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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	23 August 2022	Agenda Item	4.2
Report Title	Theatre Efficiency		
Report Author	Huma Stone, Associate Service Director Clinical Support Services Paul Flynn, Clinical Director Theatres		
Report Sponsor	Kate Hannam – Service Director Morriston Hospital Group		
Presented by	Huma Stone, Associate Service Director Clinical Support Services		
Freedom of Information	Open		
Purpose of the Report	This report informs the Finance and Performance Committee of the current and historic performance against key performance indicators for Swansea Bay theatres provided in 01 February 2022.		
Key Issues	<p>Effective and efficient theatres are key requisites to the sustainable delivery of key access standards.</p> <p>Theatre utilisation and efficiency is complex and affected by multiple factors both within and outside of the theatre environment, which will impact on the ability to utilise all available operative time effectively.</p>		
Specific Action Required <i>(please choose one only)</i>	Information	Discussion	Assurance
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Recommendations	<p>Members are asked to:</p> <p>Receive and note the current performance and the actions being taken to improve the overall performance in a sustainable and consistent manner.</p>		

Theatre Efficiency

Introduction

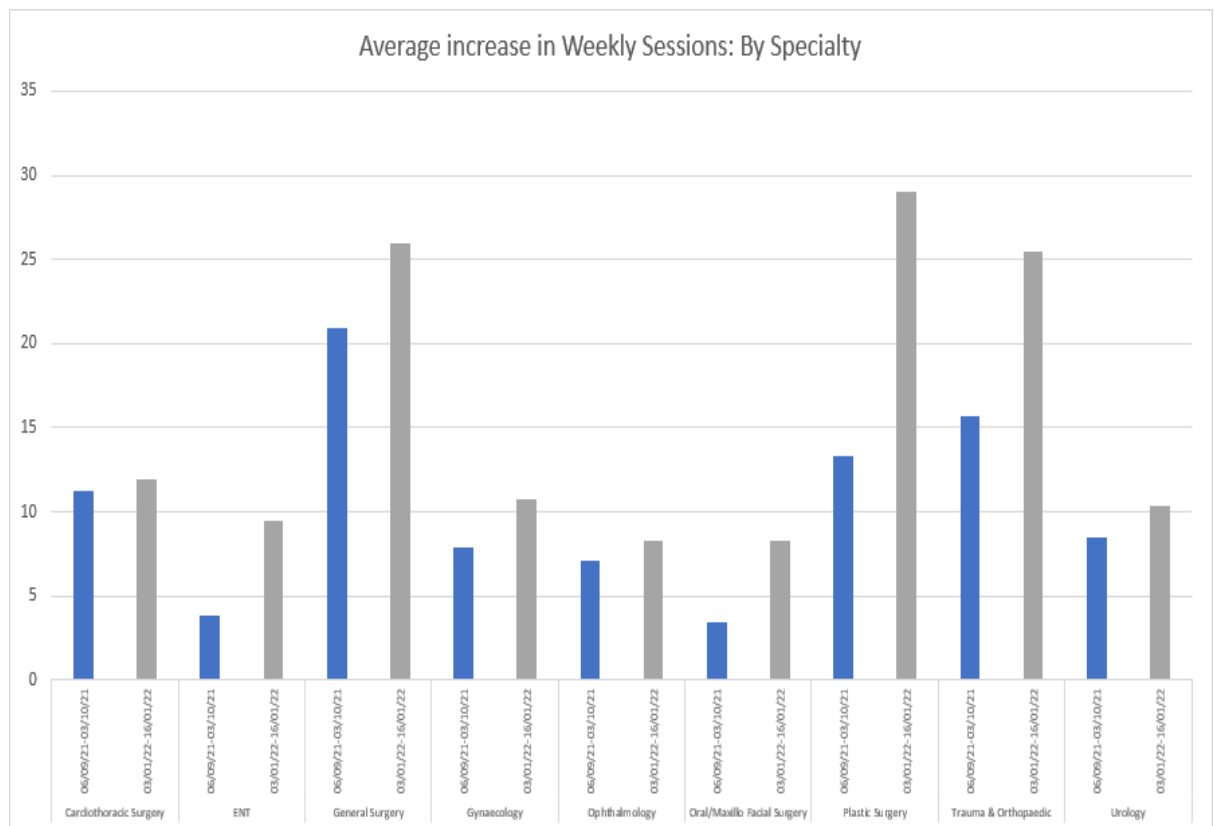
The following paper provides an update to the Finance and Performance Committee on the previous report submitted in February 2022. The paper focuses on:

- Theatre Capacity;
- Utilisation of Theatre lists and Improvement actions implemented and delivered;
- Cancellations
- An overview of how we compare to other Hospitals; and
- Next steps.

