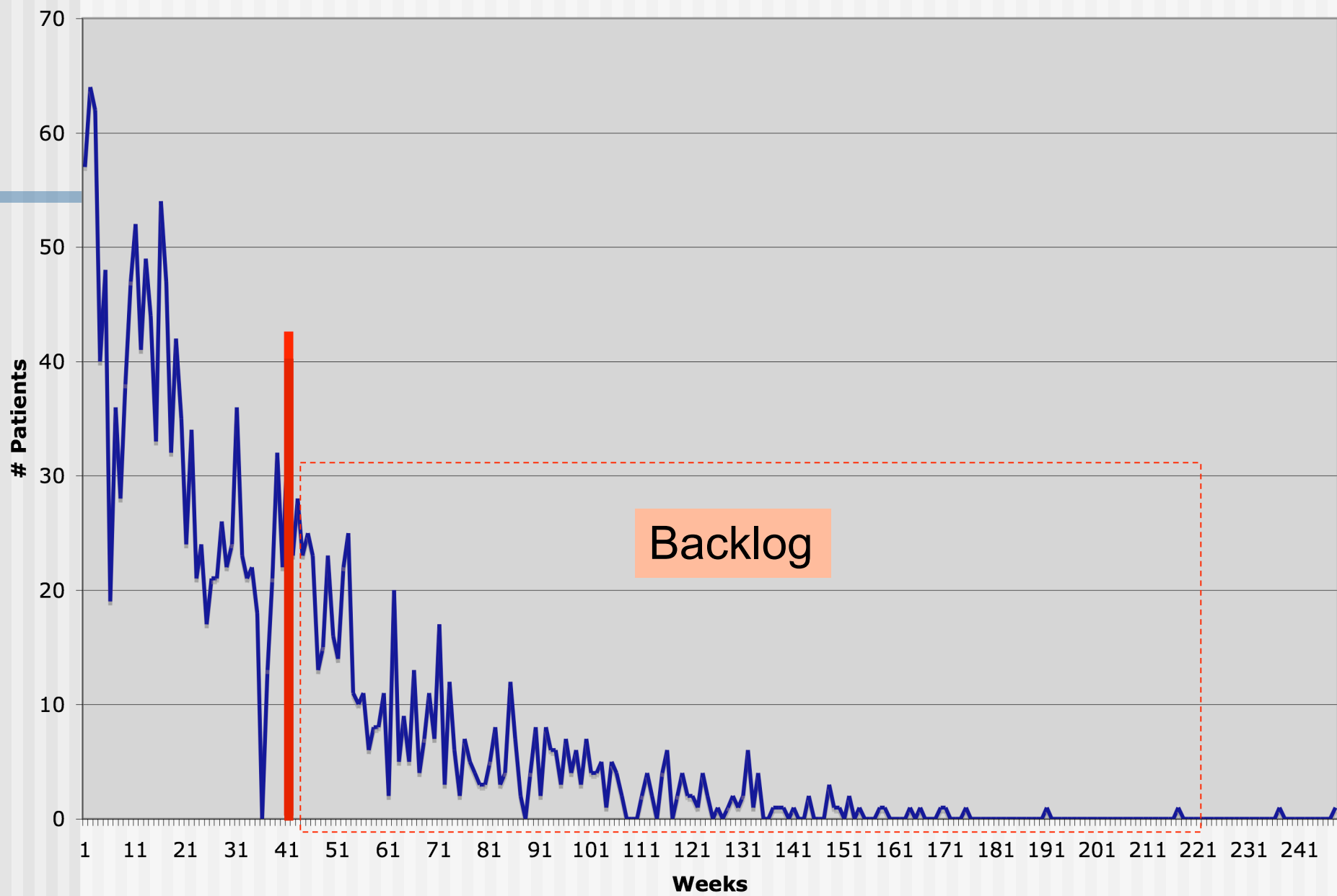
1. What year were you born? (please enter 4 digits indicating year of birth):
2. Are you?  male or  female
3. On which side do you have the joint problem?  left  right  both
4. Which joint is requiring surgery?  knee  hip
5. What year did you first experience the joint problem? (Please enter 4 digits indicating the year):
6. When were you first told that you should have joint replacement surgery? (Please enter 4 digits indicating the year):
7. Please enter height in feet and inches.  Feet  Inches
8. Please enter your weight in pounds.  lbs

