

WAITING TIMES

1. PURPOSE

The purpose of the paper is to inform the NHS Board of the position at 30 September 2007 of the performance for waiting times compared to the planned trajectory identified in the Local Delivery Plan

2. CONTENT/SUMMARY OF KEY ISSUES

The paper provides an overview of targets to be sustained or delivered by 31 December 2007. It details progress against each target with an indication of action taken and/or planned to address slippage.

The attachment to the paper provides a rating against each target in respect of progress. Green represents on target, amber represents off target but will recover to meet the target with red representing that the target will not be met within the timescale. At present, ratings extend over green and amber only.

There is particular pressure on two targets namely the eighteen-week outpatient and cancer targets. Both have represented pressures for a number of months.

3. ACTIONS

Action plans are in place to deliver each guarantee by 31 December 2007. The revised plans for outpatients and cancer are progressing in line with the revised trajectories.

There is work in progress to further improve performance in inpatients, day cases and outpatients beyond December 2007 with an internal target of no patient over sixteen weeks by 31 March 2008. Consideration is also being given to the implications of delivering the eighteen week guarantee from receipt of referral to treatment that the Scottish Government will ask NHS Boards to deliver by 31 December 2011. In addition, NHS Lanarkshire is exploring with the Health Delivery Directorate the option of entering into a strategic partnership to facilitate dialogue around delivery of the eighteen week pathway to treatment and to inform guidance around process and practice.

4. CONCLUSIONS

The NHS Board is asked to note progress to date against each target and the actions proposed to ensure delivery of the waiting time guarantees by 31 December 2007. The NHS Board is also asked to note the proposal to further improve performance to 31 March 2008 and the discussions with the Health Delivery Directorate on the possible establishment of a strategic partnership.

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Director of Acute Services
24 October 2007

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1. INTRODUCTION

The purpose of the paper is to inform the NHS Board of the position at 30 September 2007 of the performance for waiting times compared to the planned trajectory identified in the Local Delivery Plan.

2. OVERVIEW OF TARGETS

The targets reported on in this paper are:

HEAT 3.04K – By the end of 2007 no inpatient / day case will wait more than 18 weeks from a decision to undertake treatment to the start of that treatment. (The current guarantee is 26 weeks.)

HEAT 3.05K – By the end of 2007 Availability Status Codes (ASCs) will be abolished.

HEAT 3.07K – By the end of 2007 no patient will wait more than 18 weeks from GP referral to an outpatient appointment. (The current guarantee is 26 weeks).

HEAT 3.08K – By the end of 2007 the maximum length of time from arrival to admission, discharge or transfer for 98% of Accident and Emergency patients will be four hours. (The current target is 95%).

HEAT 3.09K – By the end of 2007 the maximum time from referral to completion of treatment for cataract surgery will be 18 weeks.

HEAT 3.10K – By the end of 2007 the maximum time from admission following fracture to a specialist hip surgery unit for surgery will be 24 hours for 98% of patients.

HEAT 3.11K & 3.12K - Continue to deliver and sustain all cancer targets and guarantees (Breast surgery from urgent referral to diagnosis and treatment within 1 month. lung, bowel, ovarian, head & neck, haematology, gynaecology, skin, prostate, bladder, paediatric from urgent referral to diagnosis and treatment within 2 months).

HEAT 3.15K, 3.16K, 3.17K, 3.18K – By the end of July 2007 the maximum wait from referral to MRI scan, CT scan, non-obstetric ultrasound, barium studies, gastroscopy, sigmoidoscopy, colonoscopy and cystoscopy will be 9 weeks, with a further target of this to be embedded within the overall 18 week outpatient wait by the end of 2007.

HEAT 3.19K – By the end of 2007 the maximum wait from GP referral through a rapid access chest pain clinic or equivalent, to cardiac intervention will be 16 weeks. Heart treatment will be provided within 16 weeks of the outpatient appointment with a heart specialist and where that specialist has recommended treatment.

HEAT 4.01K – The number of people waiting over 6 weeks for discharge to a more appropriate care setting will be reduced by 50% from April 2006 to April 2007 and to zero by April 2008. The number of patients delayed in short stay beds will be reduced by 50% from April 2006 to April 07 and to zero by April 2008

3. PROGRESS AGAINST TARGETS

HEAT 3.04K – Inpatient / Day Case True Waiting List

The Division met the maximum waiting time of 18 weeks for all patients on the true waiting list at December 2006 (twelve months in advance of the guarantee date of 31 December 2007). The Division has sustained this position since December 2006 and will continue to deliver the 18-week maximum wait.