1. Theatre Capacity

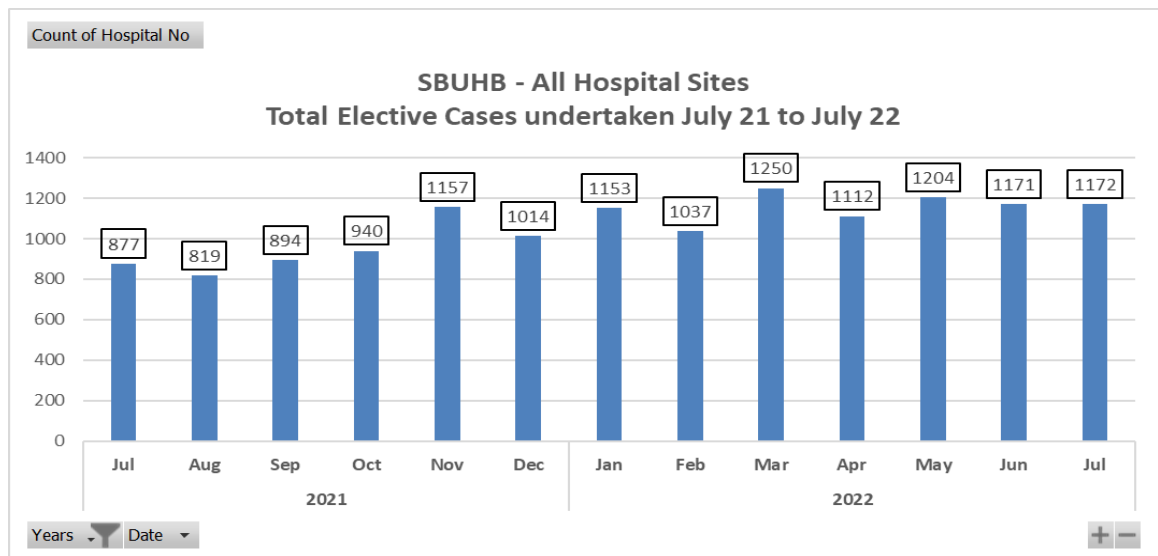
The increase in Theatre sessions by 26 half day lists per week has been delivered and sustained since November 2021.

A further increase in Theatre sessions of 17 per week has also been delivered, supported partially by weekend insourcing. The plan for the remaining 9 sessions increase per week by the end of March 2022 was finalised.

