Welcome to our Annual Review

Agenda:

- Welcome and introductions from the Minister
- Presentation from the NHS Lothian Board Chair
- Questions from the Minister
- Q&A with members of the public

PLEASE NOTE: This session is being recorded to support later viewing by other members of the public. If you do not wish to be recorded, please make yourself known to our staff.

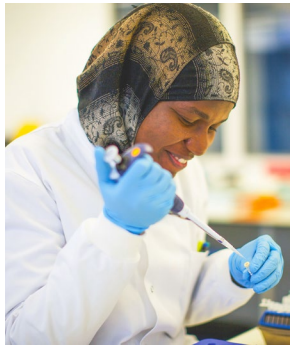
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NHS Lothian Annual Ministerial Review

Public Session, 30th October

Mr Andrew Fleming
NHS Lothian Board Interim Chair

NHS Lothian

Our message today

A balanced account of delivery, candour and ambition. – Progress, pressure and the path to sustainable improvement

1



Progress

Longest waits, emergency flow, workforce gaps and agency use have improved.

2



Pressure

Demand continues to outstrip capacity in key pathways and services.

3



Sustainability

The next phase is redesign, prevention and stronger demand-capacity balance.

4



Partnership

Change requires redesign with staff, patients, communities and system partners.

One system, one direction

The Lothian Strategic Development Framework connects annual delivery to long-term reform

Improve population health

Improve how we work with people

Improve performance

System-wide programmes

- Population health and prevention
- Children, young people and maternal health
- Primary care
- Mental health and wellbeing
- Unscheduled care
- Scheduled care

Our aim: longer, healthier lives; seamless care around the person; better experiences and outcomes.

Access to Care

Key National Metrics

Emergency Department*

4 hour performance

2025/26: 65.8%

2024/25: 61.9%

Cancer 31 day standard*

Decision to treat to first treatment

2025/26: 93.6%

2024/25: 93.3%

General Practice*

Average weekly direct patient contacts

2025/26: 93,855

2024/25: 97,790

Child and Adolescent Mental Health Services*

18 week standard

2025/26: 65.1%

2024/25: 66.5%

New outpatient completed waits*

12 week standard

2025/26: 62.0%

2024/25: 63.4%











Emergency Admissions*

Yearly total

2025/26: 281,115

2024/25: 272,041

Cancer 62 day standard*

Referral to first treatment

2025/26: 67.4%

2024/25: 75.4%

Delayed Discharges**

Standard and Code 9 delays

2025/26: 1868

2024/25: 1925

Psychological Therapies*

18 week standard

2025/26: 79.4%

2024/25: 80.4%

TTG inpatient completed waits*

12 week guarantee

2025/26: 56.5%

2024/25: 57.4%

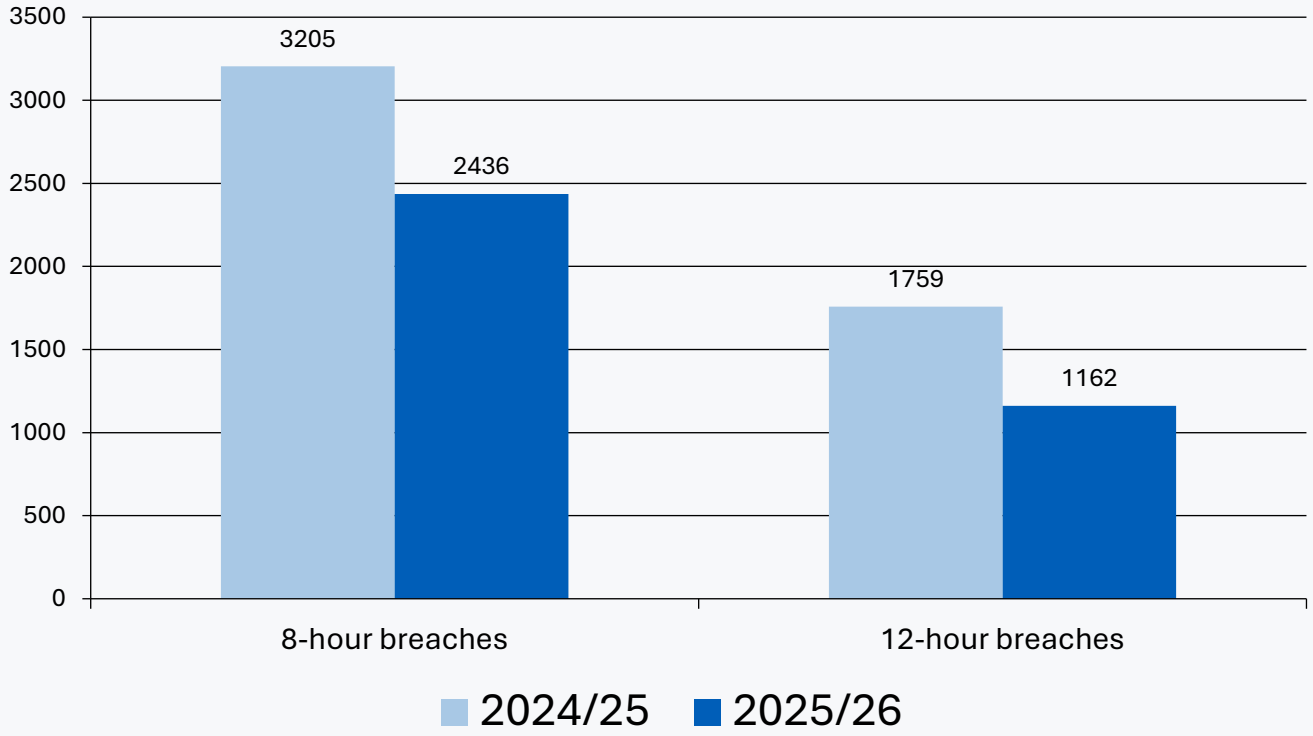
These key metrics are part of a wider set of measures reported to the Scottish Government and NHS Lothian Board.

