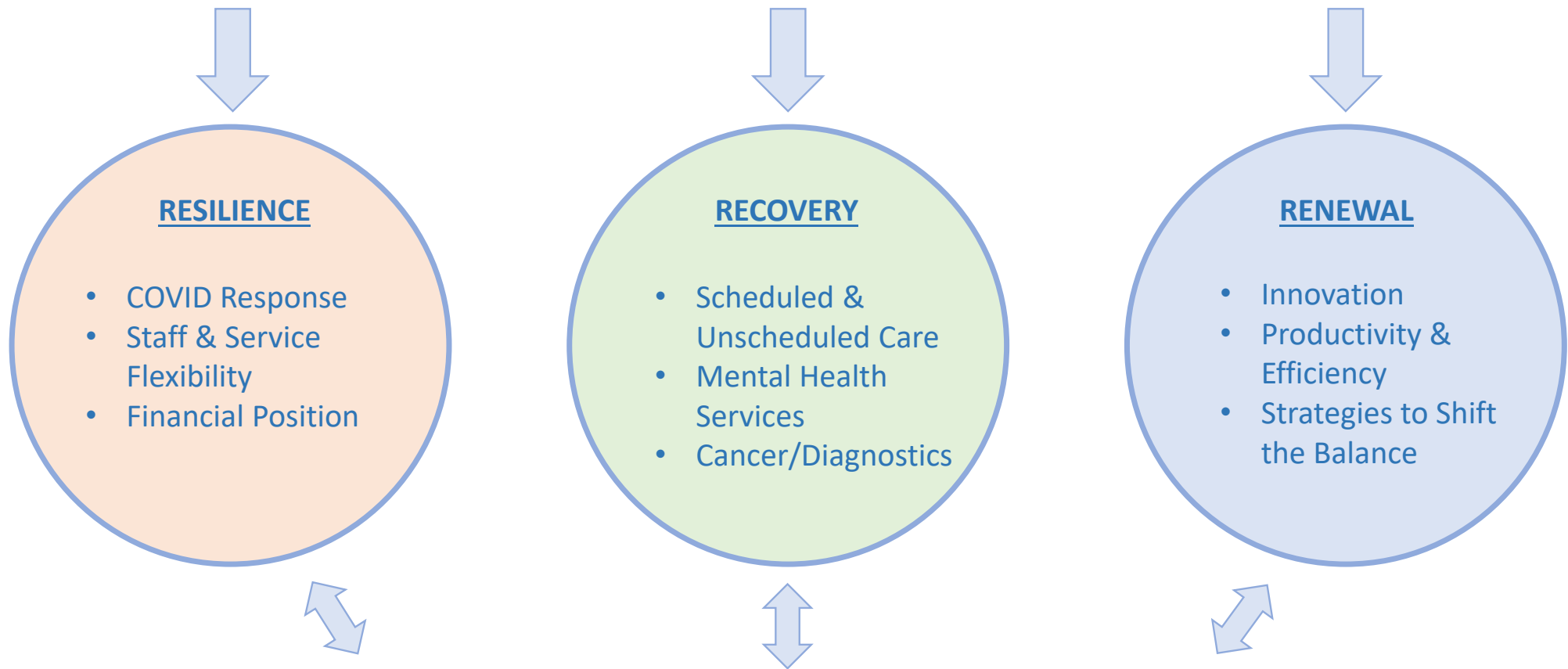


NHS Lothian Annual Ministerial Review

PROFESSOR JOHN CONNAGHAN CBE
Chairman NHS Lothian
07 October 2024



Improve Population Health & Quality Service & Use of Resource



Safe & Effective Person-centred Care, Supporting Staff

Our Plans for the Future



We want to move care closer to home where possible, with the aim of reducing hospital attendance.



We want people to be more involved in self-care, this includes encouraging people to eat a healthy diet and exercise regularly.



We will use the lessons learned throughout the COVID pandemic to innovate and improve the services we deliver.

- Hospital @ Home services have seen a 93% increase in their capacity.
- Pan-Lothian Rapid Assessment and Care Units (RACUs), as an alternative to hospital admission. 21,000 people attend RACU and avoided ED attendance.
- Prevention is one of the most cost-effective interventions to improve population health and reduce inequalities.
- NHSL implemented a rapid uptake of digital appointments

Our Plans for the Future (cont.)