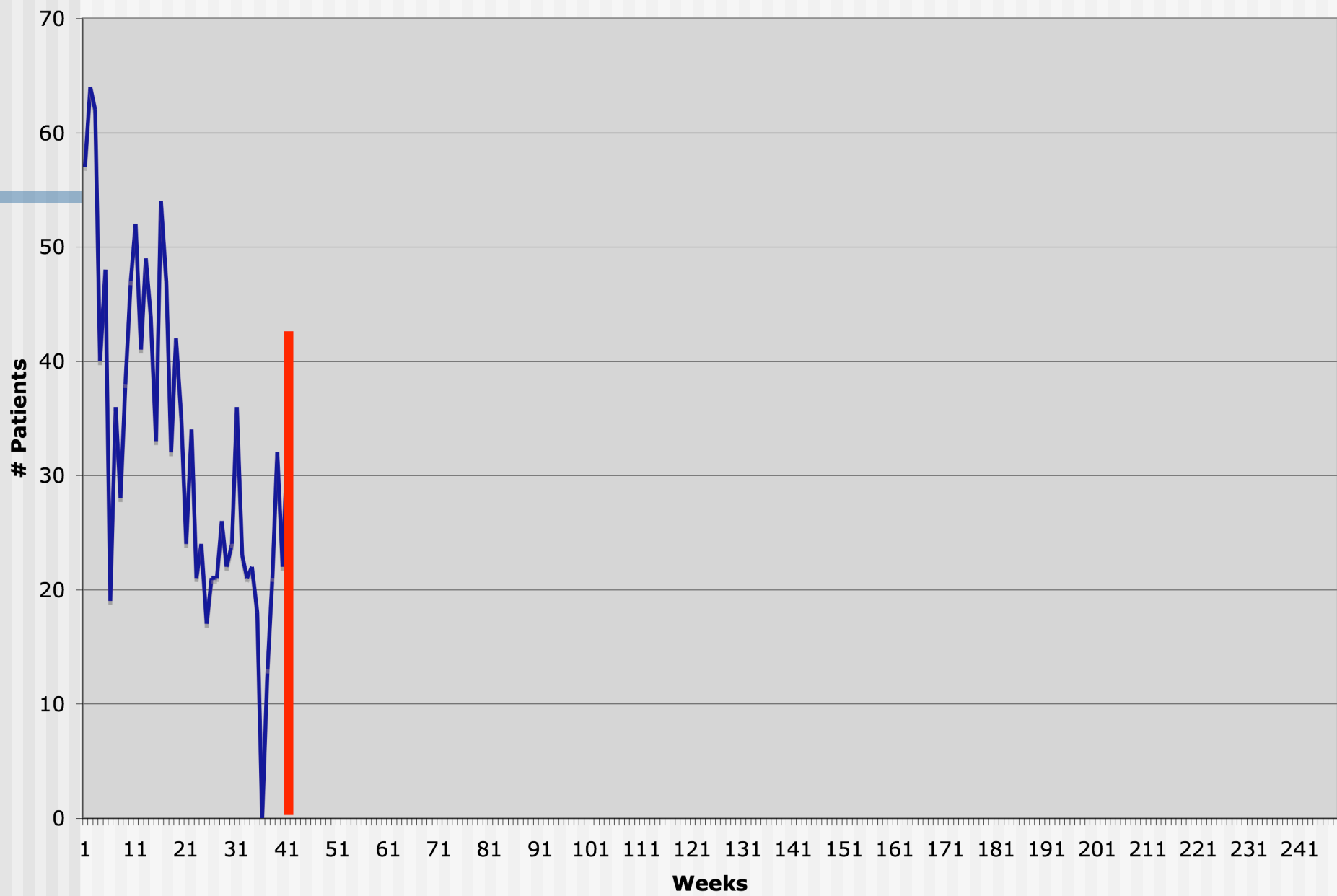
Navigation buttons "Back" and "Next" are present at the top and bottom of the questionnaire area. The browser's status bar at the bottom shows "Done" and "Internet".

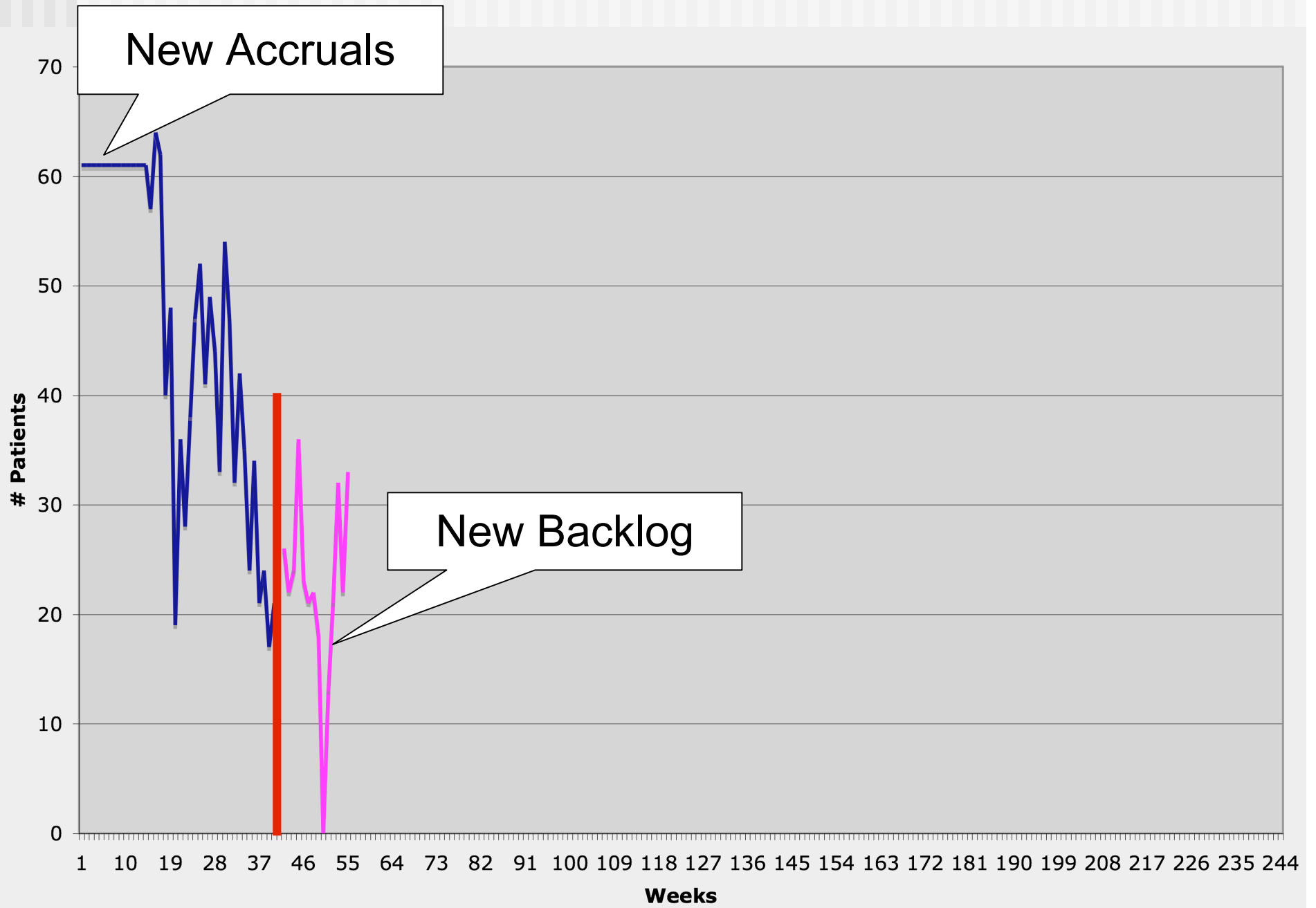
# Projecting Additional Volume Requirement