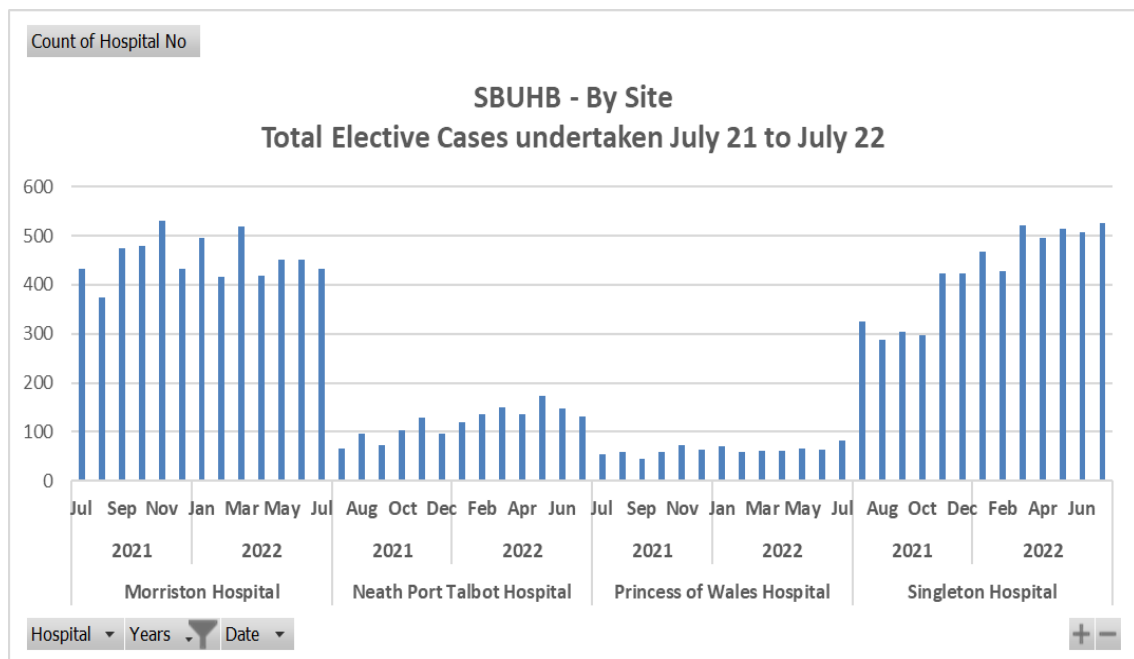


Graph provided by Productive Partners

The monthly number of cases delivered through Health Board theatre capacity has continued to increase with 1172 cases undertaken in July 2022 compared to 877 cases in July 2021.



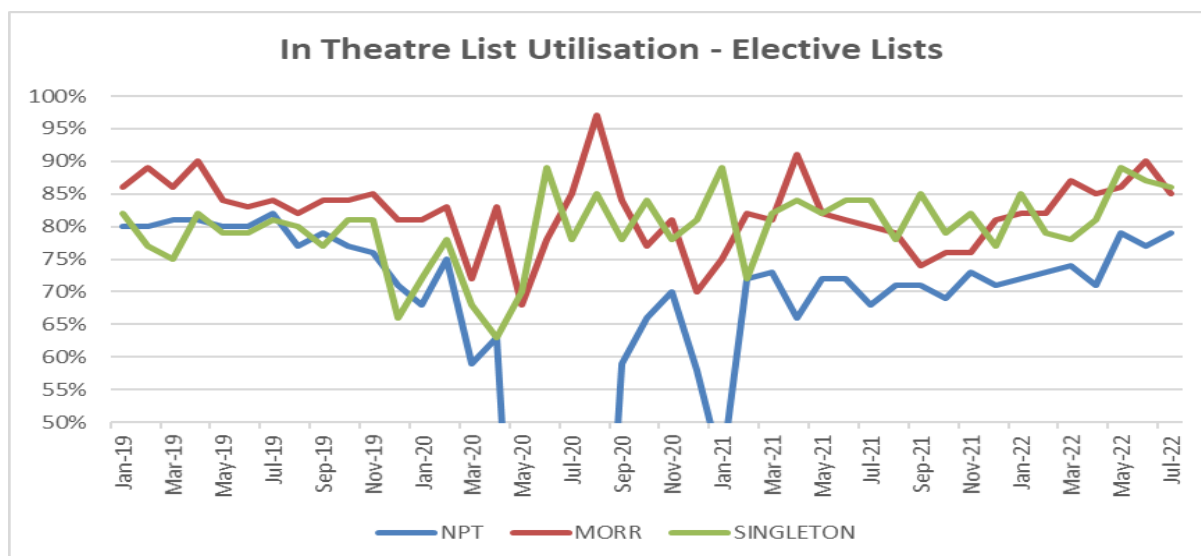
The biggest step change in monthly cases delivered has been seen in Singleton Hospital which has seen activity delivered increase from 324 cases in July 2021 to 525 cases in July 2022. This reflects the step change increase in theatre sessions at that Hospital site since November 2021.



2. Utilisation of Theatre lists

The graph below shows the in Theatre List Utilisation by Hospital site by month.

Post pandemic the list utilisation in NPT has been significantly below the other two hospital sites. The NPT Theatre service is unique in that it delivers capacity to both CTM and SBUHB surgeons.



