

Clearing the Backlog: A Smarter Approach to Elective Surgery Recovery

Leaders used SystemView WaitList to optimise theatre use and cut long waits.



The Customer

A large Health Service who provides a wide range of secondary and tertiary health services across four hospitals, including surgery, trauma, emergency medicine, intensive care, mental health, and more. With over 10,000 staff, it cares for more than 650,000+ residents in the region, including a transient population of around 12 million visitors annually.

Additional facilities within this health service include a 6-theatre day surgery, satellite hospital, two health precincts, and 13 community-based centres. The Health Service manages over 1,100 overnight hospital beds. They perform about 4,500 planned surgeries each quarter.



OVERNIGHT BEDS
MANAGED



INITIAL SPECIALIST
APPOINTMENTS



VIRTUAL CLINICS
CONDUCTED

Managing elective surgery waiting lists is a complex and dynamic task that involves balancing emergency and elective surgery demand, theatre session allocations, inpatient beds, supporting staff and financial impacts. The Health Service relies on efficient elective surgery waiting list management practices to achieve its elective surgery targets.

The Challenge

In the wake of COVID-19, the Health Service faced a significant elective surgery backlog, with hundreds of patients waiting beyond clinically recommended timeframes.

With a clear target to reduce this number to zero by the end of the financial year, the organisation needed a scalable, data-driven solution to improve visibility, streamline booking practices, and optimise theatre utilisation.

The Solution

The Health Service leveraged the novel analytics in **SystemView** and recommended supporting processes to improve efficiencies. This was done using the advanced analytics and workflow tools to transform elective surgery management to better quantify team- and surgeon-level demand and capacity imbalances for remediation. The key SystemView capabilities included:

- Booking-Specific Wait Groups:**
SystemView introduced dynamic patient groupings based on urgency and breach risk, enabling booking teams to prioritise patients chronologically and flag practices likely to result in breaches—improving equity, transparency, and compliance with local standards.
- Automated Demand & Capacity Analysis:**
The platform quantified weekly theatre session requirements by specialty and surgeon, highlighting gaps between demand and allocation. This enabled targeted remediation through session reallocation and outsourcing.
- Executive-Level Oversight:**
End-of-month views and real-time dashboards provided executives with clear visibility into backlog trends, patient readiness, and booking progress – supporting timely interventions and strategic planning.
- Outsourcing Enablement:**
SystemView’s doctor-level demand analysis and patient-level action lists streamlined outsourcing workflows, accelerating throughput and reducing administrative burden.
- Integrated Implementation:**
The Health Service embedded SystemView into daily operations through structured training, process optimisation, and continuous monitoring – ensuring sustainable change and measurable impact.

Impact

The integration of **SystemView** delivered a step-change in elective surgery performance, with tangible outcomes across clinical, operational, and executive domains:

- Backlog Reduction:**
Improved booking practices and prioritisation tools enabled the Health Service to significantly reduce long-wait patients, progressing toward its zero-backlog target.
- Efficiency Gains:**
Automated analytics and streamlined workflows reduced manual effort, optimised theatre utilisation, and improved alignment between demand and capacity.
- Improved Patient Access & Equity:**
Chronological booking and urgency-based prioritisation ensured fairer, faster access to care – enhancing patient experience and clinical outcomes.
- Stronger Executive Control:**
Real-time insights empowered leadership to monitor performance, drive accountability, and make data-led decisions with confidence.
- Faster Recovery Post-COVID:**
SystemView’s intelligence, combined with local process improvements, enabled a rapid and resilient recovery – restoring service levels and building future readiness.

“SystemView has completely changed the way we think about and perform Elective Surgery waiting list management – for the better. The waiting list logic is embedded across the organisation.”
~ Program Manager, Outpatient Business Improvement Team