We will work closely with all of our partners including: local councils; voluntary organisations; the Scottish Government; education services and other businesses.

We will ensure all residents can register with a GP practice & can access urgent dental care; roll-out of the Community Glaucoma Service.



We will use more technology and new ideas to give treatment and care.



We will work to prioritise treatment for cancer and serious illnesses as part of our recovery from the COVID pandemic.

- Pan-Lothian Discharge without Delay (DwD) Programme
- Access to urgent dental care is provided via the PDS
 - 116 GP Practices
 - 183 Community Pharmacies
 - 177 General Dental Practices plus 21 salaried sites (PDS)
 - 124 Optometry Practices
- **AI Physiotherapy:** NHS Lothian conducted trials in 2023, with the first AI powered clinic to be rolled out in Autumn 2024.
- Digital Modernisation and Innovation Programme
- Increase in Robotic Assisted Radical Prostatectomy (RARP).
- Development of cancer specific capacity and demand modelling.

Child and Adolescent Mental Health Services and Psychological Therapies



Young people to commence treatment for specialist **CAMHS** within **18 weeks of referral**:

- November 2022: 54%
- August 2024: 69%

People to commence treatment for specialist **Psychological Therapies** within **18 weeks of referral**:

- November 2022: 79%
- August 2024: 82%

Priorities:

Improving access to and quality of services	✓ Reduction in waiting times for Psychological Therapies and Child and Adolescent Mental Health Services → Bed occupancy remains high on REH site
Optimising use of digital solutions	✓ Redesign and paperlite workstreams on track – over 75% complete
REH Campus Redevelopment	→ Progress paused due to capital funding
Forensic services	→ Female high-secure care – plan in development → Low secure plans delayed due to capital funding

Unscheduled Care



Reduce ED Attendance

Continued to **optimise Public 111 Pathways**

7% reduction in ED attendance (compared to pre-pandemic levels)

Minor Injuries scheduling introduced across all sites

Redesign of Urgent Care (RAC) to transfer referrals to alternate pathways (**19% redirected** target of 20%)



Reduce Length of Stay

Implementation of Pan-Lothian Discharge without Delay Programme

Edinburgh HSCP has reduced occupied bed days (since Jan 24) by approx. **31 beds per day**

Expansion of alternative services: Community Respiratory and OP Parenteral Antimicrobial Therapy Services.



Reduce Admissions

Development of Rapid Assessment and Care Units to reduce Emergency Department admissions.

