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Bwrdd Iechyd Prifysgol
Abertawe Bro Morgannwg
University Health Board



Meeting Date	28th November 2018		Agenda Item	4b
Report Title	Orthopaedics Action Plan			
Report Author	Darren Griffiths, Associate Director of Performance			
Report Sponsor	Darren Griffiths, Associate Director of Performance			
Presented by	Darren Griffiths, Associate Director of Performance			
Freedom of Information	Open			
Purpose of the Report	The purpose of this report is to provide an update on the planned actions to improve waiting times in orthopaedic elective care for the Health Board.			
Key Issues	<p>A number of pressures have emerged in-year outside of the originally submitted planned care trajectories for orthopaedics,</p> <p>These pressures have resulted in the Health Board currently being outside of its planned trajectory for reducing long waiting orthopaedic patient numbers.</p> <p>Orthopaedics represents the largest proportion of long waiting patients for the Health Board and is therefore a high risk to delivery of planned Health Board wide orthopaedic position.</p> <p>A wide range of actions have been developed to stabilise and improve waiting times. This report sets these out.</p>			
Specific Action Required	Information	Discussion	Assurance	Approval
	✓		✓	
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none"> • NOTE the current position against profile of orthopaedic elective access times. • NOTE the actions planned and implemented to stabilise and recover the access time position. 			

Governance and Assurance							
Link to corporate objectives <i>(please ✓)</i>	Promoting and enabling healthier communities	Delivering excellent patient outcomes, experience and access	Demonstrating value and sustainability	Securing a fully engaged skilled workforce	Embedding effective governance and partnerships		
	✓	✓	✓	✓	✓		
Link to Health and Care Standards <i>(please ✓)</i>	Staying Healthy	Safe Care	Effective Care	Dignified Care	Timely Care	Individual Care	Staff and Resources
	✓	✓	✓	✓	✓	✓	✓
Quality, Safety and Patient Experience							
<p>The Health Board acknowledges that access times for orthopaedics are too long.</p> <p>Improved access times to surgery for patients will reflect positively on their experience and will deliver improved quality care. This is a key focus for the Board.</p>							
Financial Implications							
<p>The Health Board is committing a significant amount of financial resource to improve access times for orthopaedics. Failure to achieve the Health Board's planned care trajectory could result in claw back of the resource allocated by Welsh Government.</p>							
Legal Implications (including equality and diversity assessment)							
<p>There are no legal implications.</p>							
Staffing Implications							
<p>Theatre staffing is critical success factor and a number of actions within the overall plan are supportive of a more sustainable staffing model.</p>							
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)							
<p>A more resilient and sustainable orthopaedic service will demonstrate reduced waiting times and better quality care and experience for patients. Increased mobility will increase health and wellbeing. Delivering the required capacity through core NHS resources will reduce outsourcing and potentially the need for non recurrent capacity solutions.</p>							
Report History	<p>This is an exception update to be received by the Performance & Finance Committee for scrutiny and assurance</p>						
Appendices	<p>None</p>						

ORTHOPAEDIC ACTION PLAN UPDATE

1. Introduction

- 1.1 At the beginning of each financial year each specialty across the Health Board models its elective capacity and demand and agrees a long waiting patient improvement trajectory for the year.
- 1.2 These trajectories are agreed through the Integrated Medium Term Plan (IMTP) and/or Annual Plan process and where appropriate resource is assigned to specialties to support the delivery of the trajectory.
- 1.3 Units are held to account through the year on their performance against trajectory.
- 1.4 Orthopaedics has slipped against its trajectory at both Morriston Hospital and Princess of Wales Hospital (POWH).
- 1.5 As orthopaedics accounts for 70% of the projected year end delivery position, it is a key determinant of success within the overall planned care position for the Health Board. Failure to achieve the required year end position could result in financial claw back from Welsh Government.

