



NHS Lothian 2023/24: Year in Review

Welcome to NHS Lothian's Annual Review for 2023/24 and thank you for being here today.

On behalf of NHS Lothian and Ms Jenni Minto MSP, Minister for Public Health & Women's Health, I am very pleased to welcome you.

Ms Minto will introduce and chair the meeting and I will provide an overview of our performance for 2023/24 while looking ahead to our future challenges and priorities.

You will also be given the opportunity to ask questions about the information provided today or raise any wider concerns about healthcare.

We are grateful for your participation and feedback. However, please be aware that it is not possible to talk about any individuals' care due to patient confidentiality.

If you wish to discuss a patient's care, please pass on your details to us and we can arrange to discuss the matter privately at another time.

Thank you again for taking the time to attend and we hope you find this a worthwhile experience.

A handwritten signature in black ink, appearing to read 'John Connaghan'.

Prof John Connaghan CBE, Chairman, NHS Lothian

While there were challenges during 2023/24, NHS Lothian made steady progress in a number of areas.

- Throughout 2023/24, a total of 2,555,752 outpatient appointments were scheduled across NHS Lothian.
- A total of 116,689 operations took place, with over 40,000 of these happening at the Western General Hospital. Cancer related surgeries represented the highest number of surgeries overall.

Outpatient appointments and surgeries



2,555,752

outpatient appointments were scheduled across NHS Lothian

116,689

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1.9%

reduction in outpatient Did Not Attends

- Significant work has been undertaken in our outpatient redesign programme leading to continued improvements in booking processes and waiting list management. This has included patient-focused booking which enables patients to choose an appointment time that best suits them, text reminders and online booking, which has supported a reduction in the number of missed or “Did Not Attend” appointments. The number of these fell from 8.7% in December 2022 to 6.8% in December 2023.

- The ability to treat, discharge or admit patients from our Emergency Departments (EDs) was compromised, linked significantly to high hospital bed occupancy. Pressure and a lack of capacity in other areas of the patient pathway, including in social care and care homes, added to challenges for patient flow throughout our hospitals.

Emergency Department presentations

231,206
attendances at our Emergency Departments

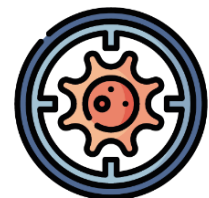
8%

from the 2014/15 levels.



This equates to approximately **16,000 - 17,000** additional attendances per year.

- Following months of exceptional pressures at the Emergency Department at the Royal Infirmary of Edinburgh, a major improvement programme to tackle overcrowding, long waits and to improve patient care was launched. As part of this programme, we have implemented a number of actions with support from internal and external reviews, as well as innovative systems including Flowthian – a continuous patient flow model, Discharge without Delay and expansion of the Hospital at Home service.



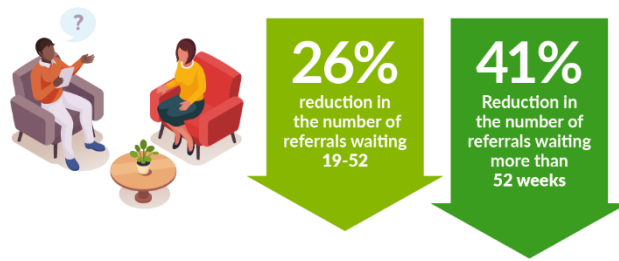
Between April 2023 and March 2024 we saw

27,279

cancer referrals to NHS Lothian

- NHS Lothian performance in cancer services has slightly improved and efforts continue to reach the 95% standard through improvement actions and remobilisation plans. We have achieved a yearly average of 76.5% performance against the 62-day standard (from referral to treatment), compared with a national figure of 71.7%. For the 31-day standard (from the decision to treat, to treatment starting), the average performance in Lothian was 93.5% (1% below the national position).
- In our CAMHS service, we saw increases in the number of people referred to us who were seen within 18 weeks as well as those seen within 19-52 weeks. Waiting times for psychological therapies continued to decrease, although the pace slowed due to higher demand in some areas. More patients are being supported through Computerised Psychological Interventions.