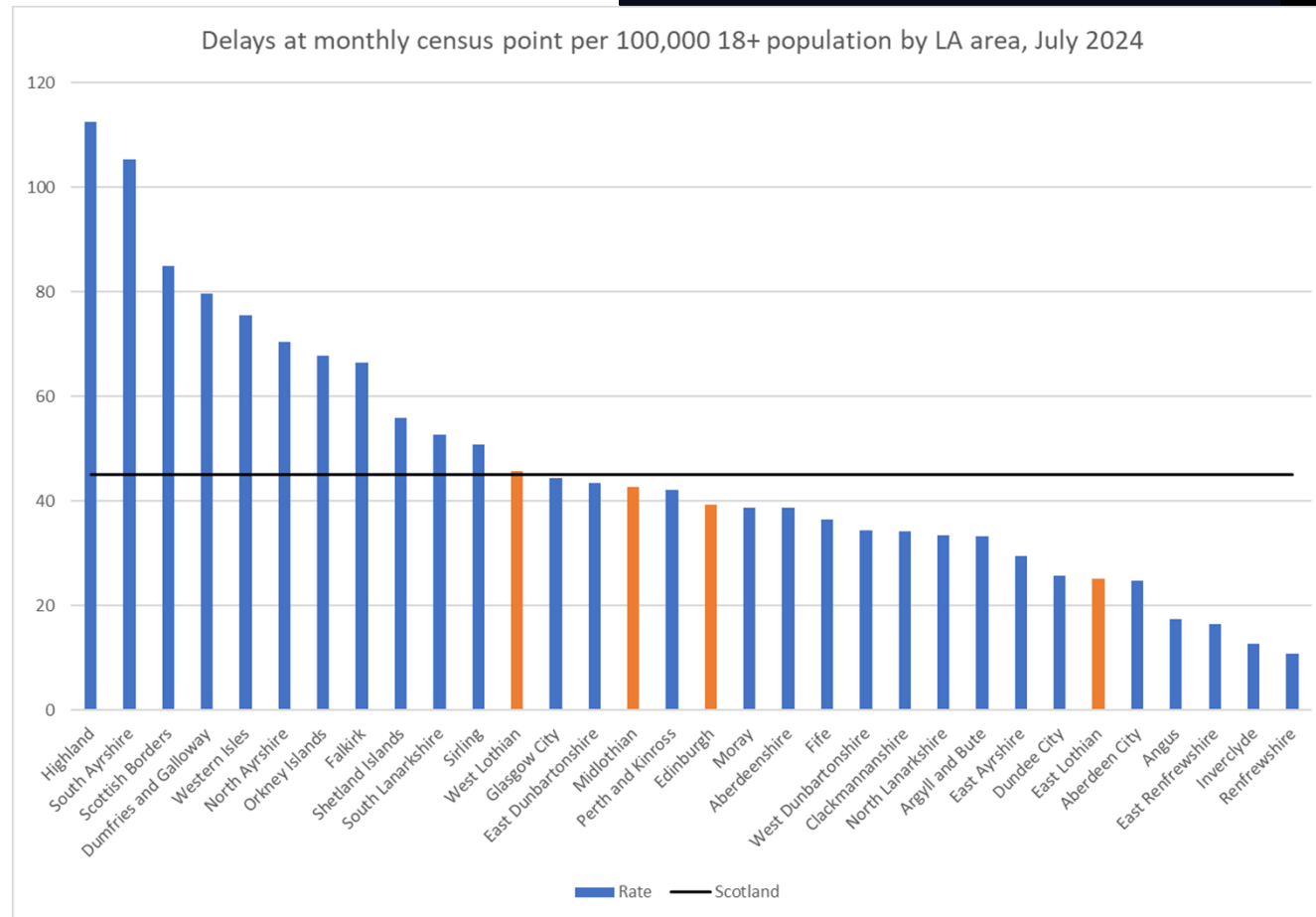
Rapid assessment **reduced WGH ED admissions by 21,000** (23/24)

Hospital @ Home Services have continued to expand with a **93% increase in capacity**.

Delayed Discharges and Flow

Actions taken during 2023/24:

- The HSCPs and Acute sites continue efforts to improve discharge processes in alignment with the Discharge without Delay (DwD) Programme.
- Using the Scottish Government Self-Assessment Tool, targeted areas for improvement have been identified, including the implementation of Planned Date of Discharge.
- Future collaborative work in the Acute Medical Unit at the Royal Infirmary of Edinburgh (RIE) focuses on early supported discharge and expediting the discharge of medically fit patients within the first 72 hours of attendance as of June 2024.



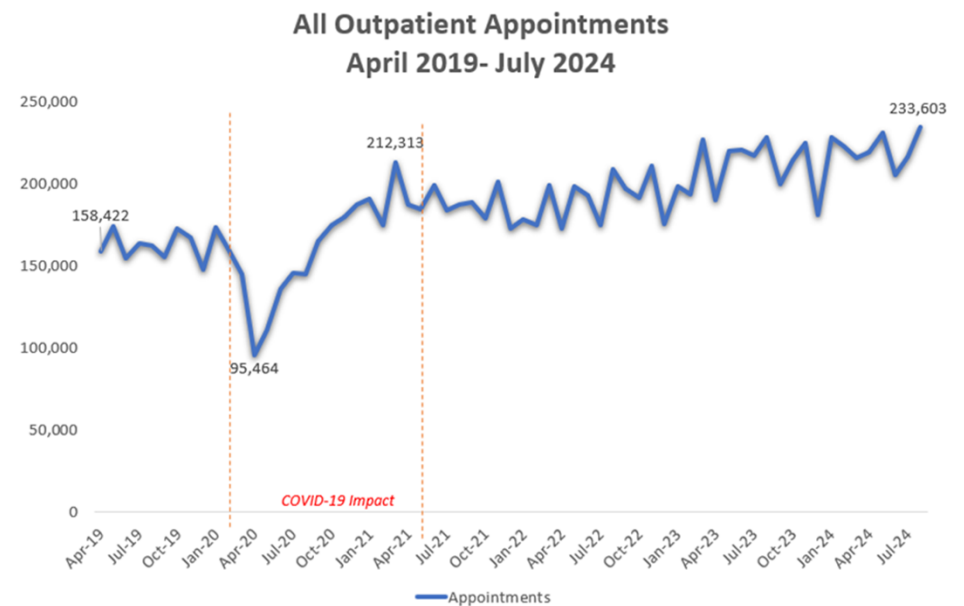
Outpatients

Outpatient Drivers:

- **2% increase in outpatient demand** (6,091) patients with a shift in urgency profile.
- **12% increase in referrals** with a suspicion of cancer which resulted in capacity that could have been used for routine patients being utilised for urgent patients instead.
- Activity delivered in 2023/24 was **above plan** and was **higher than levels delivered 2022/23**.

Outpatient Actions taken during 2023/24:

- The Board continued with its commitment to working through the challenges and has seen benefit of the **digital pilot of validating the outpatient waiting list**.
- The outpatient redesign programme continues to make improvements to booking processes and waiting list management with an expected completion date of early 2025.
- This includes patient focused booking, text reminders and online booking = a **reduction in new outpatient DNAs** from 8.7% in December 2022 to 6.8% in December 2023.



Source: NHS Lothian Management Data

Inpatients & Daycases

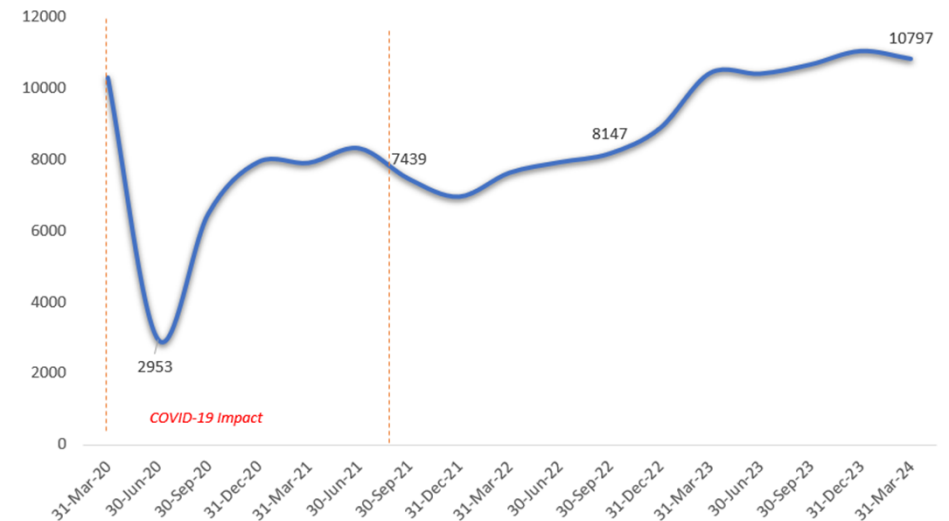
Inpatient/Daycase Drivers:

- Activity delivered in 2023/24 was **8,310 higher than planned**, and also higher than 2022/23. However, this remained below pre-COVID levels due to increased complexity and the high-volume cases being sent externally.

Inpatient/Daycase Actions taken during 2023/24:

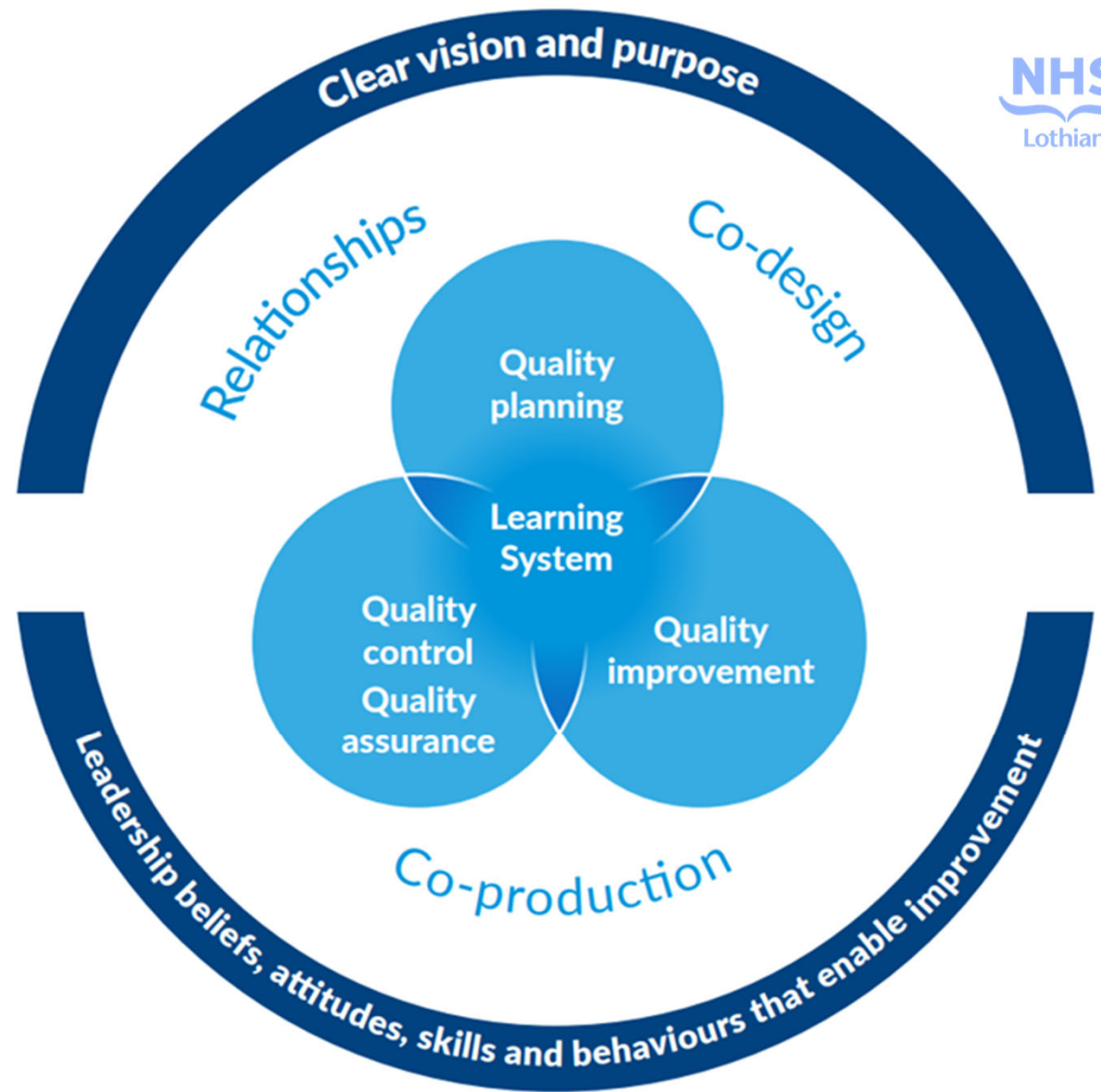
- Ongoing focus of our limited capacity on our **most clinically urgent** patients this year, in addition to considering the **longest waiting** cohort of patients.
- Ring fencing of Orthopaedic capacity at the Royal Infirmary of Edinburgh was introduced.
- Ring fencing of day surgery capacity at St Johns targeted to specialties with longest waits.
- NHS Lothian played a key role in **NHS Scotland pilot of INFIX** eScheduling supported by short-term SG funding January 2023. This is being extended across Scotland.

Quarterly Inpatient & Daycase Admissions
March 2020– March 2024



Source: PHS

Key Elements of the NHS Lothian Quality Management System



Patient Safety Programmes and Improvement Plans



Diagnostics: Endoscopy

- Development and deployment of capacity management modelling tool
- GI endoscopy DNA rates reduced to **6%** (sustained)
- Colonoscopy DNA rates reduced to **5%** (sustained)
- **300 additional** annual endoscopies

Emergency Surgical Care: Fractured Neck of Femur Pathway

- Time to theatre reduced by **9.7 hours (30%)** (sustained)
- Length of Stay for patients returning home **fallen by 3.6 days**
- Length of Stay for patients going into care homes **fallen by 1.8 days**

Cardiovascular Disease: Stroke Improvement Programme

- Compliance with stroke bundle increased significantly from 65% to **over 80%**
- Reduction in time from referral to carotid endarterectomy surgery from 9 days to **6 days**
- Sustained reduction in Length of Stay in SJH Stroke Unit from 31.1 days to **13.2 days**

