Results of the AMA (WA) Survey Relating to the Reconfiguration of South Metropolitan Health Service and Fiona Stanley Hospital

JUNE 2015
Contents

AMA (WA) Survey Relating to the Reconfiguration of SMHS and Fiona Stanley Hospital .................. 2
Senior Doctors who provide services at Fiona Stanley Hospital ......................................................... 3
Doctors In Training who provide services at Fiona Stanley Hospital ................................................. 7
All doctors who provide services at Fiona Stanley Hospital .............................................................. 11
Responses in relation to services provided by Serco ........................................................................... 16
Doctors who provide services at North Metropolitan Health Service Hospitals ......................... 17
Doctors who provide services at South Metropolitan Health Service Hospitals ........................... 21
General Practitioners ......................................................................................................................... 25
AMA (WA)

AMA (WA) Survey Relating to the Reconfiguration of SMHS and Fiona Stanley Hospital

- 668 doctors responded to the survey. Respondents were made up of Interns (8%), RMOs (13%), Registrars (19%), Consultants (41%) and Heads of Department (6%).

- There were a total of 25 questions, all of which were optional. Depending on respondents work location, respondents were asked to comment on Fiona Stanley Hospital and also how the opening of Fiona Stanley Hospital has impacted their current work place.

- 129 respondents have indicated that they are happy to be contacted in order to provide further information in relation to the issues covered by the survey.

All respondents, regardless of their work place, were asked two questions relating to the commissioning of Fiona Stanley Hospital and the resolution of operational issues that have arisen since the opening of the hospital. Results are as follows:

- 59% of respondents feel that the commissioning of Fiona Stanley Hospital has been handled poorly or very poorly.

- 71% of respondents feel that the resolution of operational issues that have arisen at Fiona Stanley Hospital since its opening have been handled poorly or very poorly.
Senior Doctors who provide services at Fiona Stanley Hospital

108 respondents identified as Senior Doctors who provide services at Fiona Stanley Hospital. Their responses are summarised below.

Summary of results

- 62% of Senior Doctors feel that the commissioning of Fiona Stanley Hospital was managed either poorly or very poorly, with 54% feeling that patient care and safety was compromised.
- 69% feel that the resolution of operational issues that have arisen since the opening of Fiona Stanley Hospital has been handled poorly or very poorly.
- 67% feel that new systems at Fiona Stanley Hospital have led to patient care and safety being compromised.
- 54% feel that staffing levels are not adequate to meet patient care needs.
- The majority feel that research is not given adequate weight, time or resources and the teaching and training of Doctors in Training is not given adequate time or resources.
Senior Doctors who work at Fiona Stanley Hospital feel the commissioning of the hospital was managed...

- Seamlessly 0%
- Very poorly 26%
- Poorly 36%
- Adequately 26%
- Very well 12%

107 Respondents answered this question.

Senior Doctors who work at Fiona Stanley Hospital feel the resolution of operational issues that have arisen since the opening of the hospital have been managed...

- Seamlessly 0%
- Very poorly 25%
- Poorly 44%
- Adequately 19%
- Very well 12%

107 Respondents answered this question.
Senior Doctors who work at Fiona Stanley Hospital felt throughout the commissioning of the hospital, patient care and safety was...

- No different to other established hospitals across WA: 5%
- Better than expected in the context of a new hospital: 15%
- Acceptable in the context of a new hospital: 27%
- Occasionally compromised and below acceptable standards: 39%
- Regularly compromised and presents significant dangers: 15%

88 Respondents answered this question.

Senior Doctors who work at Fiona Stanley Hospital feel the new systems at the hospital have led to patient care and safety regularly being...

- Regularly compromised and presents significant dangers: 19%
- Better than expected in the context of a new hospital: 10%
- Acceptable in the context of a new hospital: 18%
- Occasionally compromised and below acceptable standards: 48%

No different to other established hospitals across WA: 5%

88 Respondents answered this question.
Are staffing levels in your department adequate to meet patient care needs?

- Yes: 46%
- No: 54%

87 Respondents answered this question.

Is research at Fiona Stanley Hospital given adequate...

- Weight: 36% Yes, 64% No
- Time: 78% Yes, 22% No
- Resources: 76% Yes, 24% No

81 Respondents answered this question.

Is the teaching and training of Doctors in Training at Fiona Stanley Hospital given adequate...