* Yearly position for the period April to March.
** Snapshot position at end of March.

Unscheduled care: fewer long waits, but flow remains constrained

Whole-system improvement during 2025/26

4-hour Emergency Access Standard: 64.5% → 68.2%



Average monthly breaches reduced substantially during 2025/26.

24%
Reduction in average monthly 8-hour breaches

33.9%
Reduction in average monthly 12-hour breaches

122
Equivalent additional beds of daily capacity

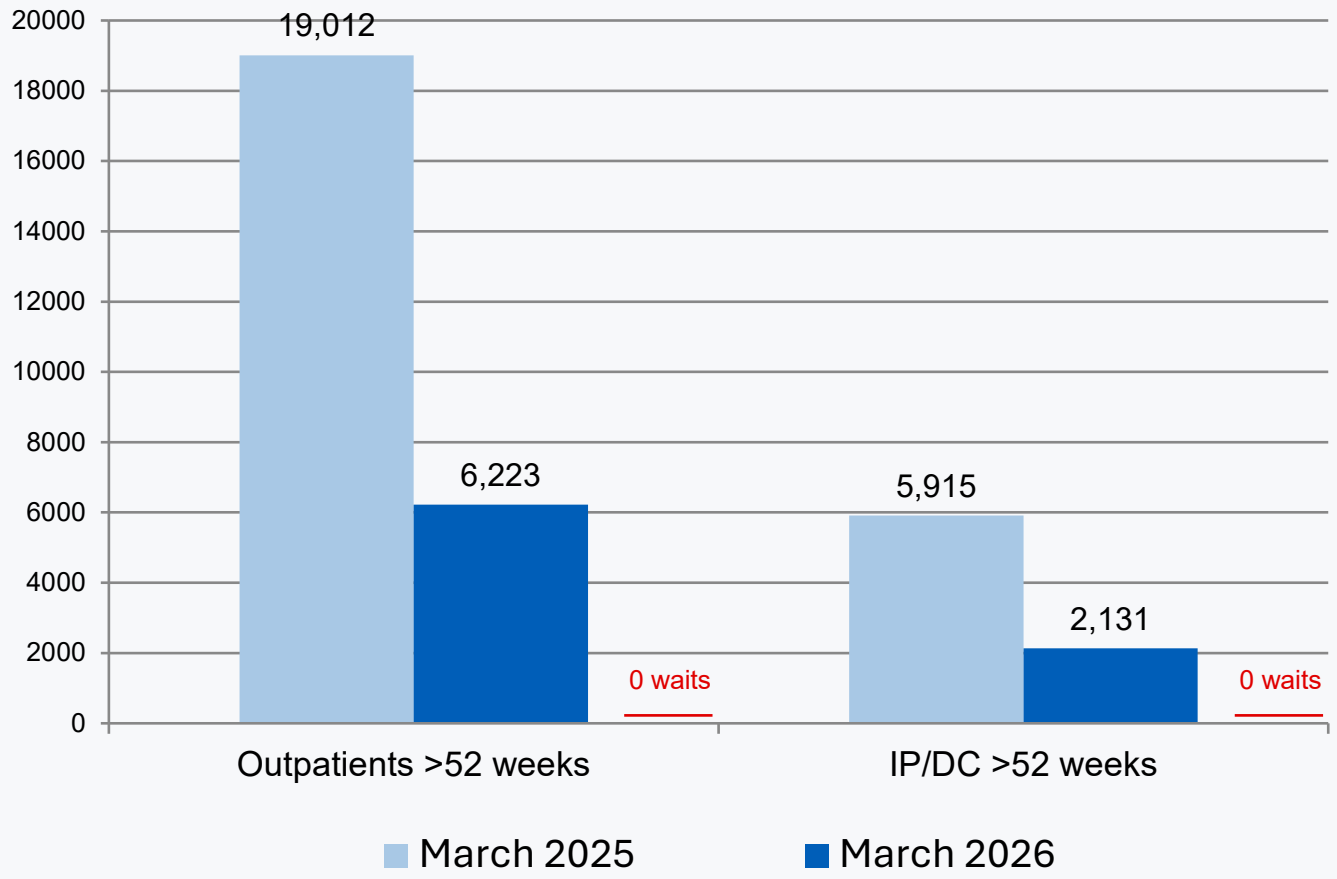
£14.5m
Targeted whole-system investment

ACTION

- Implement National Flow Plan
- Expand community-based care: (e.g. Hospital at Home, Walk-In Centres)
