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Best in health care.

Memo

**TO:** All Surgeons, Fraser Health Authority

**FROM:** Dr. Peter Blair, Program Medical Director Surgery  
Judith Hockney, Executive Director, BN, MN, Clinical Programs and Operations,  
FH Cardiac, Surgery and Trauma

**DATE:** November 4, 2014

**RE:** Ministry of Health - Pay for Performance

Dear Colleagues,

As you are aware, the BC Ministry of Health has implemented a funding structure known as Pay For Performance ("P4P"). At present, Fraser Health is penalised for surgical bookings that remain on a waitlist past 52 weeks.

Dramatic inroads have been made through collaboration between surgeons, their office staff, FH Surgical Program Leadership, staff in FH OR Booking, and staff in Surgery Information Systems. We recognise that this takes perseverance and are grateful for the focus and dedication from the physician side to help us achieve accurate waitlists. As a result, we have a clearer lens on the patients who are truly waiting for surgery more long-waiting patients have been booked for surgery.

We have shown improvement from around 10% of our collective waitlist being over 52 weeks down to about 4.5%, all within the last year.

However, there still remains a volume of patients whose bookings are causing financial penalty. It is imperative for the interest of all, including our patients, that we use every available strategy to avoid penalties.

This issue has been discussed at Surgical Program Council, which includes the Local Department Heads of Surgery and Anesthesiology, as well as Regional Department Heads of the Surgical Divisions. It was agreed that bookings waiting above 40 weeks will be returned to surgeon offices for reassessment. The process for this will be as follows:

- Surgeon Visibility Report will continue to be mailed to your office each fiscal period.
- Two weeks following delivery of the Surgeon Visibility Report, booking packages for patients waiting over 40 weeks that have not been scheduled will be returned to your offices for reassessment.

For most surgeon offices, there are either no bookings or only a handful and your efforts to review and schedule these cases is both greatly appreciated and vital for maintaining funding and resources for yourself and colleagues in the Surgical Program.