- Weight: 57% Yes, 43% No
- Time: 49% Yes, 51% No
- Resources: 42% Yes, 58% No

86 Respondents answered this question.
Doctors In Training who provide services at Fiona Stanley Hospital

115 respondents identified as Doctors in Training (Intern, Resident Medical Officer or Registrar) that provide services at Fiona Stanley Hospital. Their responses are summarised below.

Summary of Results

- 38% of DiTs felt that the commissioning of Fiona Stanley Hospital was managed poorly or very poorly, 41% felt patient care and safety was compromised during the commissioning.
- 55% of DiTs felt that new systems at Fiona Stanley Hospital have led to patient care and safety being compromised.
- 69% of DiTs feel that staffing levels are not adequate to meet patient care needs.
- A majority of Doctors in Training feel that their teaching and training is given adequate weight, time and resources.
- A majority of Doctors in Training feel that research is not given adequate time or resources.

Further Comments

Further comments made by DiTs have highlighted discontent over their access to leave, both annual leave and professional development leave, their treatment by medical workforce and the increased pressure and stress experienced by those working at Fiona Stanley Hospital.
Doctors in Training who work at Fiona Stanley Hospital feel the commissioning of the hospital was managed...

Seamlessly 0%
Very Well 10%
Adequately 52%
Poorly 31%
Very poorly 7%

114 Respondents answered this question.

Doctors in Training who work at Fiona Stanley Hospital feel the resolution of operational issues that have arisen since the opening of the hospital have been managed...

Seamlessly 0%
Very Well 10%
Adequately 32%
Poorly 44%
Very poorly 14%

115 Respondents answered this question.
Doctors in Training who work at Fiona Stanley Hospital feel throughout the commissioning of the hospital, patient care and safety was...

- Occasionally compromised and below acceptable standards: 35%
- Acceptable in the context of a new hospital: 41%
- Better than expected in the context of a new hospital: 12%
- No different to other established hospitals across WA: 6%
- Occasionally compromised and below acceptable standards: 35%
- Acceptable in the context of a new hospital: 41%
- Better than expected in the context of a new hospital: 12%
- No different to other established hospitals across WA: 6%

83 Respondents answered this question.

Doctors in Training who work at Fiona Stanley Hospital feel the new systems at the hospital have led to patient care and safety regularly being...

- Regularly compromised and presents significant dangers: 13%
- Occasionally compromised and below acceptable standards: 42%
- Acceptable in the context of a new hospital: 36%
- Better than expected in the context of a new hospital: 5%
- No different to other established hospitals across WA: 4%

83 Respondents answered this question.
Are staffing levels in your department adequate to meet patient care needs?

- Yes: 31%
- No: 69%

81 Respondents answered this question.

Is the teaching and training of Doctors in Training at Fiona Stanley Hospital given adequate...

- Weight: 65% Yes, 35% No
- Time: 53% Yes, 47% No
- Resources: 55% Yes, 45% No

67 Respondents answered this question.

Is research at Fiona Stanley Hospital given adequate...

- Weight: 55% Yes, 45% No
- Time: 36% Yes, 64% No
- Resources: 45% Yes, 55% No

78 Respondents answered this question.
All doctors who provide services at Fiona Stanley Hospital (DiTs & Senior Doctors combined)

Doctors who provide services at Fiona Stanley Hospital were asked to rate a number of statements relating to Fiona Stanley Hospital. Their responses are summarised below with graphs showing the responses of DiTs, Senior Doctors and their combined results (All).

Doctors who provided services at Fiona Stanley Hospital indicated the following in relation to the operation of the hospital:

- 56% do not feel that management at Fiona Stanley Hospital are responsive to their concerns.
- 65% do not feel that feedback mechanisms are adequate and effective at addressing shortcomings.
- 68% do not feel that IT systems assist in providing efficient, high quality care to patients.
- Only 26% feel that the outpatient department is functioning to a desirable standard.
- Only 8% feel that CSSD services are safe, and according to standard.
- 65% feel that services provided by Serco (other than CSSD) are not adequate.