The elements that contribute to the efficient and effective utilisation of theatres include:

- Robust Pre-Assessment to ensure patients are fit for surgery at the specified hospital site;
- Structured processes for allocating lists to surgeons and for booking theatre lists ahead of time to give patients sufficient notice to attend – particularly important post pandemic with the additional needs and requirements of a Green Elective Pathway;
- Intelligent scheduling of cases onto the theatre list to maximise productivity and throughput of available theatre lists;
- Sufficient beds and trolley capacity to meet the demand;
- The right level of ward staffing to admit patients in a safe and timely manner on the day of their surgery;
- Streamlined in-theatre processes for the calling/holding and receiving of patients ahead of their surgery;
- Sufficient workforce in place to run the theatre for the specified duration of the list;
- Sufficient capacity to recover patients ahead of returning to the ward;
- Regular review of patients to ensure timely and safe discharge from hospital to maximise utilisation of available elective beds.

It is also important to recognise that utilisation as a metric whilst important can mask issues such as under running or over running of theatre lists, which can manifest as good list utilisation.

Since the last report in February 2022 a significant amount of focus has been given to improving the list utilisation in Neath and Port Talbot Hospital for SBUHB surgeons specifically.

For background during the first wave all operating in NPT Theatres was suspended with staff reallocated to other services including Critical Care between March 2020 and September 2020. There was a further brief period between December 2020 and January 2021 when operating was again suspended due to significant bed pressures across the system and the need to re-designate NPT elective ward for non-elective patients.

The work undertaken to deliver improvements in the utilisation of the NPT list has involved all stakeholders involved in the surgical pathway, including:

- Patient Pathway team;
- Surgical Specialties; and
- Theatre Management Team.

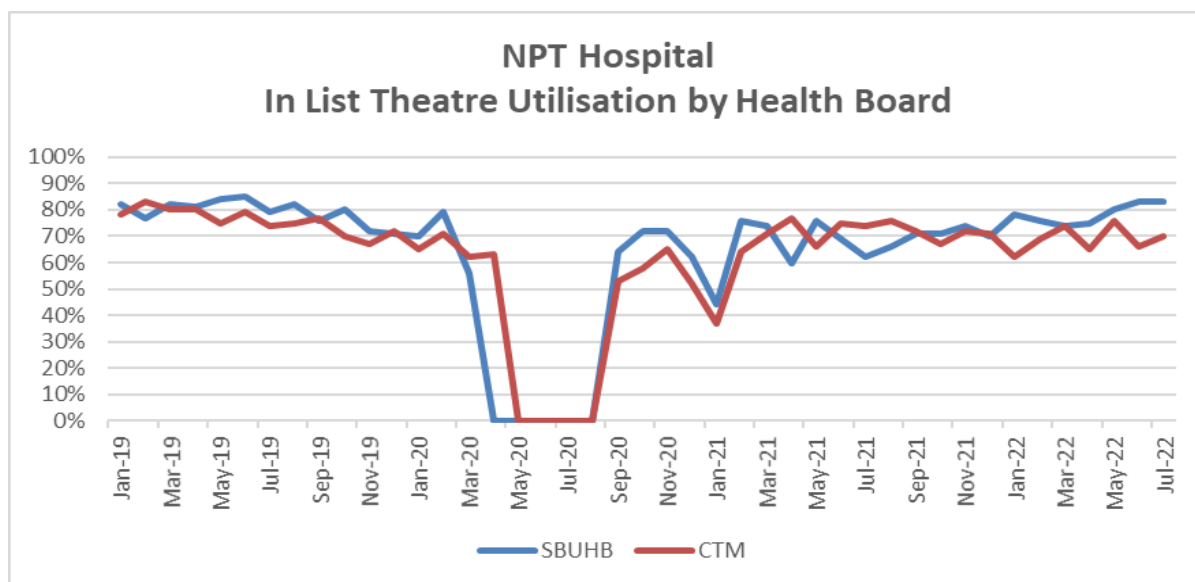
The focus has been on:

- **Robust booking of lists** to ensure maximum utilisation is delivered. This has been supported by the development of the Forward Look Dashboard. The dashboard information is used to:
 - support the theatre list booking process with individual clinicians;
 - Provide surgical specialties with an easy view tool to review the booking status of their specific lists and allow corrective actions to be undertaken; and
 - to support overarching monitoring of the booking and planned utilisation status of theatre lists to highlight under or overbooked theatre lists.
- Ensuring the **quality of utilisation data** on TOMS system is accurate;
- Providing a **timely feedback loop** to all surgical specialties via the 6-4-2 theatre allocation meeting on the Utilisation performance for their theatre lists;
- **Identifying themes** and issues that are contributing to lower utilisation quickly; and
- Initiating discussions and deep dive with specialties to help inform next steps.