Sincerely,

*Peter Blair*      *J. Hockney*

\*: does waitlist start over again

# Cases over 52 weeks as of October 9th, 2014 (FY 14/15 P07)

## Site Details



FRASER HEALTH  
Surgery Information Systems

Site	Surgeons at site	Service	Cases PERFORMED					Cases WAITING					Current penalty risk* (Dec 31st payment)			
			FY 14/15 P06 (15th Aug to 11th Sep)	FY 14/15 P07 (12th Sep to 9th Oct)	As of 9th Oct	Change from last period	penalty risk* (Dec 31st payment)									
			0-26 weeks	26-52 weeks	52+	0-26 weeks	26-52 weeks	52+	0-26 weeks	26-52 weeks	52+					
BH	Nelson, Dr R. A.	PLAS	4	6	7	4	7	7	2	55	74	17 (11)	-5	+4	-7	\$ 130,200.00
	Dickeson, Dr M. R. C.	GEN	3	1	1	8	1	1	86	52	61	12 (10)	-10	+7	-4	\$ 74,200.00
	Mahy, Dr J. N.	URO	5	1	1	34	1	1	127	49	49	11 (4)	+9	+5	+2	\$ 37,800.00
	Warner, Dr J. A.	URO	40	1	5	4	2	2	48	80	80	10 (4)	-1	-12	-4	\$ 50,400.00
	Tarazi, Dr F.	ORTH	5	2	1	19	3	4	48	37	37	9 (2)	-6	-	-3	\$ 37,800.00
	Cuddington, Dr G. D.	GEN	10	7	2	20	12	4	148	98	98	7 (6)	+11	-2	-2	\$ 21,000.00
	Dhallwal, Dr H. S.	ORTH	30	24	2	6	3	3	16	7	7	5 (4)	-7	-4	-3	\$ 9,800.00
	Goel, Dr D. P.	ORTH	8	2	2	3	3	2	120	114	114	6 (4)	-15	+2	-3	\$ 43,400.00
	Pate, Dr G. C.	ORTH	3	16	3	11	4	2	19	13	13	4 (4)	-17	-1	-3	\$ 11,200.00
	Horton, Dr R. C.	PLAS	11	3	3	11	26	6	320	97	54	2 (0)	-34	+22	-5	\$ 19,600.00
	Boyd, Dr M. J.	ORTH	29	17	6	33	10	1	135	54	15	2 (0)	-8	+3	-2	\$ 14,000.00
	Manarey, Dr C. R. A.	ENT	3	3	2	41	5	2	73	15	15	2 (0)	-21	-3	-2	\$ 11,200.00
	Saunders, Dr P. P. R.	ORTH	11	2	1	17	5	2	9	10	10	2 (1)	-17	+8	-1	\$ 4,200.00
	Kostamo, Dr T.	ORTH	11	1	1	17	10	1	3	6	6	2 (2)	-2	-	-12	\$ 7,000.00
	Peers, Dr R. R.	PLAS	3	4	8	8	12	3	78	43	43	1 (0)	-11	-3	-	\$ 25,200.00
	Kokan, Dr P. A.	ORTH	30	1	4	19	19	1	74	38	38	1 (0)	-5	+14	-	\$ 21,000.00
	Samad, Dr I.	ENT	12	4	1	10	1	2	55	11	11	1 (1)	+10	-2	-16	\$ 9,800.00
	Belle, Dr R. M.	ORTH	4	4	1	8	1	2	19	19	19	1 (1)	+9	-3	-1	\$ 1,400.00
	Bhull, Dr D.	ORTH	4	4	9	9	4	4	60	34	34	0 (0)	-3	+6	-1	\$ 8,400.00
	Hsu, Dr K. E.	GEN	28	4	4	28	5	5	97	23	23	0 (0)	-2	-	-	\$ 9,800.00
	Hwang, Dr N. H.	OPTH	4	4	4	7	3	3	69	23	23	0 (0)	-2	-	-	\$ 2,800.00
	Tsaparas, Dr P.	ENT	7	4	1	7	1	1	38	18	18	0 (0)	-22	+9	-3	\$ 7,000.00
	Lalari, Dr S.	ORIG	13	4	4	22	3	3	45	11	11	0 (0)	-5	-2	-	\$ 5,600.00
	Mulji, Dr J. C.	ORIG	6	1	1	10	3	3	71	10	10	0 (0)	-10	-1	-	\$ 8,400.00
	Patel, Dr A. W.	OPTH	20	1	1	29	3	3	55	8	8	0 (0)	-4	-5	-	\$ 1,400.00
	Okamura, Dr J. Y.	GEN	5	1	1	11	3	3	12	6	6	0 (0)	-10	+3	-	\$ 2,800.00
Coll, Dr O. P.	ORIG	9	9	5	5	1	1	13	4	4	0 (0)	+2	-	-	\$ 1,400.00	
Roy, Dr R. P. A.	ORIG	9	9	5	5	1	1	57	3	3	0 (0)	+4	+1	-	\$ 1,400.00	
Wong, Dr C. K.	ORIG	6	8	8	8	1	1	26	3	3	0 (0)	+3	-	-	\$ -	
Arochane, Dr M.	OPTH	5	5	5	5	2	2	2	2	2	0 (0)	-	-	-	\$ -	
Dunwoody, Dr J. M.	ORTH	9	10	10	2	2	2	2	2	2	0 (0)	-	-	-	\$ -	
All BH			343	109	29	449	122	30	209	1004	143 (85)	-150	+54	-37	\$ 620,200.00	

\* Assuming \$1,400 per case over 52 weeks on Dec 31st

e.g. 20 (5) means 20 cases over 52 weeks, of which 5 do not have an OR date in Meditech

(#) Indicates how many of those cases not given an OR date

3 surgeons not shown here as they have no cases waiting > 26 weeks.