Furthermore:

Respondents have highlighted, in particular, the porter and helpdesk/switchboard services as being inadequate with comments pointing to the lack of knowledge and efficiency on the part of the helpdesk/switchboard and porters being slow and unreliable.
Respondents rated their level of agreement with the following statements:

169 Respondents

As a clinician, management at Fiona Stanley Hospital are responsive to my concerns.

The feedback mechanisms within Fiona Stanley Hospital management are adequate and effective to address shortcomings.

The IT systems at Fiona Stanley Hospital assist in providing efficient, high quality care to my patients.
Facilities at Fiona Stanley Hospital are state of the art and provide an excellent environment for safe and effective medical care.

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The outpatient department is functioning to a desirable standard.

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The NACS electronic discharge summaries are efficient and user-friendly.

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The availability of operating theatres and equipment facilitates adequate patient care.

The communication system facilitates adequate communication with other hospitals (eg patient medical records on patient transfer).
Telecommunications in and out of Fiona Stanley Hospital are acceptable.

The staff parking at Fiona Stanley Hospital is secure and safe.

There is staff parking available at Fiona Stanley Hospital when I need it.
Responses in relation to services provided by Serco

The CSSD services are safe and according to standard.

Other than CSSD, do you feel that Serco is providing adequate services at Fiona Stanley Hospital?

Services provided by Serco that have been highlighted as being inadequate.

165 Respondents answered this question.

110 comments.
Doctors who provide services at North Metropolitan Health Service Hospitals

123 of the 667 respondents provided services at NMHS Hospitals. 16 of those (13%) also provided services at Fiona Stanley Hospital.

<table>
<thead>
<tr>
<th>At which NMHS Hospitals do you provide services? (Multiple locations possible)</th>
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<tbody>
<tr>
<td>SCGH</td>
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<td>JHC</td>
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<tr>
<td>OPH</td>
<td>16</td>
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<td>KEMH</td>
<td>19</td>
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<td>SDH</td>
<td>20</td>
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Doctors who provided services to NMHS hospitals indicated that the opening of Fiona Stanley Hospital had the following impact:

- Loss of FTE (Clinicians, Nursing Staff & Allied Health) with at least the potential for patient care to be compromised.
- Insufficient resources and equipment.
- 50% have highlighted a reduced access to theatre time.
- In relation to future planning and forward thinking, 63% highlighted either a significant loss of focus or a lack of vision.
- A majority of doctors feel that the redistribution of the hospital catchment area did not allow patient care needs to be met.
Doctors who provide services to NMHS hospitals have rated the following statements in relation to the impact had, as a result of the opening of Fiona Stanley Hospital and the reconfiguration of SMHS.

Clinical staff recruitment and retention

- **Serious losses/severe difficulties - patient care dangerously compromised**
  - Medical Practitioners: 14%
  - Nursing Staff: 8%
  - Allied Health: 7%

- **Significant appointment issues, moderate to major FTE losses - patient care compromised**
  - Medical Practitioners: 31%
  - Nursing Staff: 28%
  - Allied Health: 28%

- **Minor issues, with minor loss of FTE - patient care potentially compromised**
  - Medical Practitioners: 23%
  - Nursing Staff: 25%
  - Allied Health: 28%

- **No change**
  - Medical Practitioners: 35%
  - Nursing Staff: 33%
  - Allied Health: 31%

- **Some improvements, no impact on FTE**
  - Medical Practitioners: 3%
  - Nursing Staff: 2%
  - Allied Health: 1%

- **Significant improvements, improved processes**
  - Medical Practitioners: 0%
  - Nursing Staff: 1%
  - Allied Health: 0%

**Insufficient resources available, causing significant impact**

- Medical Practitioners: 23%
- Nursing Staff: 38%
- Allied Health: 29%

**Insufficient resources available, relative to other organisations**

- Medical Practitioners: 124 respondents answered this question.
- Nursing Staff: 121 respondents answered this question.

