

From Static to Strategic: Real-Time Waitlist Management in Action

With SystemView, leaders prioritised patients more effectively and improved throughput.



The Customer

A large Health Service who delivers a broad 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.

With over 22,000 initial specialist appointments and an additional 4,700 virtual outpatient clinics conducted in a quarter, the referral centre is backed by a dedicated team comprising Business Practice Improvement Officers (BPIOs) and the Outpatient Program Manager. This team was established to drive continuous improvement in outpatient processes, leveraging data-driven insights to enhance operational efficiency and deliver better patient care outcomes.



The Challenge

The COVID-19 pandemic created a significant backlog in outpatient referrals, disrupting service delivery and delaying access to care across the health system.

While many organisations struggled to regain visibility and control, this Health Service was uniquely positioned to respond swiftly – thanks to its early adoption of SystemView.

SystemView enabled the organisation to:

- **Develop Targeted Recovery Plans:** With access to daily patient target lists and automated demand and capacity analytics, teams could rapidly assess referral volumes, identify risk areas, and initiate data-informed recovery strategies.
- **Monitor Emerging Waiting List Behaviours:** SystemView’s trend analysis tools provided real-time visibility into referral patterns, processing times, and removal rates – ensuring the department remained agile and responsive to shifting demand.

The Solution

To address the referral backlog and manage fluctuating outpatient demand, the Health Service embedded **SystemView** into its daily operations – transforming how outpatient services were monitored, prioritised, and resourced. Key capabilities included:

- **Daily Patient Target Lists:** Automatically generated and sorted by urgency and treat-by dates, enabling teams to prioritise patients at risk of breaching recommended timeframes.
- **Automated Demand & Capacity Analysis:** Provided weekly insights into patient volumes and appointment gaps, allowing for proactive scheduling and resource alignment.
- **Weekly Waiting List Dynamics:** Delivered real-time updates on referral processing, treatment activity, and removal rates – supporting agile decision-making.
- **Trend Analysis & Business Case Support:** Quantified service demand and resource requirements, enabling the development of robust business cases for staffing, infrastructure, and clinic expansion.
- **Patient-Level Visibility:** Enabled immediate action on long-wait patients through direct access to individual records, improving responsiveness and care timeliness.

The implementation was supported by targeted training, process redesign, and continuous monitoring – ensuring **SystemView** was fully integrated into outpatient workflows.

Impact

SystemView delivered measurable improvements in outpatient performance, driving operational efficiency and better patient outcomes:

- **Daily Reduction in Long-Wait Patients:** Daily prioritisation tools significantly decreased the number of patients waiting beyond recommended timeframes.
- **Improved Operational Efficiency:** Automated analytics replaced manual calculations, streamlining scheduling and freeing up clinical and administrative resources.
- **Enhanced Strategic Oversight:** Real-time data empowered executives and improvement teams to monitor performance, intervene early, and plan with confidence.
- **Stronger Business Case Development:** Quantified insights supported successful bids for additional resources, improving service capacity and sustainability.
- **Faster, More Equitable Care:** Patient-level access enabled timely follow-up and treatment, ensuring care was delivered based on urgency and risk – not just availability.

By embedding **SystemView** into outpatient operations, the Health Service achieved a high-value return on investment – reducing delays, improving resource utilisation, and strengthening system-wide accountability.

“SystemView is a vital tool in our toolkit, that we use to support our Outpatient long wait recovery projects.”
~ Program Manager, Outpatient Business Improvement Team