# Cases over 52 weeks as of October 9th, 2014 (FY 14/15 P07) FH Overview



Site	Top 3 surgeons of site (cases > 52 wks)	Cases PERFORMED					Cases WAITING					Current penalty risk* (Dec 31st payment)		
		FY 14/15 P06 (15th Aug to 11th Sep)		FY 14/15 P07 (12th Sep to 9th Oct)		As of 9th Oct		Change from last period						
		76-52 weeks	52+ weeks	0-26 weeks	26-52 weeks	52+ weeks	0-26 weeks	26-52 weeks	52+ weeks	0-26 weeks	26-52 weeks	52+ weeks		
ARRH	Musco, Dr. D. J.	PLAS	14	9	22	10	1	73	16	22	-8	-45	+22	\$ 32,200.00
	Vrabec, Dr. G. Jr.	URO	14	2	26	4	116	25	3	139	-8	-4	-3	\$ 22,400.00
	Lewis, Dr. G. M.	VASC	10	2	14	1	71	5	3	11	-8	+2	-5	\$ 5,800.00
BH	All ARRH		330	33	436	54	1331	285	32	418	-48	+11	\$ 372,200.00	
	Nelson, Dr. R. A.	PLAS	4	5	1	1	61	74	49	12	+3	-7	\$ 130,200.00	
	Dickson, Dr. M. C.	GEN	3	6	7	7	95	61	17	6	+4	+6	\$ 74,200.00	
CGH	Mahy, Dr. J. N.	GEN	5	1	8	1	86	52	12	-10	+7	-4	\$ 43,400.00	
	All BH		343	209	449	122	2079	1004	143	250	+54	+37	\$ 620,200.00	
	Tam, Dr. M. Y. M.	OPTH	29	2	27	6	112	34	1	11	-8	+3	\$ 8,400.00	
DH	Kloppers, Dr. S. P.	ENT	31	3	27	2	89	17	1	4	-4	-10	\$ 7,000.00	
	Goodman, Dr. S. H.	URO	6	22	6	31	176	110	6	120	-	+5	\$ 25,200.00	
	All CGH		615	22	682	31	1761	110	6	120	-	+5	\$ 25,200.00	
ERH	Smit, Dr. B. H. W.	ORTH	4	5	15	3	16	4	9	-12	+3	-20	\$ 18,200.00	
	Segal, Dr. J. M.	GEN	12	5	33	13	107	27	2	5	-5	-2	\$ 2,800.00	
	Wong, Dr. V. A.	OPTH	2	5	3	13	32	15	0	9	-7	2	\$ 9,800.00	
JP	All DH		401	15	401	36	944	103	11	7	-18	138	\$ 49,000.00	
	Smyth, Dr. R. J.	ENT	12	2	3	6	80	42	2	9	-8	-1	\$ 33,600.00	
	Viskontas, Dr. D.	ORTH	18	1	3	2	44	13	2	1	-3	-2	\$ 7,000.00	
LMH	Apostle, Dr. K. L.	ENT	339	33	408	39	1599	332	8	55	+1	+1	\$ 5,600.00	
	All ERH		12	2	16	5	144	69	25	-4	+12	16	\$ 51,800.00	
	Kwak, Dr. J. I.	ENT	10	2	12	1	73	31	14	-5	-5	-8	\$ 35,400.00	
PAH	Matthew, Dr. L. R.	ORTH	4	4	6	1	83	41	7	+12	-9	+4	\$ 21,000.00	
	Lee, Dr. A. T.	PLUS	280	15	420	21	1328	364	70	64	+29	+2	\$ 282,800.00	
	All JP		15	20	26	54	316	107	1	0	+52	-5	\$ 15,400.00	
RCH	Zakrzewski, Dr. P. A.	OPTH	30	7	48	24	225	29	0	4	+4	+6	\$ 1,400.00	
	Anderson, Dr. C. K.	ORTH	9	9	10	12	99	24	0	-3	-7	-	\$ 1,400.00	
	Chan, Dr. K. H. A.	ORTH	299	53	378	120	1320	214	1	0	-9	+1	\$ 32,200.00	
RMH	All LMH		3	2	4	1	92	53	33	+8	-8	-60	\$ 156,800.00	
	Smit, Dr. B. H. W.	ORTH	19	2	11	4	72	37	28	-4	-13	-8	\$ 54,600.00	
	Tam, Dr. M. Y. M.	OPTH	4	4	7	8	55	67	15	+10	-8	-	\$ 60,200.00	
SMH	Yao, Dr. Y. O.	ORTH	178	32	221	41	1008	308	128	26	+26	-77	\$ 295,400.00	
	All PAH		2	2	7	2	46	26	6	+2	-1	-3	\$ 14,000.00	
	Viskontas, Dr. D.	ORTH	11	2	6	2	5	3	3	+3	-1	+1	\$ 8,400.00	
All FH	Lemaitre, Dr. J.	CARD	4	2	6	4	23	15	3	-1	+1	4	\$ 8,400.00	
	Walshak, Dr. M. Z.	NEUR	329	13	384	19	711	167	20	-74	-23	-41	\$ 106,400.00	
	All RCH		19	2	29	1	48	11	2	-19	+1	-1	\$ 4,200.00	
All SMH	Head, Dr. M. R.	GEN	16	2	24	7	75	16	1	+1	-10	-1	\$ 1,400.00	
	Bhachu, Dr. D. S.	ORTH	35	26	1	54	51	1	1	+9	-	-	\$ 2,800.00	
	Patel, Dr. S. K.	ORTH	362	26	445	54	1358	202	4	+32	-47	-3	\$ 47,600.00	
All SMH	All RMH		6	2	5	5	29	33	61	-1	-20	-17	\$ 107,800.00	
	Lazare, Dr. D. M.	OBG	19	2	17	2	32	24	30	-1	-7	-7	\$ 65,800.00	
	Astraff, Dr. A. S.	THOR	11	2	16	3	40	30	20	-5	-	-5	\$ 49,000.00	
All SMH	Bond, Dr. R. J.	THOR	530	145	635	130	3415	1044	226	+204	-30	-181	\$ 781,200.00	
	All SMH		4006	496	4919	727	16854	4124	649	+97	-79	-363	\$ 2,527,000.00	