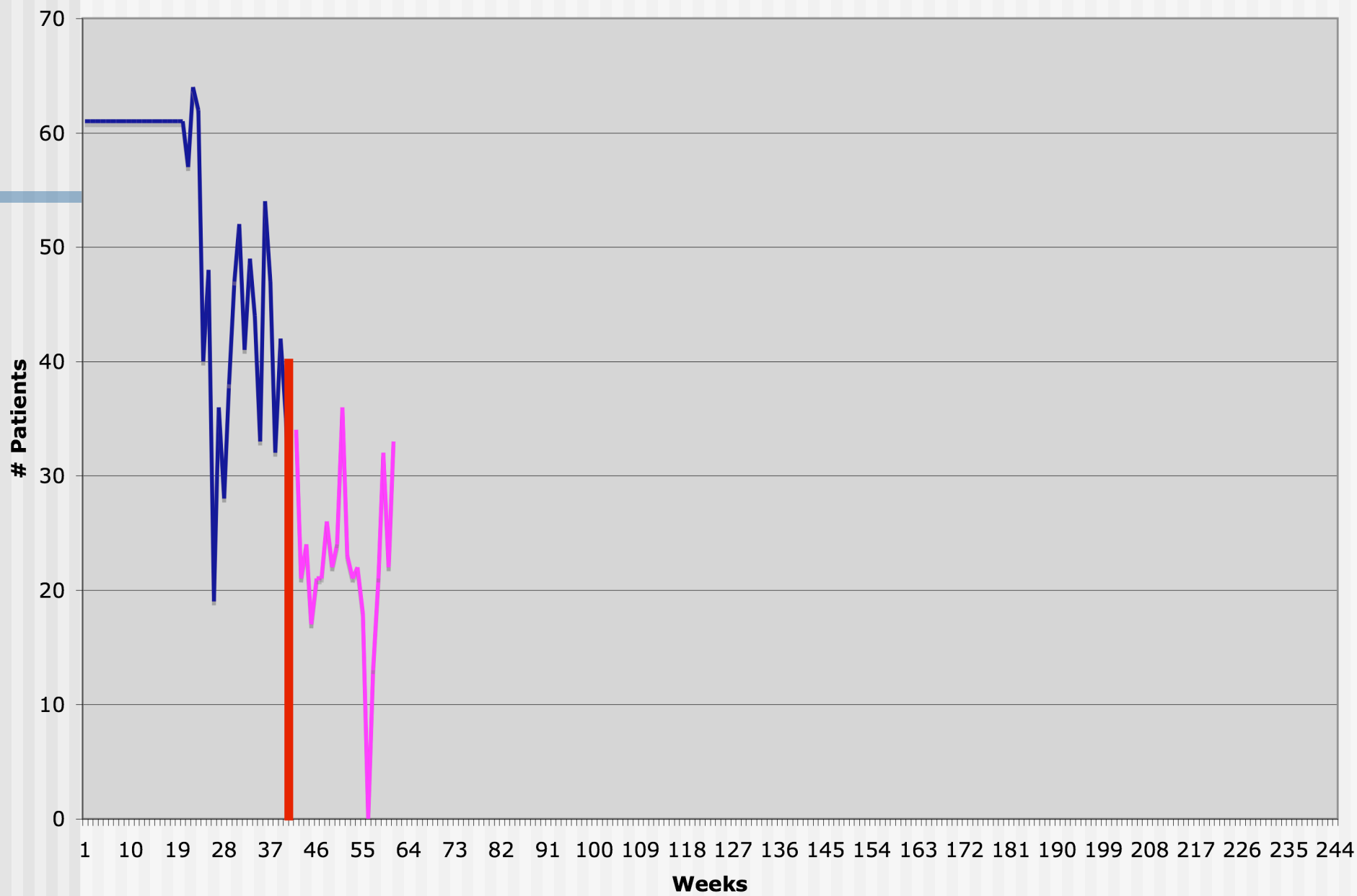
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By Surgeon & by Hospital









### Snapshot of Waiting Times

Turgeon

Get File

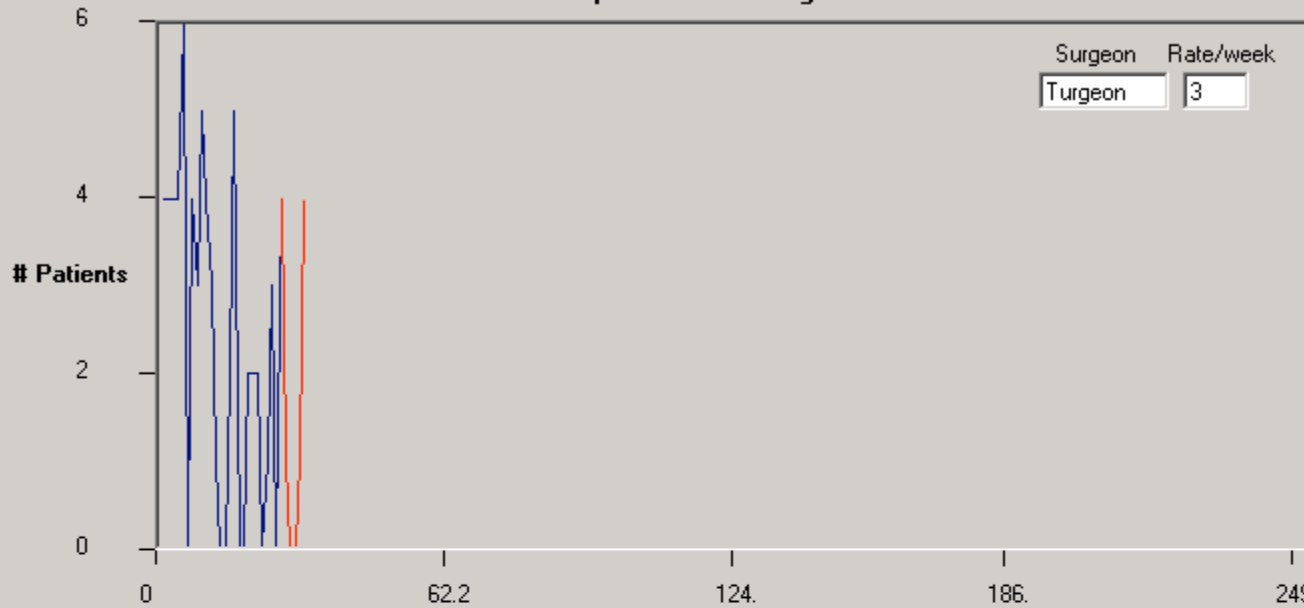
Present

**Max Wait**

41 Weeks

26 Weeks

Clear



Surgeon Rate/week  
 Turgeon 3

**Hospitals**

GGH

CH

SOGH

Save Specs.