Examples of specific actions taken include:

- Specialty specific meetings to discuss compliance issues with timely allocation of surgeon to list and timely booking of patients all of which increase the risk of poor utilisation;
- Discussions with specialties on reducing the frequency of theatre lists where there is a sustained pattern of low list utilisation, this will allow other specialties to secure access to theatre list capacity to support their delivery plans.

Analysis split by Health Board for the lists in NPT shows a 4% improvement in the utilisation of SBUHB lists in July 2022 following the improvement work undertaken, this is masked in the overall information by the decline in list utilisation for CTM Health Board lists for the same month.



Meetings have now commenced with CTM Management colleagues to look at mirroring the approach adopted above for their theatre lists.

3- Cancellations

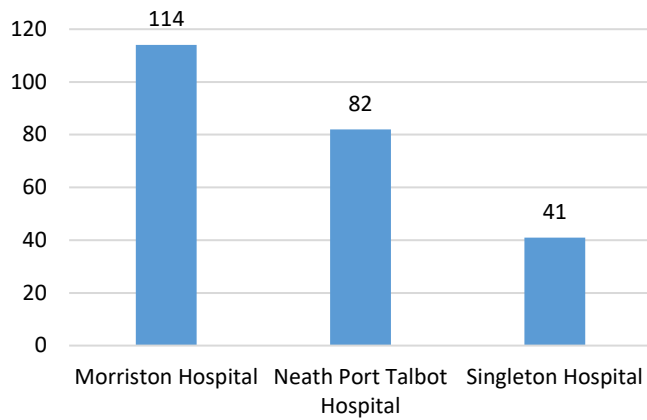
As part of theatre utilisation and to have the full picture, it is important also to capture the cancellations.

The data sets below provide full analysis, reasons and specialities by site for the last six months. These are:

- Cancelled by site
- Cancelled session by specialities
- And cancellation reasons

This will in turn demonstrate 1- the robustness in the system that allows us to fully understand the full picture and reasons that impact theatre utilisation and 2- demonstrate the progress made in our data sets and dashboards that provides transparency, ability to analyse and confidence in the systems and processes.

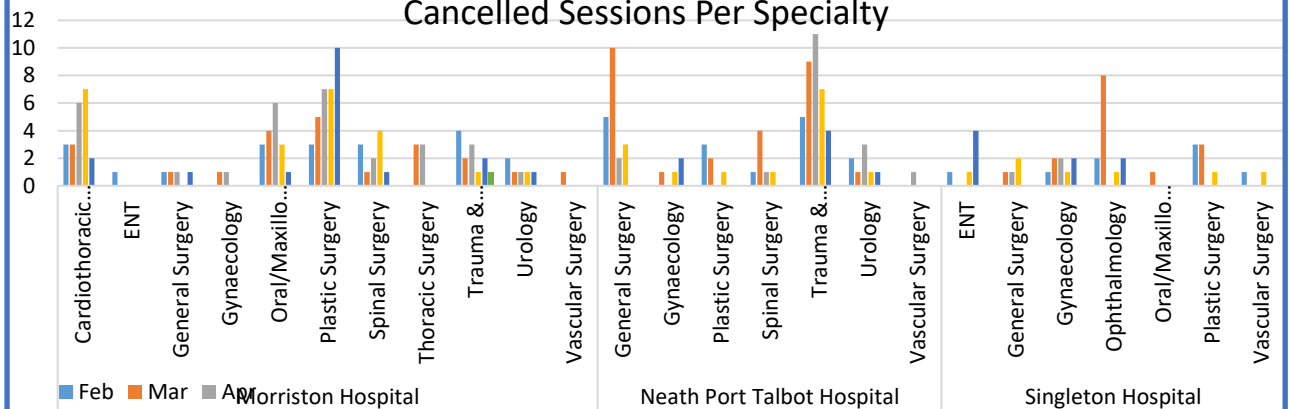
Cancelled Sessions Per Site Not Reallocated Feb - July 2022