Burnaby

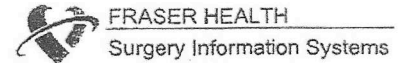
Relevant fines.

\* Assuming \$1,400 per case over 52 weeks on Dec 31st

(H) Indicates how many of those cases not given an OR date in Meditech e.g. 20 (5) means 20 cases over 52 weeks, of which 5 do not have an OR date in Meditech



Main OR Volume Status Report: FY 2014/2015 - Period 07 YTD  
(April 1, 2014 - October 9, 2014)



Burnaby

		Inpatient Visits						SDC Visits						Total	Sched	Unschd
		Hip	Knee	Sub-total	Other-Sched	Unsched	IN Total	Cataract	Other-Sched	Unschd	Referred Out	Tsfr	SDC Total			
ARH	Actual	68	129	197	771	1,069	2,037	-	1,933	205	58	43	2,239	4,276	2,959	1,27
	Budget	64	126	190	897	881	1,968	-	1,980	206	159	-	2,345	4,313	3,226	1,08
	Variance	(4)	(3)	(7)	(126)	(188)	(69)	-	(47)	(1)	(101)	(43)	(106)	37	267	(18)
Annual Budget		123	237	360	1,701	1,666	3,727	-	3,757	390	300	-	4,447	8,174	6,118	2,05
BH	Actual	95	124	219	743	962	1,924	1,106	1,448	41	-	-	2,595	4,519	3,516	1,00
	Budget	75	153	228	743	1,226	2,197	913	1,397	60	-	-	2,360	4,557	3,281	1,27
	Variance	(20)	29	9	-	264	(273)	(193)	(51)	9	-	-	(235)	38	(235)	27
Annual Budget		146	298	444	1,449	2,387	4,280	1,781	2,738	97	-	-	4,616	8,896	6,412	2,48
CGH	Actual	65	101	166	434	439	1,039	2,854	1,037	126	-	-	4,017	5,056	4,491	56
	Budget	71	124	195	435	461	1,091	2,254	860	124	-	-	3,238	4,329	3,744	58
	Variance	6	23	29	1	22	(62)	(600)	(177)	(2)	-	-	(779)	(727)	(747)	21
Annual Budget		132	226	358	800	845	2,003	4,149	1,583	226	-	-	5,958	7,961	6,890	1,07
DH	Actual	-	-	-	40	76	116	410	2,314	22	-	-	2,746	2,862	2,764	98
	Budget	-	-	-	38	-	38	250	1,871	-	-	-	2,121	2,159	2,159	-
	Variance	-	-	-	(2)	(76)	(78)	(160)	(443)	(22)	-	-	(625)	(703)	(605)	(98)
Annual Budget		-	-	-	73	-	73	470	3,515	-	-	-	3,985	4,058	4,058	-
ERH	Actual	15	24	39	720	84	823	-	2,211	128	-	-	2,339	3,162	2,970	192
	Budget	38	48	86	552	76	714	-	2,547	174	-	-	2,721	3,435	3,185	250
	Variance	23	24	47	(168)	(12)	(109)	-	(336)	46	-	-	382	273	215	58
Annual Budget		70	88	158	1,035	143	1,336	-	4,786	327	-	-	5,113	6,449	5,979	470
LMH	Actual	54	154	208	484	803	1,495	855	1,329	157	-	-	2,341	3,836	2,876	960
	Budget	78	116	194	425	649	1,268	708	1,092	151	-	-	1,951	3,219	2,419	800
	Variance	24	(38)	(14)	(59)	(154)	(227)	(147)	(237)	(6)	-	-	(390)	(617)	(457)	(160)
Annual Budget		149	223	372	809	1,234	2,415	1,347	2,105	286	-	-	3,738	6,153	4,633	1,520
PAH	Actual	51	83	134	366	564	1,064	419	888	105	-	-	1,212	2,276	1,607	669