**Throughput**

Present Rate 3  
 Expansion

**Accrual**

Weekly 4  
 % Year 10

**Weeks Waiting for Surgery**

# Patients Backlog  
 Total 65 11  
 Max 26

**Times in weeks**

Mean 11 Maximum 30 Change 4

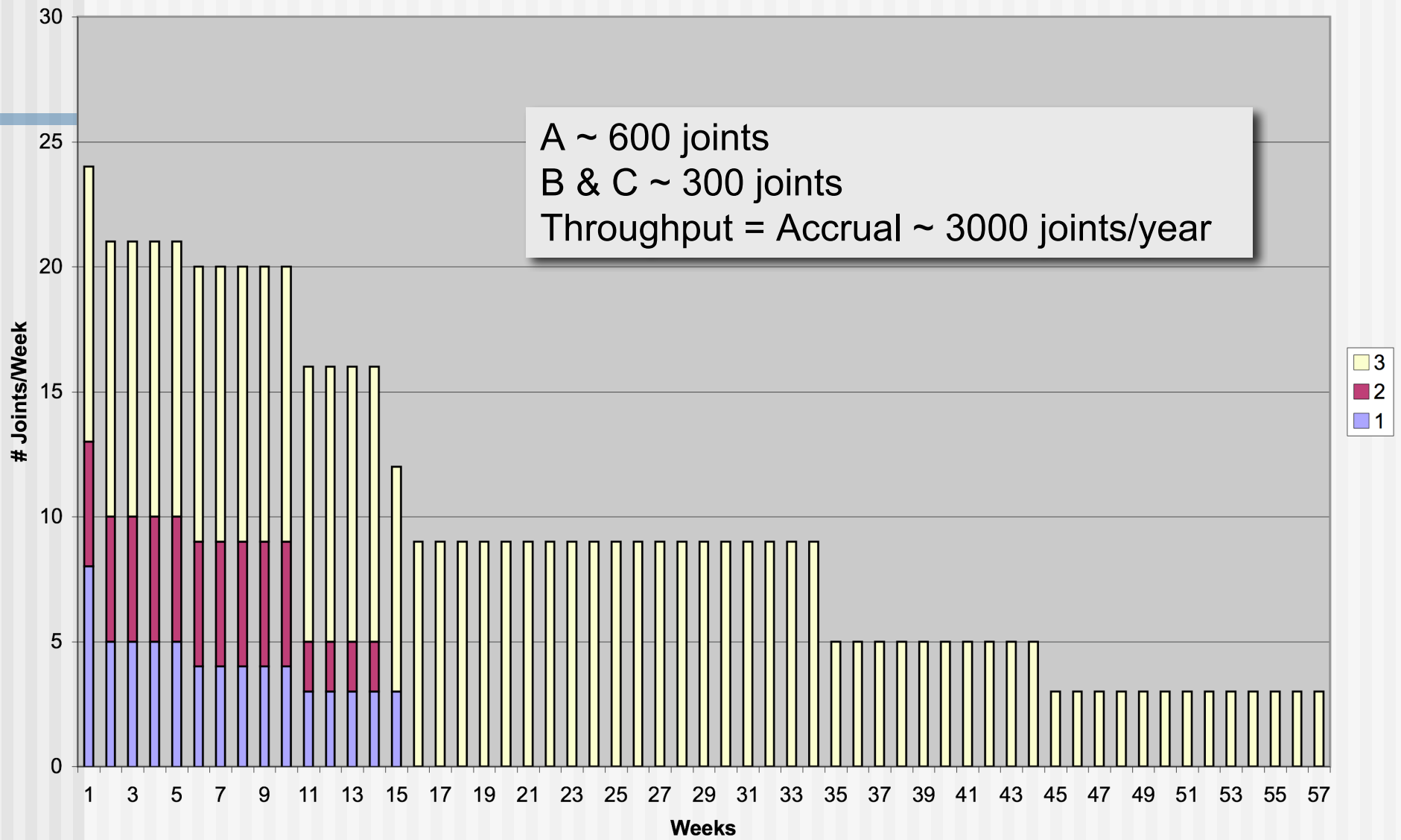
**New Targets**

New Backlog 6 New Joints/week 4

GH Projections			CH Projections			SOGH Projections					
	# Weeks	TotBacklog	Expansion		# Weeks	TotBacklog	Expansion		# Weeks	TotBacklog	Expansion
George	62	407	310	Hedden	23	224	115	Dillon	20	117	40
Irving	28	104	56	Burnell	15	128	75	Foerster	22	132	66
Prompay	52	307	156	Bohm	10	57	20				
Kayler	67	463	268	Turgeon	1	6	3				
<b>Total # Backlog Joints</b>				<b>Total # Backlog Joints</b>				<b>Total # Backlog Joints</b>			
Total	1281	Exp.	790	Total	415	Exp.	213	Total	249	Exp.	106



### Aggregate Expansion



# Increase Volumes without displacing others

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- Maximize throughput in present arthroplasty resources (E. Bohm)
  - Intake Process (Clinic Optimization)
  - Double Rooms
  - Physician Assistants
  - Prioritize Unused Slates to Arthroplasty
- Allocate additional dedicated Arthroplasty Slates with minimum throughput requirements
- Preoperative Optimization (Pre- Habilitation)