Psychological therapies March 2023 - April 2024



CAMHS service March 2023 - March 2024



- NHS Lothian's population growth over the last 15 years is the equivalent of 21 additional General Practices, based on an average Scottish General Practice list size. This brings with it significant challenges for Primary Care. Despite this, on average, 106,716 direct General Practice encounters took place across NHS Lothian's GP practices every week throughout 2023/24. This included telephone consultations, surgery consultations, home visits, video consultations, e-consultations and clinics with any Health Care Professional. Out of hours GP services provided on average 2,654 consultations a week throughout 2023/34.

Primary care 2023/24



106,716

Direct General Practice encounters took place across NHS Lothian's GP practices every week

2,654

Lothian unscheduled care service (Out of hours GP service) consultations took place every week

- Our talented and dedicated teams are our biggest asset. They determine the quality and quantity of services we can provide. We continued to focus significant efforts in recruiting staff, making it as easy as possible for staff to find out about available roles, and to move through the recruitment process. For example, we ran a number of targeted recruitment open days which have enabled people to be interviewed on the day, if they registered in advance.



Over the financial year 23/24, we had **4,389** new starts join the organisation across a range of roles

NHS Lothian monitors its performance against a range of quality and performance measures and submits performance information to the Scottish Government and other bodies throughout the year. You can find up-to-date information on health matters via the Public Health Scotland website.

Both the Scottish Government and the Scottish Parliament also routinely produce publications, some of which may relate to health.

Issues and risks that could impact NHS Lothian in delivering our services:

Most health boards and public sector bodies continue to experience similar key issues and risks. For NHS Lothian these are:

- Growth in demand for services driven by the ongoing change in the demographic profile of Lothian's population.
- Cost pressures across the NHS, including energy costs, inflation, medicines
- Ageing infrastructure
- Challenges in meeting waiting time targets for both scheduled and unscheduled care
- Impact of delayed discharges in Acute and Mental Health services
- Workforce recruitment and retention.



By 2043 the number of people aged **65-84** in Lothian will have increased by **15% more** than the rest of Scotland

A range of control measures are in place around each of these risk areas to mitigate the potential impacts.

Public Health activity

- Immunisation programmes were successfully delivered across Lothian in 2023/24. The winter campaign, running from September 2023 to March 2024, administered 184,499 Covid vaccines and 330,813 flu vaccines to those eligible (59.3% and 57.5% of eligible populations respectively). Uptake rates exceeded the national average across all eligible groups.
- The summer immunisation campaign ran from April to June 2024. The number of people eligible for vaccinations during the summer campaign is less than in winter, however, 72,636 Covid vaccines were administered. This was 74.1% of the eligible population and again, exceeded the national average across all eligible groups.
- As part of our role as an Anchor Institution, NHS Lothian Public Health works in partnership with the third sector and the NHS Lothian Charity to deliver welfare advice services in six acute hospital sites across Lothian. These services offer advice on maximising income and welfare issues including employment, housing and debt. From 1 October 2022 to 31 March 2024, a total of 1708 clients received advice and support, with financial gains totalling £1,572,161.
- In addition, our Public Health Directorate's Partnership and Place teams continue to lead and contribute to work within our four Community Planning Partnerships. We work with partners and communities to improve population health and health inequalities by focusing on the social determinants of health. As in our hospitals, this work includes working with midwives, health visitors and family nurses to identify women and families who have money worries and referring them to third sector partners for financial advice as part of our contribution to local anti-poverty plans. Beyond this work to mitigate the impacts of poverty, we have made progress in engaging with local employability partnerships and are supporting emerging work around establishing Community Wealth Building approaches to prevent poverty in the future.
- The Delivering Early Breastfeeding Support (DEBS) project in West Lothian involves a midwife providing proactive breastfeeding support to mothers, in addition to universal maternity care. The project operates in areas of higher deprivation, where breastfeeding rates are lower. Exclusive breastfeeding rates in DEBS clients are 54% at the health visitor first visit (11-14 days) and 42% at 6-8 weeks. This is compared to 32% and 26% in the general West Lothian population. The breastfeeding drop-off rate between birth and health visitor first visit reduced by 18% amongst those supported by DEBS, reducing the inequalities which exist in breastfeeding rates between those living in our most and least deprived areas.
- work around establishing Community Wealth Building approaches to prevent poverty in the future.