- Support Day of Discharge Planning

Scheduled care: substantial reductions in the longest waits

March 2025 to March 2026



- Outpatients and Inpatients > 52 weeks Trajectory March 2027 = 0

67%
Reduction in Outpatients > 52 weeks

63%
Reduction in inpatient/day-case > 52 weeks

15.2%
Reduction in total outpatient waiting list

6.2%
Reduction in total inpatient/day-case list

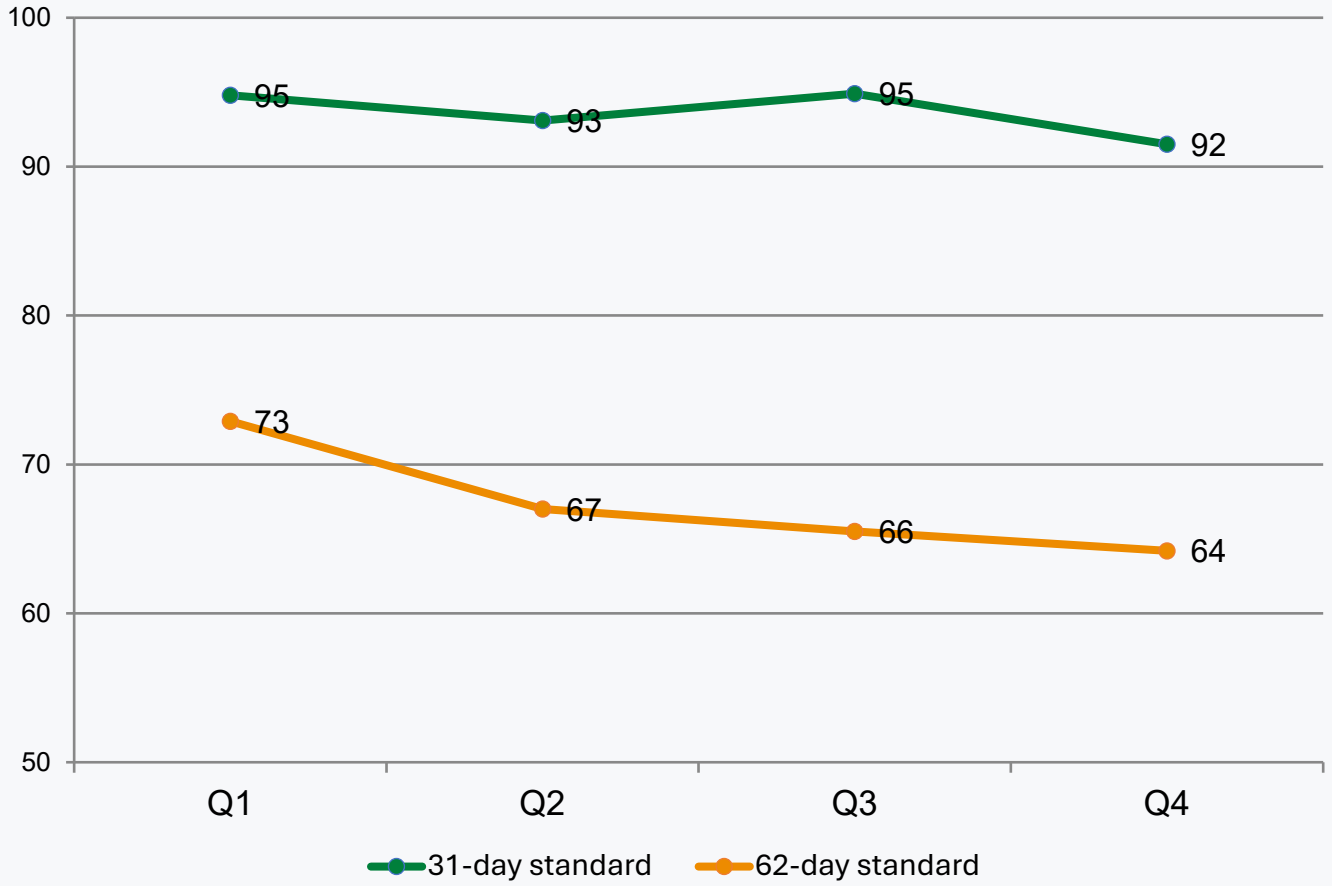
38%
Reduction in patients waiting > 6 weeks for Endoscopy

45,000
Return appointments avoided through PIFU

Next step: shift from backlog recovery to sustainable access through increased productivity, pathway redesign and core capacity.