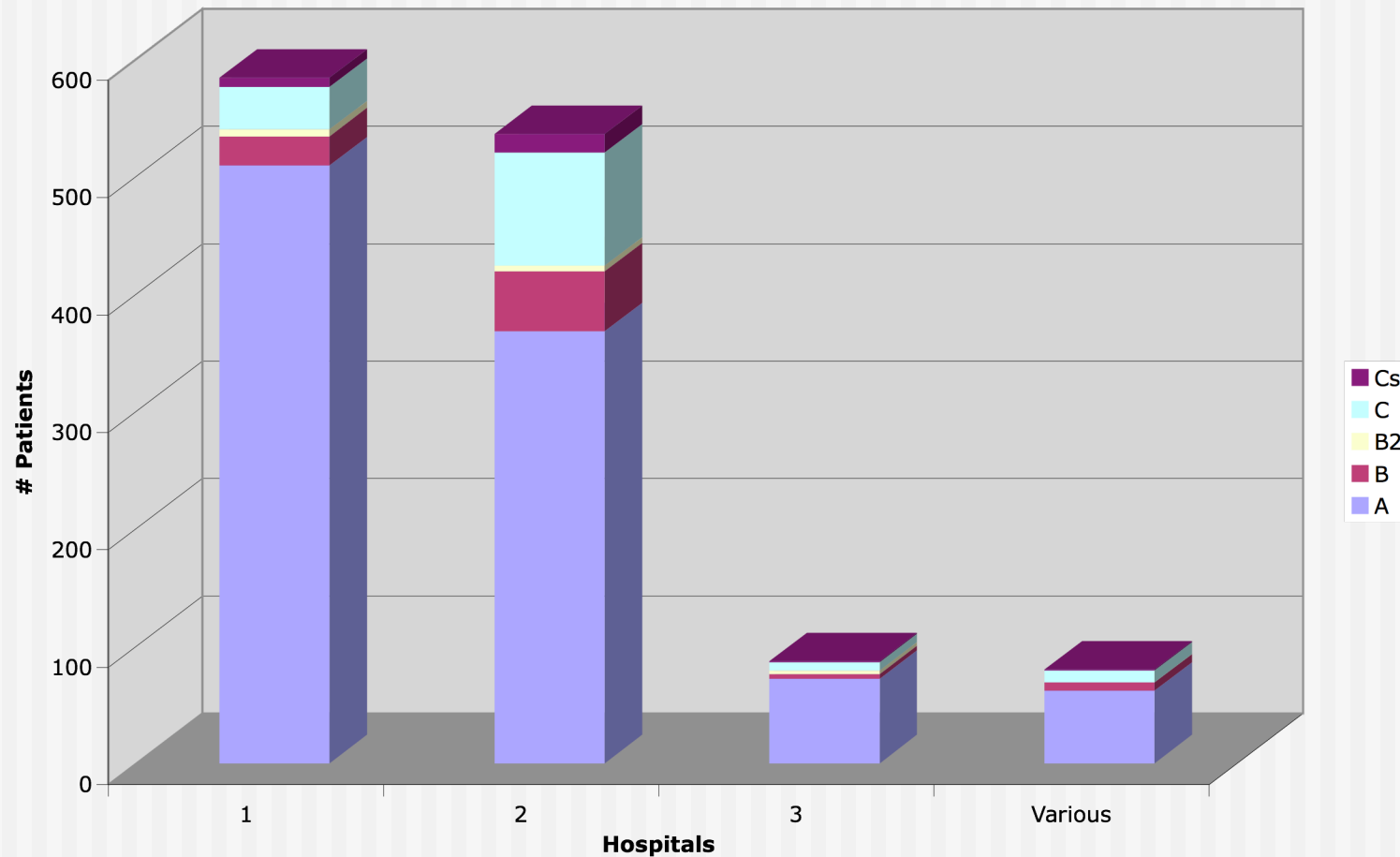
# Effects of Interventions

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Comparing Jan. 06 & Dec. 06

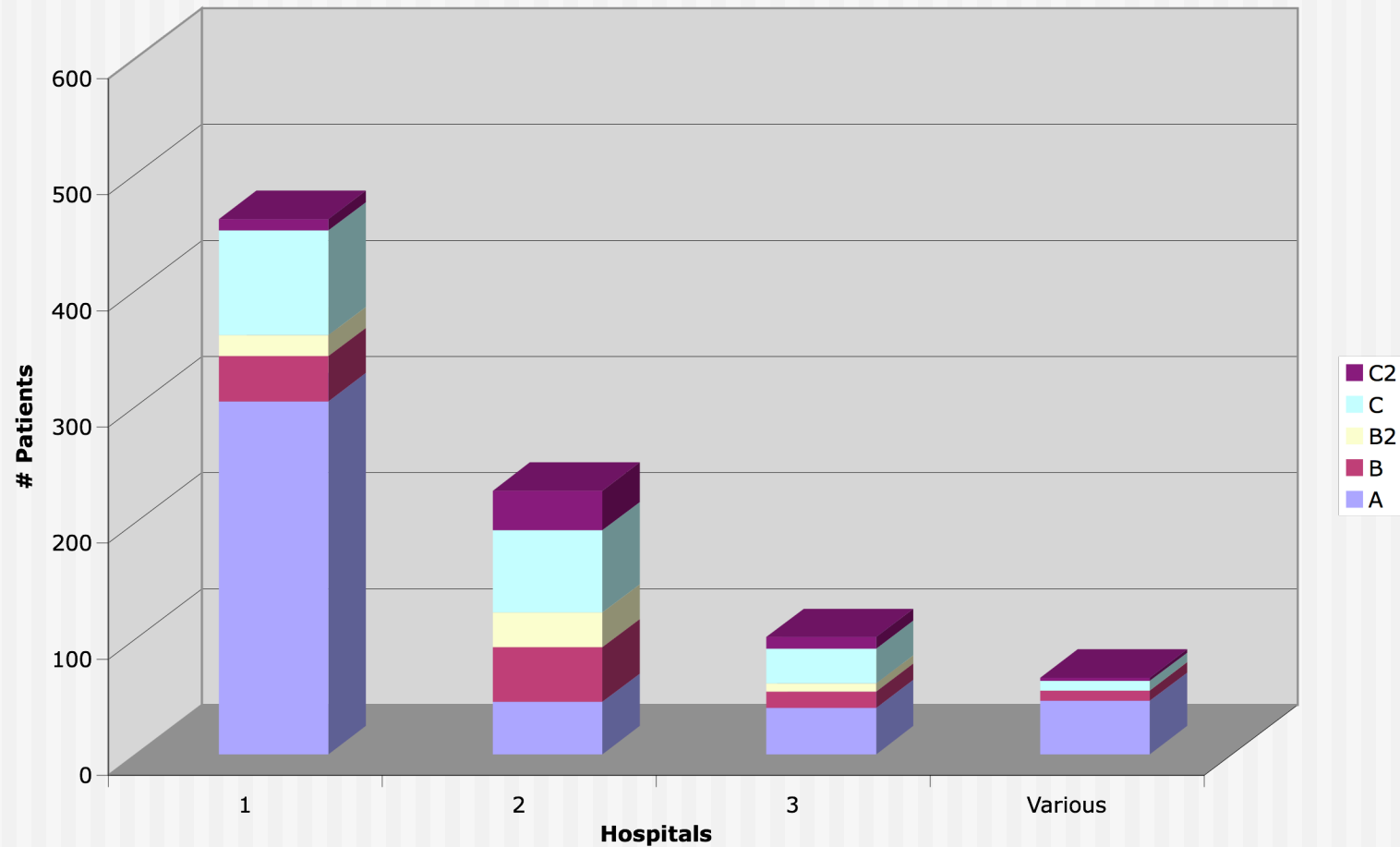
# Effect of Segmenting & Increased Volumes