	Budget	49	86	135	262	585	982	447	579	54	-	-	1,080	2,062	1,423	639
	Variance	(2)	3	1	(104)	21	(82)	28	(109)	(51)	-	-	(132)	(214)	(184)	(30)
Annual Budget		96	164	260	500	1,121	1,884	859	1,122	100	-	-	2,081	3,962	2,741	1,221
RCH Main OR	Actual	37	29	66	1,421	2,220	3,707	-	871	140	63	-	1,074	4,781	2,421	2,360
	Budget	31	37	68	1,230	2,127	3,425	-	869	35	-	-	904	4,329	2,167	2,162
	Variance	(6)	8	2	(191)	(93)	(282)	-	(2)	(105)	(63)	-	(170)	(452)	(254)	(198)
Annual Budget		60	70	130	2,315	4,020	6,465	-	1,666	64	-	-	1,730	8,195	4,111	4,084
RCH Cardiac OR	Actual	-	-	-	367	160	527	-	1	5	-	-	6	533	368	165
	Budget	-	-	-	642	-	642	-	-	-	-	-	-	642	642	-
	Variance	-	-	-	(275)	(160)	(115)	-	(1)	(5)	-	-	(6)	109	274	(165)
Annual Budget		-	-	-	1,191	-	1,191	-	-	-	-	-	-	1,191	1,191	-
RMH	Actual	30	33	63	382	387	832	1,598	1,184	104	-	-	2,886	3,718	3,227	491
	Budget	28	48	76	393	311	780	1,968	1,069	132	-	-	3,169	3,949	3,506	443
	Variance	(2)	15	13	11	(76)	(52)	(370)	(115)	(28)	-	-	(283)	(231)	279	(48)
Annual Budget		52	91	143	727	578	1,445	3,652	1,985	249	-	-	5,886	7,334	6,507	827
SMH Main OR	Actual	68	241	309	1,305	1,265	2,879	1,193	2,071	244	-	-	3,508	6,387	4,878	1,509
	Budget	61	150	211	829	1,203	2,243	1,264	2,032	309	-	-	3,605	5,848	4,336	1,512
	Variance	(7)	(91)	(98)	(476)	(62)	(636)	(71)	(39)	65	-	-	97	(539)	(542)	3
Annual Budget		117	289	406	1,616	2,336	4,358	2,454	3,938	599	-	-	6,991	11,349	8,414	2,935
SMH FBU	Actual	-	-	-	276	581	857	-	-	-	-	-	-	857	276	581
	Budget	-	-	-	255	462	717	-	-	-	-	-	-	717	255	462
	Variance	-	-	-	(21)	(119)	(140)	-	-	-	-	-	-	(140)	(21)	(119)
Annual Budget		-	-	-	476	870	1,346	-	-	-	-	-	-	1,346	476	870
JPOCSC	Actual	-	-	-	-	-	-	-	2,552	33	-	-	2,585	2,585	2,552	33
	Budget	-	-	-	-	-	-	-	3,162	-	-	-	3,162	3,162	3,162	-
	Variance	-	-	-	-	-	-	-	(610)	(33)	-	-	(577)	(577)	(610)	(33)
Annual Budget		-	-	-	-	-	-	-	5,900	-	-	-	5,900	5,900	5,900	-
FH Total	Actual	483	918	1,401	7,309	8,590	17,300	8,435	17,639	1,310	121	43	27,548	44,848	34,905	9,900
	Budget	495	888	1,383	6,701	7,981	16,065	7,804	17,458	1,235	159	-	26,656	42,721	33,505	9,216
	Variance	12	(30)	(18)	(608)	(609)	(1,235)	(631)	(181)	(75)	38	(43)	(892)	(2,127)	(1,400)	(684)
Annual Budget		945	1,686	2,631	12,692	15,200	30,523	14,712	33,095	2,338	300	-	50,445	80,968	63,430	17,538

Sharon Yio, Business Analyst, SIS, 604-587-4600 x 765703  
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