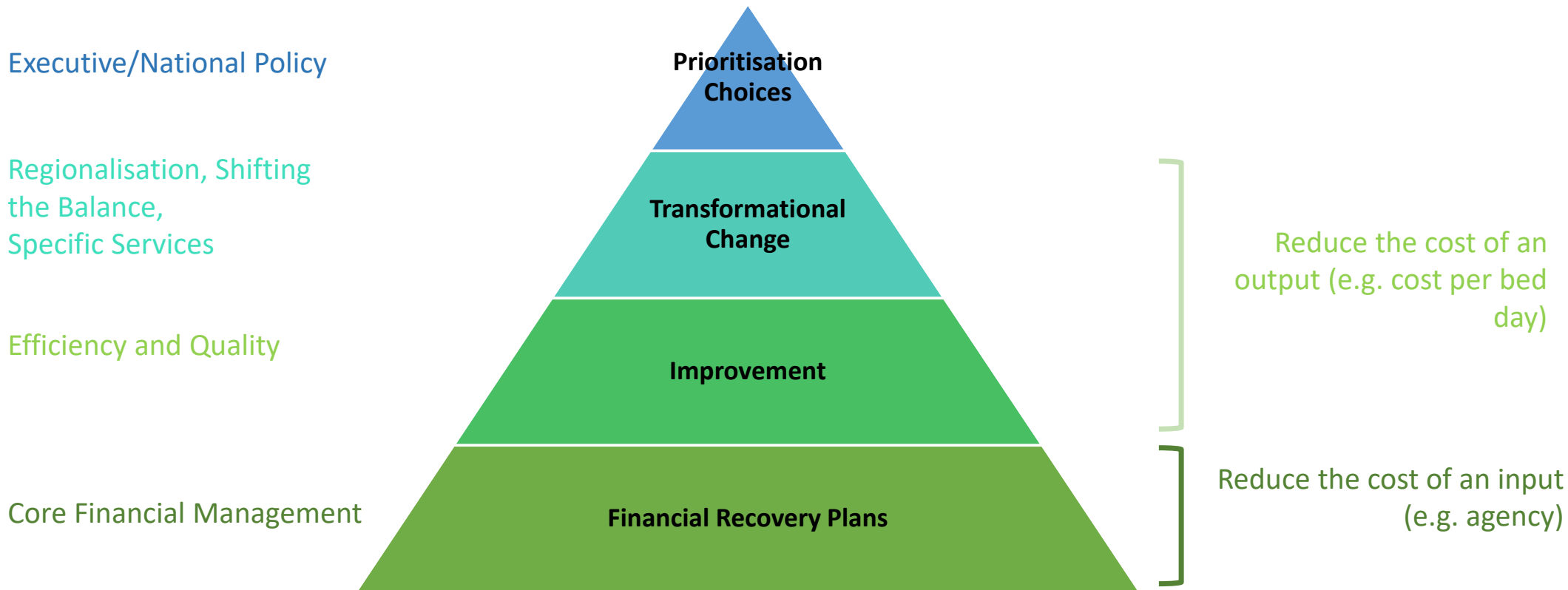
Mental Health Quality Network

- **28% reduction** in DNA rate for the pain management service
- **20% reduction** in referrals to the child and adolescent MH services (through improved signposting)
- Development of a **Quality Improvement** infrastructure
- **£240k reduction** in Bank and Agency use

Primary Care Quality Network

- Implementation of a revised document management system that has released **6 hours of GP time per week**.
- Development of **Quality Improvement** infrastructure to support the network and HSCPs
- **219** practice led quality improvement activities.

Linking Improved Quality & Safety to Financial Sustainability & Value



Supporting our Staff

'Work Well - Building a healthier and happier culture for our staff'. This is a three-year strategy which aims to provide a clear plan that will continuously improve staff wellbeing. The Strategy was commissioned by NHS Lothian Charity as part of their strategic commitment to support staff health, wellbeing, and professional development.

Mental Health issues have a significant impact on staff wellbeing and affect one in four people at some point in their lives. Staff can access **mental health support** through Here 4 U.

NHS Lothian is committed to eliminating discrimination and improving equality of opportunity. There are currently **seven staff networks** which cover BME (Black & Minority Ethnic), care experienced people, carers, disability, LGBT+ (lesbian, gay, bisexual, and transgender), women, and young staff.

Local Work Well Leads and Facilitators: There are **staff wellbeing groups** across NHS Lothian who run the various health and wellbeing activities on each of the main sites.