Highlights of the year

- Over 1,300 children and young people who had previously missed their MMR caught up on this vital vaccination.
- The Royal Hospital for Children and Young People became one of the first in Scotland to use a virtual reality headset to help children prepare for surgery.
- The Royal Hospital for Children and Young People and Department for Clinical Neurosciences were officially opened by HRH The Princess Royal.
- To mark the 75th birthday of the NHS, NHS Lothian welcomed TRH The King and Queen to the Royal Infirmary. The Royals spent time with staff from Maternity Services before meeting patients within the Meaningful Activity Centre. The visit culminated in an unveiling of a special plaque to mark the occasion.
- NHS Lothian won the 'Developing the Young Workforce' award at Edinburgh Chamber of Commerce Annual Business Awards for their commitment to recruitment and development of young people in education.
- The Edinburgh Cancer Centre's Pharmacy Team moved into new facilities at The Western General Hospital to meet rising demand. Additionally, a new Cancer Assessment Unit and refurbished oncology ward opened which is an improved facility for patients receiving treatment.

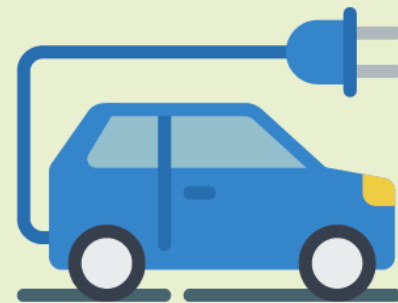


Sustainability

- The Wildlife Information Centre carried out analysis of the green areas on our sites to better understand the wildlife who have made these areas their homes. There were 1,036 wildlife sightings of 192 different species. The most common species recorded were birds and butterflies, but spiders and centipedes were also on the lists. It also showed that our green areas are home to many protected and vulnerable animals such as badgers, barn owls, hedgehogs, swifts, common toads and grayling butterflies.



- Since 2022, NHS Lothian has almost doubled the number of electric vehicles within the fleet.
- Since 2019, the electric fleet has travelled over 1.8 million miles and has been used by teams such as podiatry, physiotherapy and forensic. The average car emits 0.78 pounds of CO₂ per mile driven, which means NHS Lothian has prevented around 500 tonnes of CO₂ being released into local communities.



- NHS Lothian has begun using a product made from woodchip, derived from sustainably managed forests, with biodegradable glue as an alternative to the thermoplastics currently used for splinting. The products are heated with a dry heat in an oven and modelled into the required shape. When care is complete, the splints can be disposed of in a compost bin at home. Splints are typically used to support and stabilise tendon injuries, fractures, dislocations or control pain.
- The Breast Theatres team, eager to make their practices more sustainable, switched to using washable surgical hats, significantly reducing operating room waste.
- Work in the Green Theatres programme is helping to reduce the impact of medical gases on the environment in Lothian. Anaesthetic gases account for around 5% of the overall carbon footprint of health services. Since NHS Lothian started reporting on carbon emissions from Anaesthetic Gases in 2018/2019, there has been a 25% reduction of 1427 tonnes of CO₂ to 2022/2023. This has been achieved by reviewing the systems of delivering the gases to patients, reducing waste gases and gases escaping to the environment as well as changing to medical gases which have a lower impact on the environment.