HEAT 3.05K – Inpatient / Day Case Availability Status Codes (ASCs)

By December 2007, Availability Status Codes (ASCs) require to be eradicated with the implementation of the “New Ways” guidance within that timescale. The position within the Acute Division is demonstrated in the following table:

	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sept-07
Target	2169	2093	2017	1941	1865	1789
Revised Target	1800	1670	1540	1410	1280	1150
Actual	1641	1597	1686	1357	1321	1220

There has been a slight variance on the trajectory in September. Whilst there is a variation against the target it should be noted that of the 1220 patients 726 have a booked appointment before the end of the calendar year leaving only 494 patients without an appointment. This is in line with the trajectory that anticipates a maximum of 750 ‘suspended’ patients at 31 December 2007. In parallel, NHS Lanarkshire continues with its awareness campaign across primary and secondary care on implementation of New Ways. This is designed to improve management of waiting lists to the benefit of the patient.

HEAT 3.07K - Outpatient Waiting Times

The national target of a maximum waiting time of 18 weeks for all new outpatients has to be achieved by December 2007. The current position across the Division is outlined below:

	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sept-07
Target	1245	1090	935	2652	2500	1800
Actual	2986	2541	2521	2652	2224	1601

At 30 September 2007, progress is in line with the revised trajectory. Action plans have been agreed for each specialty and those are monitored on a weekly basis. Significant reductions are anticipated month on month over the period to 31 December 2007. The reductions will be

achieved through deployment of additional permanent staff to increase capacity, service redesign with some internal waiting list initiatives to remove backlog. Examples of this are introduction of the extended scope practitioner service in orthopaedics and specialist nursing involvement in ENT, Claudication and Dermatology. Work is also underway in Gynaecology to provide a formalised nurse led assessment and triage. The opportunity has also been taken to extend the role of General Practitioners with a special interest in selected specialties. The increased involvement of AHP, Specialist Nursing and General Practitioners is guided by robust protocols and informed by service redesign. The target reduction to 1000 by end of October is well advanced with attainment of 1202 at 17 October 2007.

HEAT 3.09K - Cataract Targets

The national target of a maximum wait of 18 weeks from referral to treatment for patients requiring cataract surgery must be achieved by December 2007. The target has two key elements – the initial outpatient wait (target - 12 weeks) and the surgical component (target – 6 weeks). The target is measured by the patient numbers waiting in excess of the targets outlined. The current position shows:

Outpatients	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sept-07
Target	152	133	114	95	76	57
Revised Target	197	172	147	122	97	72
Actual	182	175	112	82	91	106

Inpatient / Day case	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sept-07
Target	247	216	185	154	123	92
Revised Target	29	14	0	0	0	0
Actual	40	54	20	10	1	2

There has been a slight upward movement of the cataract out patient trajectory in September that will be recovered during October and November. Inpatients/day cases indicate a downward trend with the guarantee being achieved by the end of the calendar year.

HEAT 3.10K - Hip Fracture

Admission to specialist hip unit within 24 hours / % Operations performed within 48 hours

	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sept 07
Target	87%	88%	89%	91%	92%	94%
Actual	94.2%	90%	88.5%	85.4	98%	100%

A review of performance was initiated following the fall in performance in July 2007. This was particularly noticeable at the Hairmyres Hospital site. The main reason indicated for drop in performance related to lack of theatre capacity. This has been addressed with clinicians asked to alert managers when the demand for theatre outstripped available capacity. The outcome has been improved performance in September 2007 in line with trajectory.

HEAT 3.08K - Accident & Emergency 4 Hour Wait

The current target is 97% of Accident & Emergency patients should be treated and discharged, admitted or transferred within four hours of arrival at the department. By the end of 2007 this target rises to 98%.

Progress against target trajectory over recent months is demonstrated in the table below:

	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sept-07
Target	96%	96%	96%	96%	96%	97%
Actual	89%	96%	96%	96%	98%	97%

Performance has been in line with the trajectory for September 2007 and reflects the range of sustainable measures introduced to improve service delivery. Local Improvement Plans specify improvements and service changes within and between sites.

HEAT 3.11K & 3.12K - Cancer Waiting Times

In June 2007, the Cancer Performance Support Team (CPST) undertook a diagnostic visit in Lanarkshire to assess performance against the 62 day waiting time guarantee. Their report with recommendations was published in July 2007 to which the NHS Board has responded.

The agreed action plan is now being implemented and monitoring takes place as part of the at weekly meetings with the CPST. Key actions completed to date have included the introduction of time lined patient pathways for each tumour type, establishment of Multi Disciplinary Team (MDT) meetings and development of inter hospital transfer arrangements with other NHS Boards to facilitate the management of those patients receiving investigations/treatment out with Lanarkshire. Progress against each of the action points has been good and positive feedback has been received from the CPST. In addition, the Delivery Unit has introduced a weekly monitoring mechanism to advise Chief Executives of performance coverage by NHS Board across Scotland. Performance of NHS Lanarkshire across all nine tumour types set against the Scottish Average for the four week period in September is as follows:

	Weekending 7th Sept 07	Weekending 14thSept 07	Weekending 21st Sept 07	Weekending 28th Sept 07
NHS Lanarkshire	75.0%	85.7%	92.9%	100.0%
Scottish Average	89.6%	88.0%	93.5%	93.1%

The weekly performance against all nine tumour types improved during September. There was fluctuation during the month caused in part by patients treated who had been referred prior to 1 August and who had exceeded 62 days. The performance against the Scottish average continues to improve. It is anticipated that performance will in future operate at a more stable level moving towards 95% delivery by end of calendar year 2007. There remains however particular pressures around lung cancer the detail of which is being worked through with clinicians and managers.