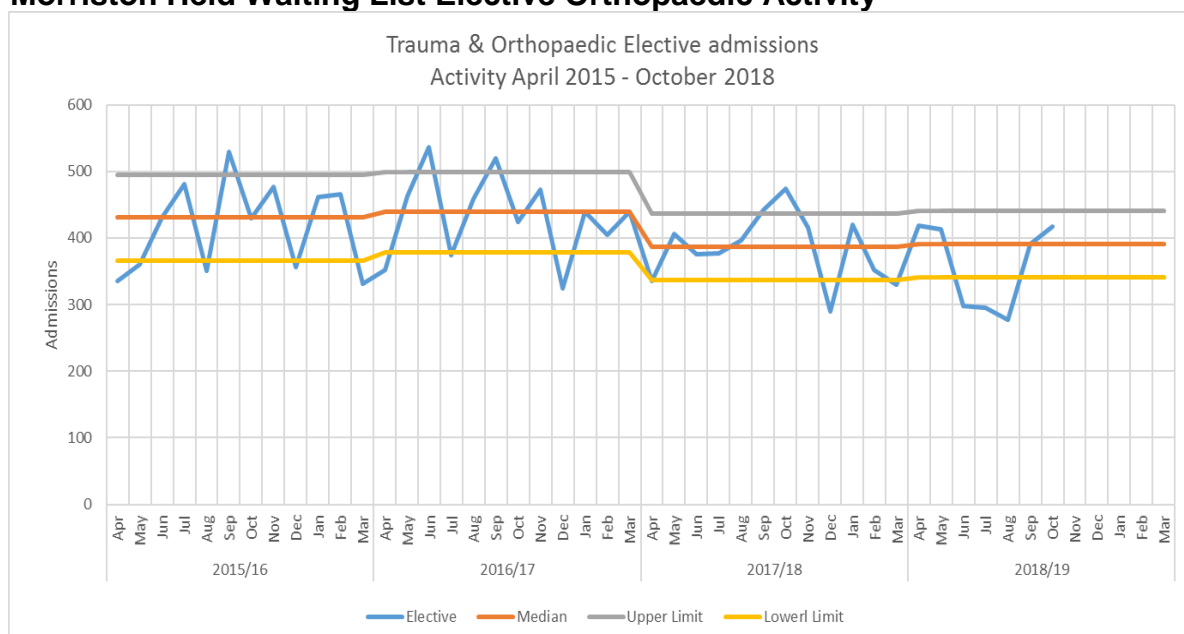
2. Current Status

- 2.1 The table below sets out the current position of orthopaedics against profile for the most recently reported month (October). The March 2018 actual position and the Quarter 3 and Quarter 4 milestones are set out for information.

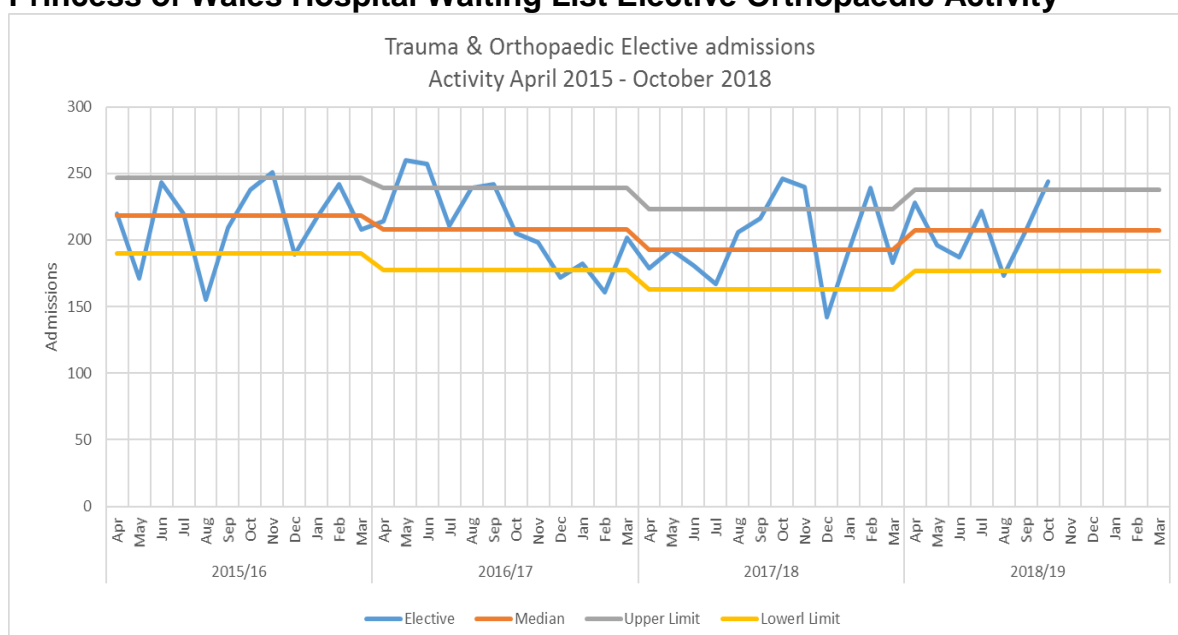
		Mar-18	Oct-18	Oct-18	Oct-18	Dec-18	Mar-19
		Actual	Actual	Trajectory	Variance	Trajectory	Trajectory
Morriston	Orthopaedics	1,104	1,134	894	240	974	1,048
	Spinal	217	232	180	52	211	247
Total		1,321	1,366	1,074	292	1,185	1,295
POWH	Orthopaedics	798	834	672	162	694	589
Health Board Total		2,119	2,200	1,746	454	1,879	1,884