Waiting > 41 weeks, January 2006

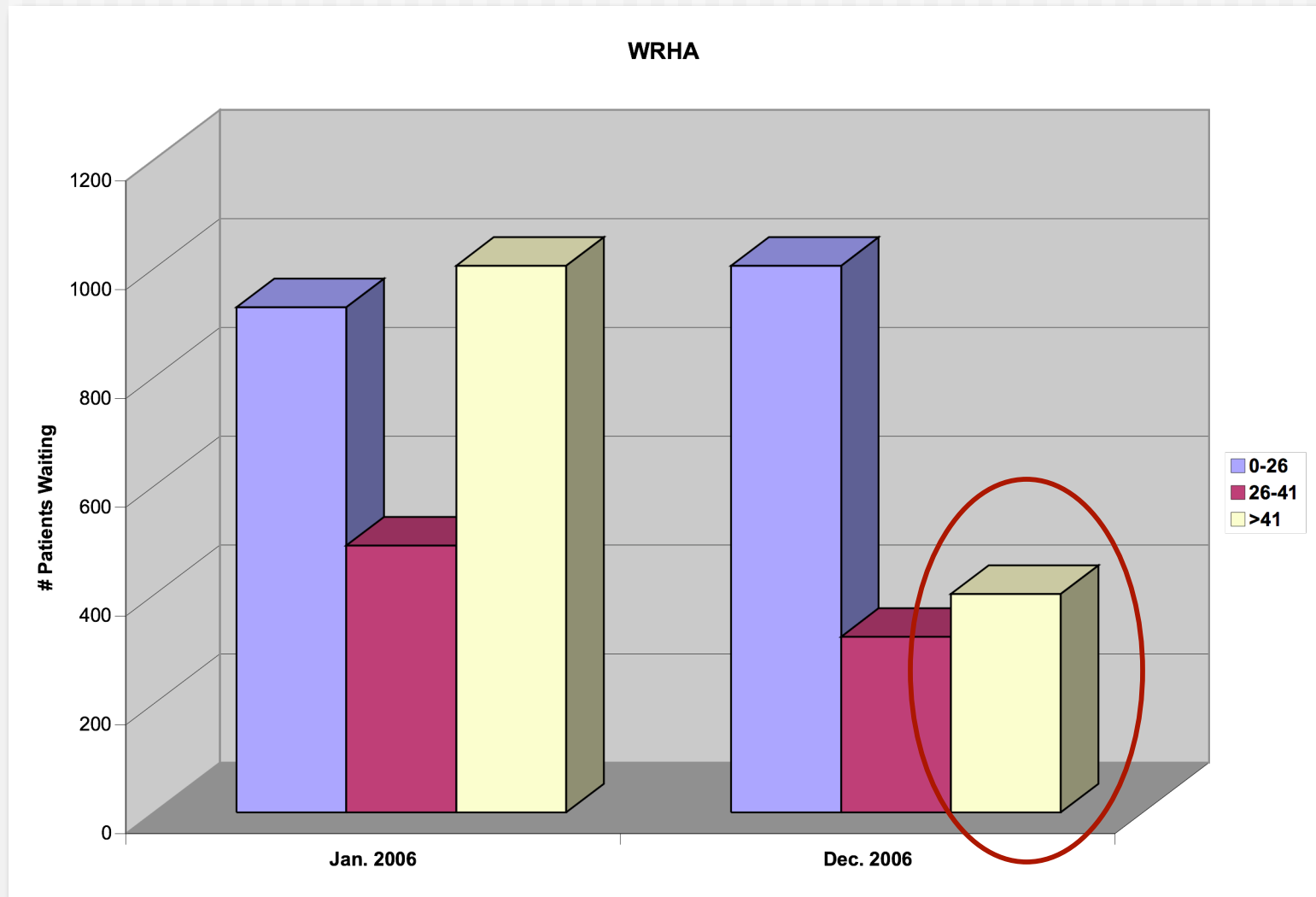


# Effects of Segmenting & Increased Volumes

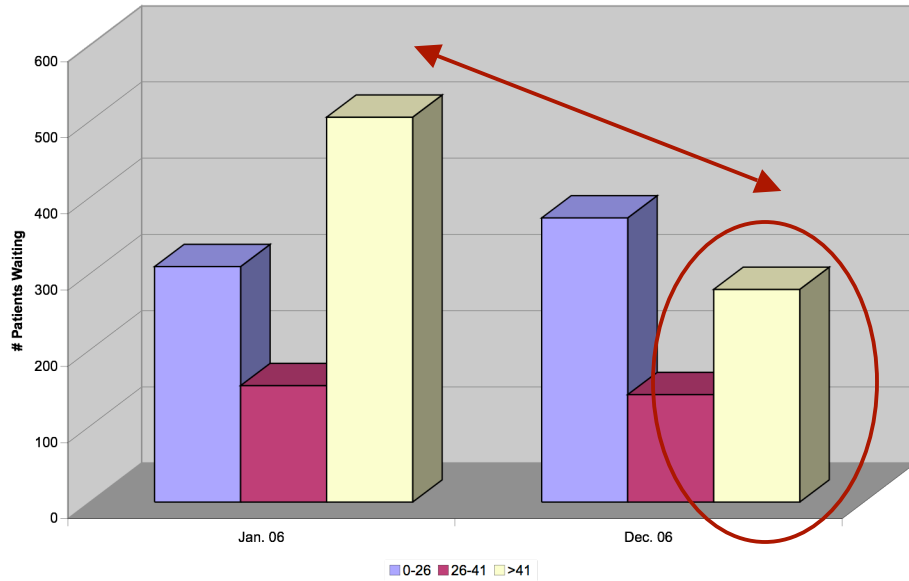
Waiting > 41 weeks, December 2006



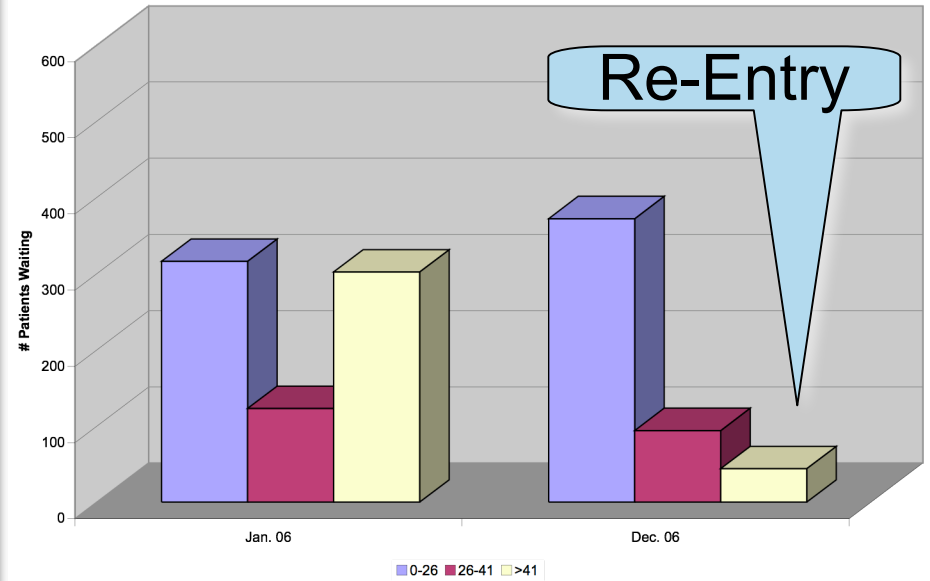
# Effects on # Waiting



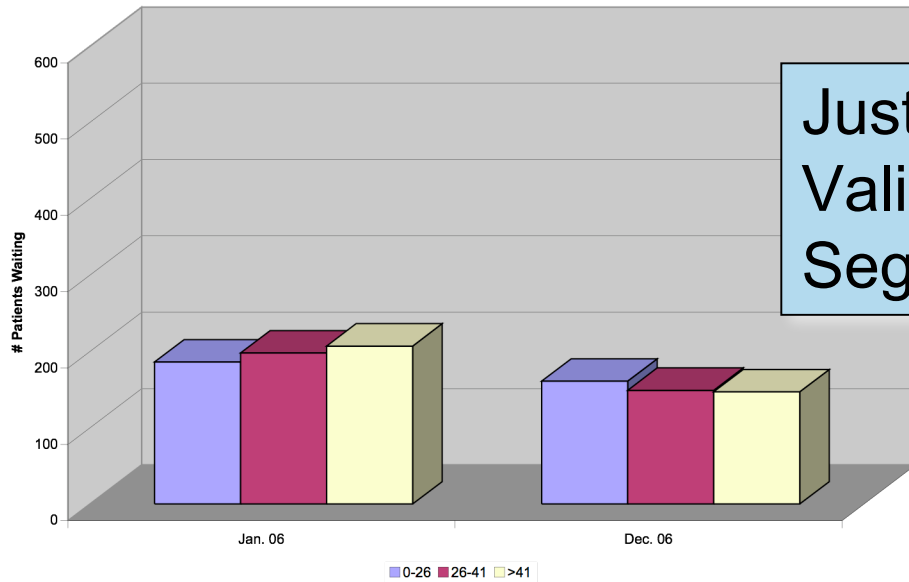
Hospital #1



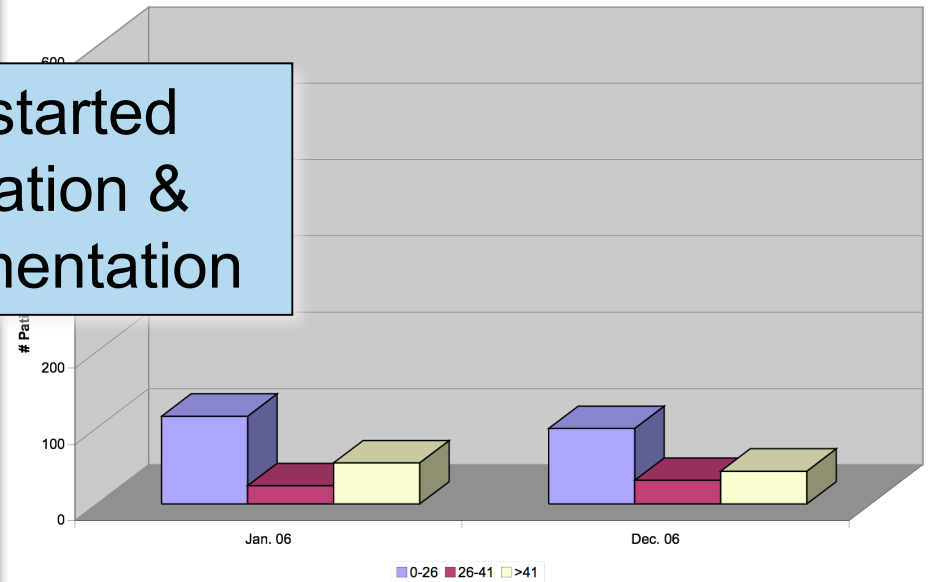
Hospital #2



Hospital #3

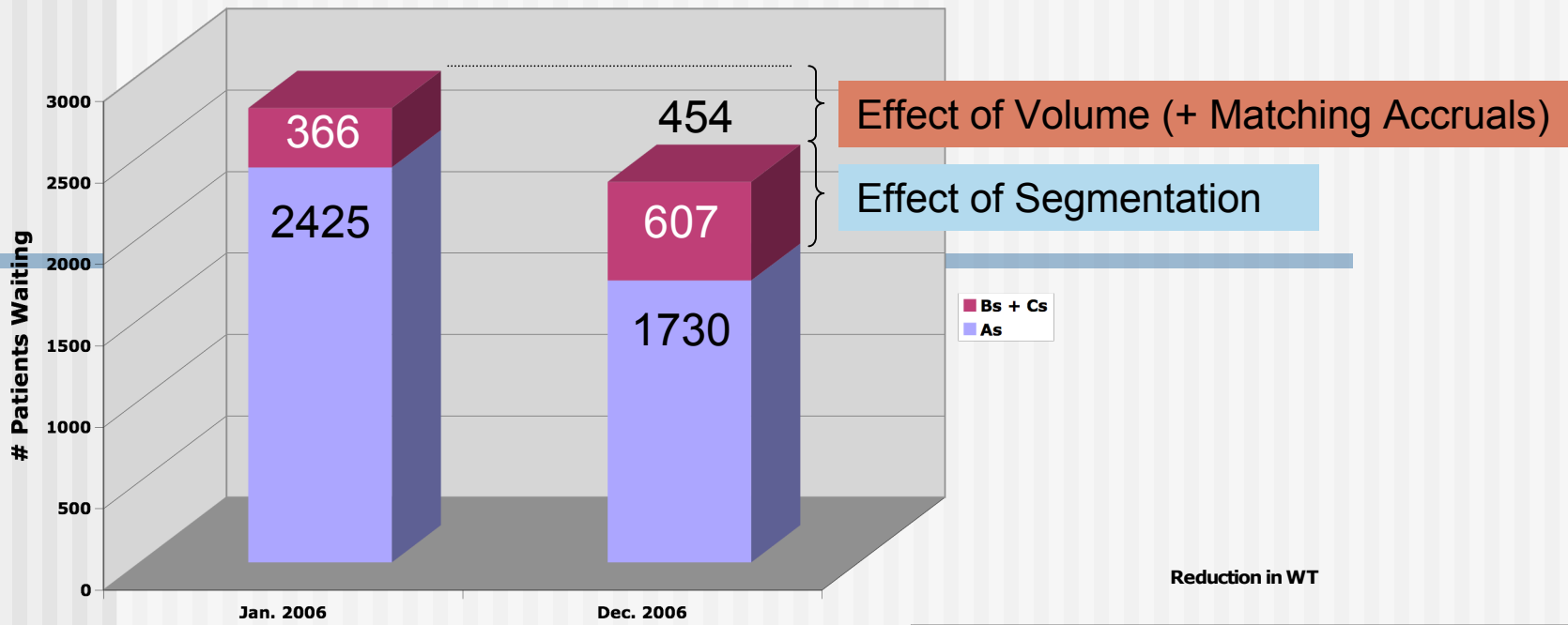