Cancellation by site between periods February to July 2022

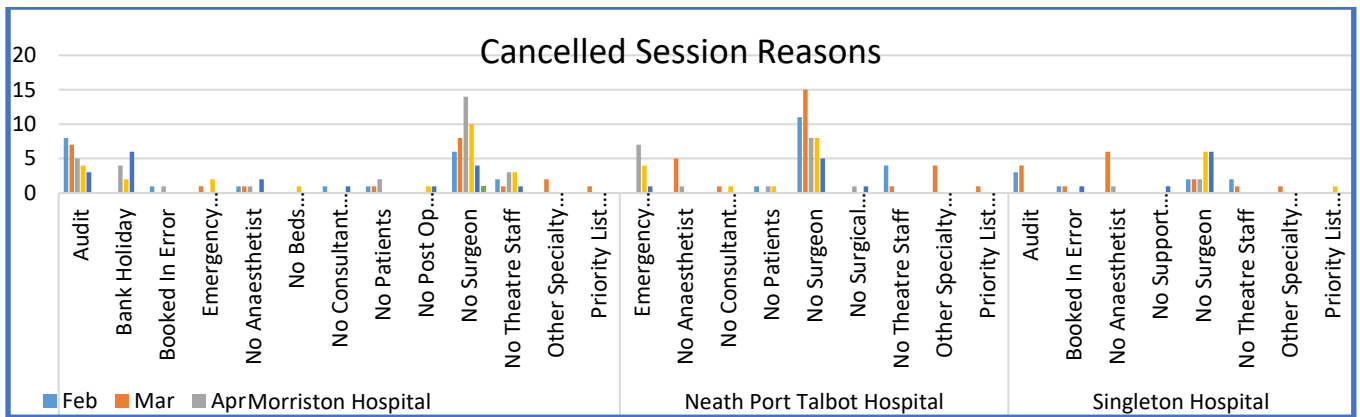
- Morriston hospital 114 cancellations
- NPT 82 cancellations
- Singleton 41 cancellations

Cancelled Sessions Per Specialty



Cancelled sessions by speciality by site February to July 2022

- Morriston Hospital - Plastic surgery had the highest cancellation rates in June
- NPT – T&O had the highest cancellations in April
- Singleton – Ophthalmology had the highest cancellations in March

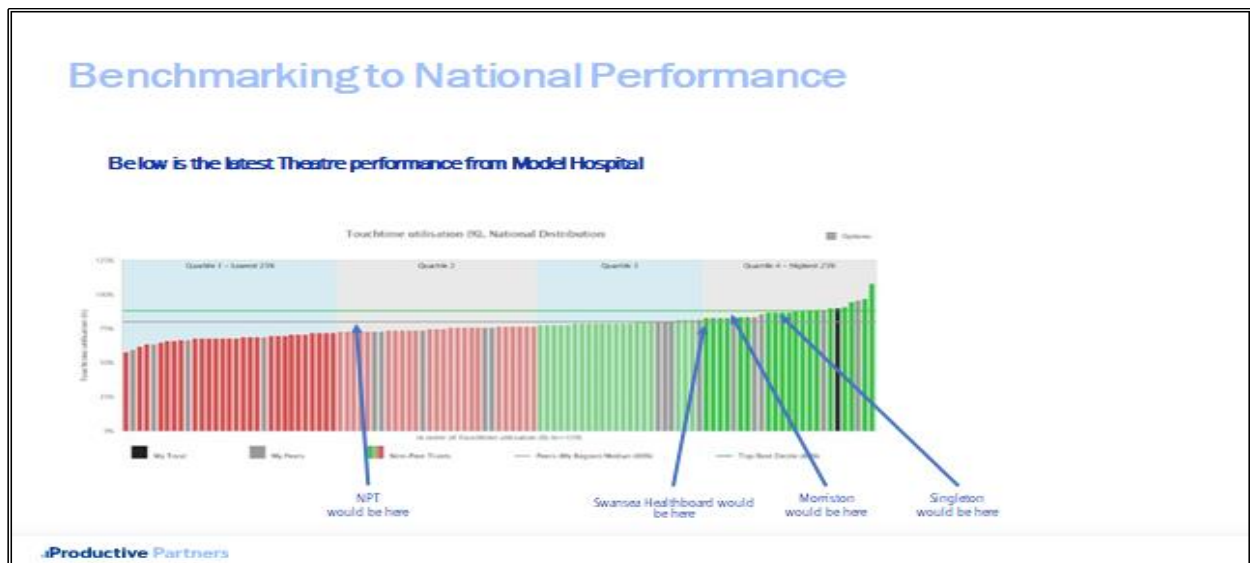


Cancellation reasons by site February to July 2022

- Morriston – No surgeon available
- NPT – No surgeon available
- Singleton – No surgeon and no anaesthetist available