Cancer: recovery action is in place, but the recurrent gap remains

2025/26 quarterly performance



+46%
Urgent suspicion referrals versus 2019/20

+6%
More Treatments than 2019/20

£2.8m
Non-recurring recovery investment

78.5%
Modelled 62-day performance by March 2027

Accelerated recovery will help, but sustainable improvement depends on recurrent capacity and continued pathway redesign. The focus is to reduce the longest waits and shorten the patient pathways, for sustainable performance

Maternity Services

Safety Improvement and Recovery



Escalated to Level 3 following the October 2025 HIS inspection of maternity care at Edinburgh Royal Infirmary.



Clear improvement underway, including redesigned patient pathways, strengthened triage and renewed focus on recording Maternity Early Warning Scores (MEWS)



Staffing has been significantly strengthened, with 70+ new midwives recruited and £1.5m recurring investment in staffing, training, escalation and improved rota management



Actions are aligned to national safety expectations, including Ockenden, Amos reports and the new HIS Midwifery Standards



Staff wellbeing and culture remain key priorities, supported by improvement plans, stronger leadership visibility and staff engagement

Mental health: progress is uneven across pathways

Significant progress in CAMHS, continuing pressure elsewhere

CAMHS

0

waits over 52 weeks by April 2026

- De-escalatlion from Stage 3 to Stage 2
- Priority: achieve the 90% within 18 weeks standard

Psychological Therapies

82.6%

seen within 18 weeks in March 2026

- People waiting over 52 weeks rose from 82 to 147
- Capacity reduced by 22 WTE through attrition and redeployment

Neurodevelopmental

26,798

Adults and children waiting for first assessment at September 2026

- Consistent pan-Lothian referral and triage
- Whole-pathway redesign
- Better use of specialist capacity, digital and self-management support
- Stronger oversight and data quality

Patient Safety and Quality Improvement



Patient Safety Walkrounds

Connect executives with frontline staff to identify barriers to safe care



Quality Strategy Refresh

Move beyond service level improvement to put safety and quality at the centre of system-wide transformation

Safe, effective, person-centred care



Quality Academy

Builds staff capability in Quality Improvement for safe, effective and person-centred care



Adverse Event Reviews

Improvement work to better support staff, communicate with patients & families and ensure learning from individual events informs the whole system.

Supporting Our Staff

INSERT CELEBRATING SUCCESS FLM

100 Wellbeing Champions and a Work Well Teams community of 1,280 members.

Monthly wellbeing sessions on mental health, financial wellbeing and healthy workplaces, attracting around 80 attendees per session.

Peer Support, Wellness Coaching and mental health promotion initiatives provide early intervention support

NHS Lothian Women's Health Plan: improved support for breastfeeding staff, menopause and menstrual health guidance, workplace resources, and completion of the Equally Safe at Work Development Award submission.



Delivering Value

Balance delivered, sustainability remains difficult

2025/26

Break-even Achieved

£55m

savings delivered

Careful management of resources supported a balanced financial position.



2026/27 Current Year

£83m	Projected gap in the Board's Financial Plan
£50m	Planned savings identified
£15m	Asset sales to support closing the gap
£18m	Further savings plans still to identify at the start of the year
Commitment to break-even	Current plan requires non-recurring flexibility

Population Health and Prevention: moving upstream

Growing demand, more long-term conditions and widening health inequalities reinforce the need for prevention.

2025/26 progress highlights

£5.5 million

Secured since October 2022 through hospital-based income maximisation services, supporting people in financial hardship.

Breastfeeding support

Expanded in deprived communities to reduce inequalities.

Missed appointments

New approach to understanding barriers and improving access.

Strategic direction

Prevention plan

Published in June 2026.

Population Health Programme Board

Established to oversee prevention and health inequalities.

Population Health Organisation

Commitment to better understand population need.

Partnership working

Exploring closer work with local authorities and the third sector to embed prevention across Lothian.


NHS


NHS
Lothian
Celebrating
Success



Progress to build on.
Challenges to tackle.
A system to transform.

NHS Lothian

Thank you

Questions and discussion