Various

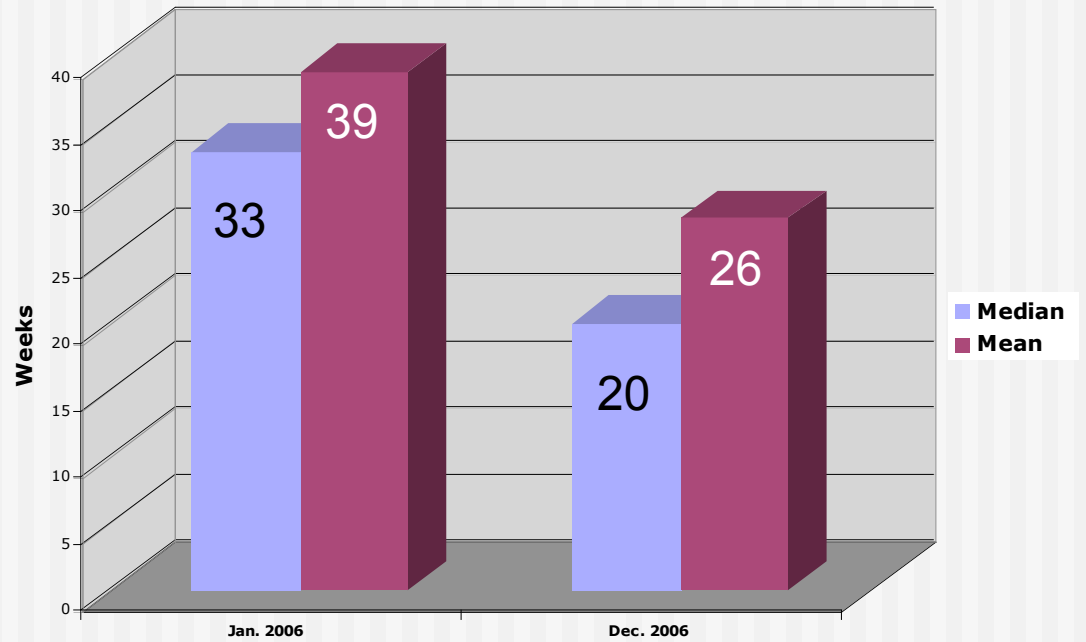


Just started  
Validation &  
Segmentation

### Net Reduction of WL



### Reduction in WT





# Summary of Strategies

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- Validating Waiting Lists
- Segmenting into A, B & C. Re-Entry
- Introducing Pre-Habilitation (Optimization)
- Streamlining Flow-Through Process
- Calculating & Implementing Required Additional Volumes (not displacing)
- Managing OR Scheduling and Patient Flow with Offices

# Conclusions

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- Backlog has been reduced
- Waiting Times have been reduced
- System has been changed to prevent recurrence
- These methodologies are now being extended to other priority areas

Thank You

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Questions?