**No change in resources available**

- Medical Practitioners: 8%
- Nursing Staff: 3%

**Moderate improvement in resources available**

- Medical Practitioners: 0%

**Significant improvement in access to state of the art equipment and services**

- Medical Practitioners: 0%

124 Respondents answered this question.
Access to theatre time

<table>
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<tr>
<th>Category</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Serious Reduction</td>
<td>11%</td>
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<tr>
<td>Significant Reduction</td>
<td>25%</td>
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<tr>
<td>Minimal Reduction</td>
<td>14%</td>
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<tr>
<td>No Change</td>
<td>49%</td>
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<tr>
<td>Improved Availability</td>
<td>2%</td>
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<tr>
<td>Significantly Improved Availability</td>
<td>0%</td>
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112 respondents answered this question.

Looking ahead, future planning and forward thinking

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<tr>
<th>Category</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Lack of vision, no clear direction</td>
<td>21%</td>
</tr>
<tr>
<td>Significant loss of focus and ability to plan</td>
<td>42%</td>
</tr>
<tr>
<td>Some loss of focus</td>
<td>23%</td>
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<tr>
<td>Adequate direction and planning</td>
<td>11%</td>
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<tr>
<td>Improved focus on future planning</td>
<td>2%</td>
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<tr>
<td>A clear and focused service direction</td>
<td>1%</td>
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120 respondents answered this question.
The redistribution of the hospital catchment area according to postcode ...

- 121 respondents answered this question.
Doctors who provide services at South Metropolitan Health Service Hospitals

201 respondents identified as providing services to South Metropolitan Health Service Hospitals, other than Fiona Stanley Hospital. 59 respondents (29%) also provided services at Fiona Stanley Hospital.

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<th>Which SMHS Hospital do you provide services? (Multiple locations possible)</th>
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<td>RPH</td>
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<td>Fremantle</td>
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<td>AKMH</td>
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Doctors who provided services to SMHS hospitals indicated that the opening of Fiona Stanley Hospital had the following impact:

- A loss of FTE (Clinicians, Nursing Staff & Allied Health) with at least the potential for patient care to be compromised.
- Insufficient resources and equipment, relative to other organisations.
- 56% of respondents have indicated a reduction in access the theatre time.
- In relation to future planning and forward thinking, 67% highlighted either a loss of focus or a lack of vision.
- A majority of doctors felt that redistribution of the hospital catchment area did not allow patient care needs to be met.
Doctors who provide services to SMHS hospitals have rated the following statements in relation to the impact from the opening of Fiona Stanley Hospital and the reconfiguration of SMHS.

Clinical staff recruitment and retention

- **Serious losses/severe difficulties - patient care dangerously compromised**: 23%
- **Significant appointment issues, moderate to major FTE losses - patient care compromised**: 45%
- **Minor issues, with minor loss of FTE - patient care potentially compromised**: 35%
- **No change**: 22%
- **Some improvements, no impact on FTE**: 16%
- **Significant improvements, improved processes**: 14%

*Medical Practitioners  Nursing Staff  Allied Health

198 respondents answered this question.

Equipment and resourcing

- **Insufficient resources available, causing significant impact**: 21%
- **Insufficient resources available, relative to other organisations**: 41%
- **No change in resources available**: 28%
- **Moderate improvement in resources available**: 7%
- **Significant improvement in access to state of the art equipment and services**: 3%

199 respondents answered this question.
Access to theatre time

- Serious Reduction: 12%
- Significant Reduction: 27%
- Minimal Reduction: 17%
- No Change: 34%
- Improved Availability: 10%
- Significantly Improved Availability: 1%

178 respondents answered this question.

Looking ahead, future planning and forward thinking

- Lack of vision, no clear direction: 31%
- Significant loss of focus and ability to plan: 36%
- Some loss of focus: 20%
- Adequate direction and planning: 10%
- Improved focus on future planning: 3%
- A clear and focussed service direction: 1%

200 respondents answered this question.
The redistribution of the hospital catchment area according to postcode ...