4. How does our Performance compare to others?

Productive Partners (PP) are supporting the Health Board on improving its theatre capacity and utilisation. PP have compared the SBUHB theatre utilisation performance against the model hospital and GIRFT theatre productivity methodology. The report below shows that Singleton Hospital sits within the top 10 trusts in the country for elective theatre utilisation. NPT remains in Quartile 2 and Morriston in Quartile 3.



5- Next steps

Summary –

It is evident that progress has been made. The data demonstrate a continually improving picture. There is better understanding of the challenges faced so far, increased communication across teams, development of data and dash boards and initiation of the Theatre Quality Improvement Group, which will focus on quality improvement across all theatre areas.

Whilst these improvements have been made over all, it is also important to bring to the forefront challenges that impact theatre productivity and utilisation. These are listed below:

- Sufficient bed and trolley capacity, causing delays in emergency admissions
- Appropriate ward staffing levels to admit patient on day of surgery. Pembroke Ward is under considerable pressure to free beds for planned admissions. This can affect the progress of preparation of patients for theatre.
- Recent work has shown the clear connection between delayed access to surgery for fractured neck of femur and mortality, this will be a particular focus although much of the delay is in admission to the inpatient bed.
- Staffing challenges across the board, clinical and non-clinical, theatres and Pre-Assessment service.
- Staff training. Recruitment is underway, although because of training needs, new staff will only be available to provide full capacity after the 16 weeks training period.

Key steps and actions in the following 3 months include:

- Theatre Quality Improvement group that has been initiated to set a work plan for Quality improvement work across all theatre areas
- Continue to maintain and increase the monthly activity numbers through our theatre capacity;
- Continue to build on the SBUHB utilisation improvements delivered in NPT in July 2022 and to roll out the improvement approach to CTM Health Board lists to deliver improved NPT site utilisation for the next 3 months;
- To increase the focus and importance on data quality, to give stakeholders confidence in the information being used to measure performance; and
- To provide easy to navigate tools for stakeholders to view theatre performance to make it everybody's business.

Governance and Assurance		
Link to Enabling Objectives <i>(please choose)</i>	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input checked="" type="checkbox"/>
	Partnerships for Care	<input type="checkbox"/>
	Excellent Staff	<input type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
Health and Care Standards		
<i>(please choose)</i>	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input checked="" type="checkbox"/>
	Effective Care	<input checked="" type="checkbox"/>
	Dignified Care	<input checked="" type="checkbox"/>
	Timely Care	<input checked="" type="checkbox"/>
	Individual Care	<input checked="" type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
<ul style="list-style-type: none"> • Timely and effective care: People of all ages to have timely access to admission for surgery. When arranged to have confidence in being admitted with the full knowledge of the procedure and its implications as appropriate. • Patient outcomes: to have outcomes comparable with the best in Europe. 		
Financial Implications		
There are no additional financial implications identified as part of this report. However, efficient and effective utilisation of our theatre resources will deliver value for money from the Health Board in the use of its available and non-recurrent resources.		
Legal Implications (including equality and diversity assessment)		
There are no legal implications to consider.		
Staffing Implications		
To run an effective theatre service requires access to skilled theatre staff, surgeons and anaesthetists along with other key resources along the surgical pathway including referral from primary care, through to the outpatient clinic, Pre-Assessment and admission for surgery.		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
Optimizing theatre capacity across the Health Board will support an improved delivery against waiting time standards, whilst ensuring the effective deployment of resources reducing variation in cost and resources.		
Report History	Theatre Performance report September 2020 Theatre Performance report November 2021 Theatre Performance report February 2022	
Appendices	Nil	