Progress for tracked patients treated within the month of September is as follows:

	Apr 07	May 07	Jun 07	Jul 07	Aug 07	Sept 07
	% within target	% within target	% within target	% within target	within target	% within target
Breast	95.0%	96.4%	95.0%	92.8%	94.5%	100.0%
Lung	91.6%	82.0%	79.0%	93.1%	80.0%	80.0%
Colorectal	100%	92.3%	100.0%	84.6%	73.3%	95.0%
Ovarian	N/A	100.0%	100.0%	100.0%	100.0%	100.0%

As part of the CPST recommendations, the NHS Board agreed that all patients referred prior to 1 August 2007 would, as appropriate, receive their first treatment by the end of September 2007. At the end of July 2007, the number of patients in this category across five tumour types was 58. This reduced to 32 at the end of August 2007. At the end of September two patients had not received their treatment. Both patients had a treatment date during the first week of October. The Health Delivery Directorate was advised of the situation and confirmed their acceptance of it.

Tumour type	At 31 July 2007	At 31st August	At 30th September
Head & Neck	25	20	2
Lymphoma	4	3	0
Melanoma	9	5	0
Upper GI	3	1	0
Urology	17	3	0

HEAT 3.15K, 3.16K, 3.17K, 3.18K Diagnostic Waiting Times

At the end of September 2007 the maximum wait from referral to MRI scan, CT scan, non-obstetric ultrasound, barium studies, gastroscopy, sigmoidoscopy, colonoscopy and cystoscopy

should be 9 weeks. This was achieved in Lanarkshire at the end of March 2007 and has since been sustained. The investment programme agreed recently by the Diagnostic Collaborative and part funded by the Health Delivery Directorate delivered a maximum wait of seven weeks for each modality in radiology at the end of September. This will reduce further through to the end of 2007. Continued investment is also planned in endoscopy to ensure current waiting times are maintained and improved. Additional capacity is required to address the increased demand that has occurred due to the waiting time guarantees for cancer. The detail of this is currently being factored to ensure compliance with the time lined patient pathways introduced from 1 August 2007.

No. of patients over 9 weeks	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sept-07
CT	0	0	0	0	0	0
MRI	0	0	0	0	0	0
Barium Studies	0	0	0	0	0	0
Ultrasound	0	0	0	0	0	0
Upper GI	0	0	0	0	0	0
Lower GI	0	0	0	0	0	0
Colonoscopy	0	0	0	0	0	0
Cystoscopy	0	0	0	0	0	0

HEAT 3.19K – Cardiac Surgery

The 16 week end to end target for cardiac treatment comprises, 2 weeks Rapid Access Chest Pain Clinic, 4 week cardiology diagnostic phase and 10 weeks for cardiac surgery or interventional cardiology.

No. of patients over target wait	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sept-07
Angiography	62	33	23	32	25	3
Angioplasty	0	0	0	0	0	0

Investment has been agreed in 2007/08 to increase Cath Lab capacity at Hairmyres Hospital to deliver and sustain the waiting time guarantees. Recruitment of permanent staff is underway with the expectation that the additional sessions will be fully operational in the autumn. In the interim additional sessions are being funded through local initiatives.

HEAT 4.01K - Delayed Discharge

The national targets for April 2008 are as follows

- No patient who is clinically ready for discharge should be delayed by more than six weeks
- No patient who occupies a bed in a short-stay specialty should be delayed for more than three days

		Apr 07	May 07	Jun 07	Jul 07	Aug 07	Sept 07
Total number of delayed discharges over 6 weeks	Target	10	10	10	8	8	8
	Actual	6	16	26	35	33	29
Total number of delayed discharges in short stay specialties	Target	10	10	10	8	8	8
	Actual	7	12	7	12	13	15

There has been a small reduction in the number of patients over six weeks. The number remains however high and represents a considerable pressure on hospital beds. The increase in numbers since April relates mainly to patients from South Lanarkshire. A number of factors are considered to have contributed to this situation. A meeting is scheduled for Tuesday 30 October with South Lanarkshire Council to further review the information available and to identify solutions to reduce the number of patients over six weeks and deliver a sustainable solution in line with the trajectory. It is important that a solution is agreed prior to commencement of the winter period when acute hospital beds are under increased pressure.

The Delayed Discharge Review Report has been finalised and submitted for consideration to NHS Lanarkshire and North and South Lanarkshire Councils.

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24 October 2007