- Unsustainable increase in activity:
  - I strongly agree: 2%
  - I agree: 3%
  - No change: 2%
  - I disagree: 11%
  - I strongly disagree: 8%
  - N/A: 1%

- Significant increase in activity (greater than anticipated):
  - I strongly agree: 34%
  - I agree: 32%
  - No change: 12%
  - I disagree: 12%
  - I strongly disagree: 34%
  - N/A: 7%

- A minor increase in activity:
  - I strongly agree: 34%
  - I agree: 32%
  - No change: 12%
  - I disagree: 12%
  - I strongly disagree: 34%
  - N/A: 7%

- No change:
  - I strongly agree: 34%
  - I agree: 32%
  - No change: 12%
  - I disagree: 12%
  - I strongly disagree: 34%
  - N/A: 7%

- A minor decrease in activity (as anticipated):
  - I strongly agree: 34%
  - I agree: 32%
  - No change: 12%
  - I disagree: 12%
  - I strongly disagree: 34%
  - N/A: 7%

- Significant decrease in activity (greater decrease than anticipated):
  - I strongly agree: 34%
  - I agree: 32%
  - No change: 12%
  - I disagree: 12%
  - I strongly disagree: 34%
  - N/A: 7%

- Huge decrease in activity:
  - I strongly agree: 34%
  - I agree: 32%
  - No change: 12%
  - I disagree: 12%
  - I strongly disagree: 34%
  - N/A: 7%

198 respondents answered this question.
General Practitioners

60 respondents identified as GPs, with 2 (3%) providing services at Fiona Stanley Hospital.

GPs indicated that the opening of Fiona Stanley Hospital has had the following impact:

- In relation to future planning and forward thinking, 78% highlighted either a loss of focus or a lack of vision.
- 48% indicated an increase in activity.

Comments made by GPs have highlighted the following issues:

- Referrals are not being triaged in a timely manor and there are communication difficulties in relation to referrals.
- Patients expressing concern at the quality of care and asking not to be referred to Fiona Stanley Hospital.
- Few attempts to engage with primary care.
- Loss of continuity for patients transferred from other hospitals.
- Vacuum of information in relation to the services transferred to Fiona Stanley Hospital.
GPs have rated the following statements in relation to the impact from the opening of Fiona Stanley Hospital and the reconfiguration of SMHS.

**Clinical staff recruitment and retention**

<table>
<thead>
<tr>
<th>Patient Care</th>
<th>Medical Practitioners</th>
<th>Nursing Staff</th>
<th>Allied Health</th>
</tr>
</thead>
<tbody>
<tr>
<td>Serious losses/severe difficulties - patient care dangerously compromised</td>
<td>14%</td>
<td>5%</td>
<td>2%</td>
</tr>
<tr>
<td>Significant appointment issues, moderate to major FTE losses - patient care compromised</td>
<td>24%</td>
<td>14%</td>
<td>19%</td>
</tr>
<tr>
<td>Minor issues, with minor loss of FTE - patient care potentially compromised</td>
<td>10%</td>
<td>17%</td>
<td>12%</td>
</tr>
<tr>
<td>No change</td>
<td>49%</td>
<td>62%</td>
<td>65%</td>
</tr>
<tr>
<td>Some improvements, no impact on FTE</td>
<td>0%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Significant improvements, improved processes</td>
<td>2%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

**Access to theatre time**

<table>
<thead>
<tr>
<th>Availability Change</th>
<th>Medical Practitioners</th>
<th>Nursing Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Serious reduction</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>Significant reduction</td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td>Minimal reduction</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td>No change</td>
<td>59%</td>
<td></td>
</tr>
<tr>
<td>Improved availability</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>Significantly improved availability</td>
<td></td>
<td>0%</td>
</tr>
</tbody>
</table>

46 respondents answered this question.
Looking ahead, future planning and forward thinking.

- Lack of vision, no clear direction: 12%
- Significant loss of focus and ability to plan: 29%
- Some loss of focus: 37%
- Adequate direction and planning: 17%
- Improved focus on future planning: 4%
- A clear and focussed service direction: 2%

52 respondents answered this question.

Activity

- Unsustainable increase in activity: 8%
- Significant increase in activity (greater than anticipated): 23%
- A minor increase in activity: 17%
- No change: 44%
- A minor decrease in activity (as anticipated): 2%
- Significant decrease in activity (greater decrease than anticipated): 6%
- Huge decrease in activity: 0%

52 respondents answered this question.
The redistribution of the hospital catchment area according to postcode ...

- I strongly agree: 2%
- I agree: 19%
- No change: 36%
- I disagree: 28%
- I strongly disagree: 19%
- N/A: 19%

...allows patient care needs to be met.
...means my workplace is sufficiently resourced to meet patient care needs.

54 respondents answered this question.