



**Figure 8: Use of elective session time by hospital for 2014 represented using Health's Theatre Activity and NSW's Theatre Utilisation approaches**

## Efforts have been made to improve analysis but the benefits are yet to be realised

Health's lack of monitoring of operating theatre performance across the State's hospitals has also seen a lack of guidance provided to hospitals on how to collect and analyse operating theatre data in a consistent and accurate way. Health has invested \$2 million on external support to improve hospitals' understanding of performance but this has not been successful.

Useful data can be collected in TMS but Cognos, the business intelligence and performance management system used to generate reports from the data, runs on outdated software. Cognos does not allow benchmarking between hospitals. The software is old and no longer supported by the manufacturer and producing reports is slow, which is a disincentive to users.

Since 2008, Health has spent nearly \$2 million on a new performance monitoring tool and benchmarking support to eight public hospitals. However, the use of a tool and program from the United States, Theatre Compass (TC), has been slow to realise the intended benefits. Health has received negative feedback from hospitals using the program. Concerns about it include not being designed for Australian hospitals and the lack of value add over the existing Cognos.

Health considered cancelling the contract in 2010 and again in 2011. Since that time, it has been trying to develop other business intelligence alternatives, more suited to Western Australian operating theatres. Despite this, Health has continued to add hospitals to the contract at additional cost and is now the biggest user of TC in Australia. The current contract runs until 30 June 2016, with an option to extend to 2018.

Four of our five sample hospitals have TC, but none appear to have realised the anticipated benefits.