- 2.2 The table shows that as at the end of October the Health Board was 454 off profile and 81 patients worse than the March 2018 position.
- 2.3 The charts below set out the total elective activity undertaken in orthopaedics for the waiting lists held by Morriston Hospital and POWH (note: activity undertaken at Singleton for Morriston and Neath Port Talbot Hospital (NPTH) for POWH is included).

Morryston Held Waiting List Elective Orthopaedic Activity



Princess of Wales Hospital Waiting List Elective Orthopaedic Activity



- 2.4** The charts show the loss of activity in Morryston between June and August which was not a planned reduction. For POWH activity has been within normal ranges but has picked up in recent months.
- 2.5** The actions to recover the position are therefore determined by the issues at each delivery unit. For Morryston Hospital this is primarily linked to loss of activity through a loss of theatre scrub nurse capacity to run elective theatres (amongst other things). For POWH, core activity is within planned parameters but the unit has been unable to attract staff to work weekends and evenings

due to pay rate considerations which would have delivered a step up in activity to reduce waiting times.

3. Actions

- 3.1 As a result of the movement from trajectory, an orthopaedic action plan has been developed to recover lost core capacity to stabilise the position and to implement additional measures to recover the profiles. The table below summarises the actions within the overall plan.

Action and Current Status	Who	When	Impact
Tender for additional orthopaedic and spinal activity through agreed procurement process (240 orthopaedics and 40 spinal). Complete.	Corporate Team	5 th October 2018	280 patients
Outsource additional orthopaedic patients through supported reasonable offer process and patient transport needs assessment. Complete and patients under assessment with provide.	Morrison Unit Team	5 th October to 31 st March 2018	As above
Commence knee arthroplasty list (2 patients per week) in Neath Port Talbot Hospital (NPTH). First list undertaken 19th November 2018.	Morrison and NPTH unit Teams	19 th November 2018	38 cases to 31 st March 2019.
Test Neath Port Talbot Hospital model for increase to additional 2 cases per week. Scheduled for January 2019.	Morrison Unit Team	14 th January 2019	18 cases
Commission independent review of waiting list movement and impact of capacity and demand assumptions from NHS Wales Delivery Unit. Commission complete, fieldwork underway.	Corporate Team	30 th November 2018	No impact – assurance on assumptions
Use current Surgical Care Practitioners (SCP) roles to provide theatre scrub support. <ul style="list-style-type: none"> 2 competency assessed and ready Further 2 awaiting assessment 	Morrison Unit Team	Phased from 19 th November 2018	Under assessment
Short term use of agency scrub nurses to support baseline orthopaedic theatre capacity in elective theatre. <ul style="list-style-type: none"> 1 nurse identified and agreed. 5 day trial to commence (date to be agreed) Further agency nurses to be identified but currently none available. 	Morrison Unit Team	3 rd December 2018	Under assessment (linked to above and Delivery unit review)
Recruit to vacant posts and potential over establishment of theatres to stabilise workforce. Advertisements placed for band 5 and band 6 scrub nurses.	Morrison Unit Team	Adverts placed	Under assessment
Efficiency and productivity review of current orthopaedic theatre utilisation currently underway to ensure that core capacity is maximised.	Morrison Unit Team	Work plan currently being agreed	TBC
Utilisation of back fill sessions at the Royal Glamorgan Hospital (RGH). Agreement in place and POWH now included in circulation of backfill availability in RGH. First list scheduled for 28th November 2018.	POWH Unit Team	In place – capacity will be available ad hoc	Approx. 2 patients per list
Consider the incentives to engage staff to work	Corporate	28 th	25 per month

Action and Current Status	Who	When	Impact
out of hours or on weekends to create additional capacity within existing infrastructure. Paper to be considered at Executive Team on 28th November 2018 prior to implementation of any agreed model.	Team	November 2018	from point of implementation

- 3.2** The NHS Wales Delivery Unit review will help to determine the projected year end position for the specialty given the range of actions set out above. This will be reported to future performance and finance committee meetings for assurance.

4. Recommendations

- 4.1** Members are asked to:

- **NOTE** the current position against profile of orthopaedic elective access times.
- **NOTE** the actions planned and implemented to stabilise and recover the access time position.