

# Outpatient Clinical Redesign and Recovery Group: Outpatients Waiting Lists



#### **SITUATION**

Follow-Up waiting lists are an ongoing and significant issue for the Health Board. Figures for April 2020 show that the Total Outpatients Waiting was *123,082* and patients delayed by over 100% their target

date was 19,538 across the Health Board.



# Specialty Specific WG Agreed Solutions

✓ Improving Access
✓ Improving Safety

- ✓ Improving Effective Care
- ✓ Improving Efficient Care

- ✓ Improving Timely Care
- ✓ Improving Person Centred Care

- ✓ Improving Pathways
- ✓ Improving Team Work

- 1. To reduce the numbers of patients waiting for a follow up appointment;
- 2. To reduce the length of time patients are waiting for a new and follow up appointment;
- 3. To achieve the identified targets agreed in the Outpatient Strategy; and
- 4. To transform the way we deliver outpatient services and ensure these changes are sustainable.

Specialty	Agreed Solutions
Ophthalmology	Expansion of ODTC activity for glaucoma follow up (non-medic), implementation of the lean cataract pathway
Orthopaedics	Virtual review for post-operative hip and knee replacements follow ups supported by PROMs;
Ears, Nose & Throat	Proposals that address the issues highlighted in the sustainability review completed by the Delivery Unit
Urology	Implementation of the self-management pathway; and
Dermatology	Implementation of the tele-derm pathway.



# Planned Care Programme Measures

- ✓ Improving Access
- ✓Improving Safety

- ✓ Improving Effective Care
- ✓ Improving Efficient Care

- ✓ Improving Timely Care
- ✓ Improving Person Centred Care

- ✓ Improving Pathways
- ✓ Improving Team Work

Measures	
1	The follow up waiting list (total waiting in secondary care) to be reduced by 20% by March 2021 and a further 20% by March 2022
2	Reduce the number of patients delayed by over 100% by at least 20% by March 2021, a further 20% by March 2022 and to be eradicated by March 2023
3	5% reduction in traditional face-face new outpatient appointments each year starting from April 2020
4	No patient waiting more than 12 weeks for a new outpatient appointment at a consultant-led clinic by March 2023
5	Number of hospital initiated cancellations within 6 weeks to reduce by 50% by April 2023
6	DNAs across all specialities not to exceed 5% by March 2023
7	95% of all patients on a follow up waiting list to have a clinical review date (April 2020)
8	98% of all patients on an ophthalmology follow up waiting list to have an allocated health risk factor
9	A minimum of 20% of patients on the follow up waiting list to be discharged to a PIFU or SOS pathway by March 2021 (review at the end of Q2)
10	20% of stable prostate FU patients to be on a self-management pathway by October 2020 and 60% by March 2021

# **Transformation Fund Work Streams**

- ✓ Improving Access
- ✓ Improving Safety

- ✓ Improving Effective Care
- ✓ Improving Efficient Care

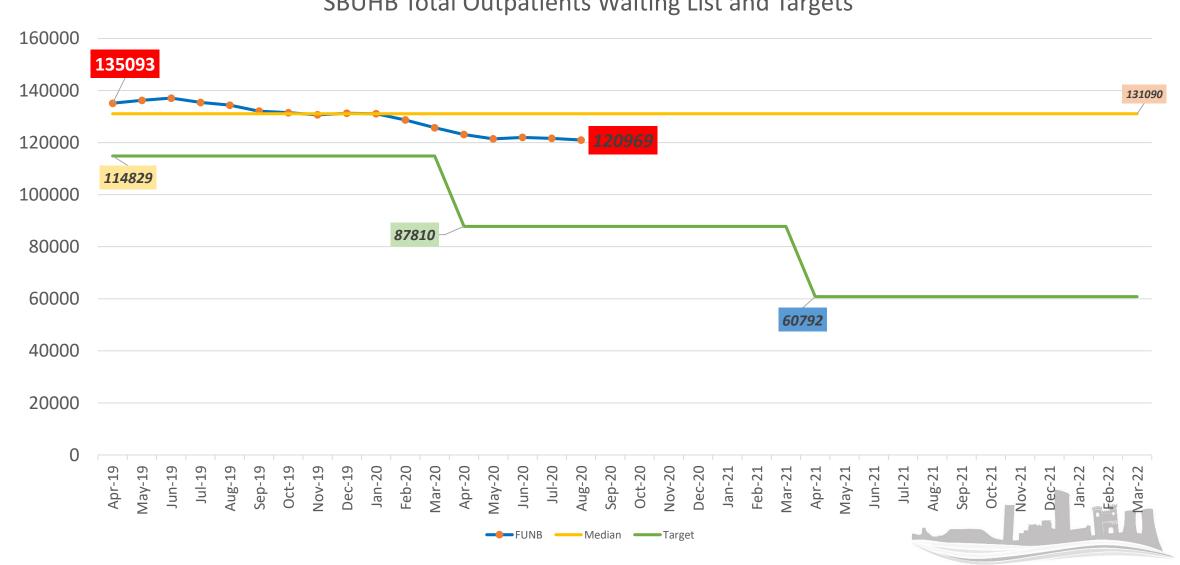
- ✓ Improving Timely Care
- ✓ Improving Person Centred Care

- ✓ Improving Pathways
- ✓Improving Team Work

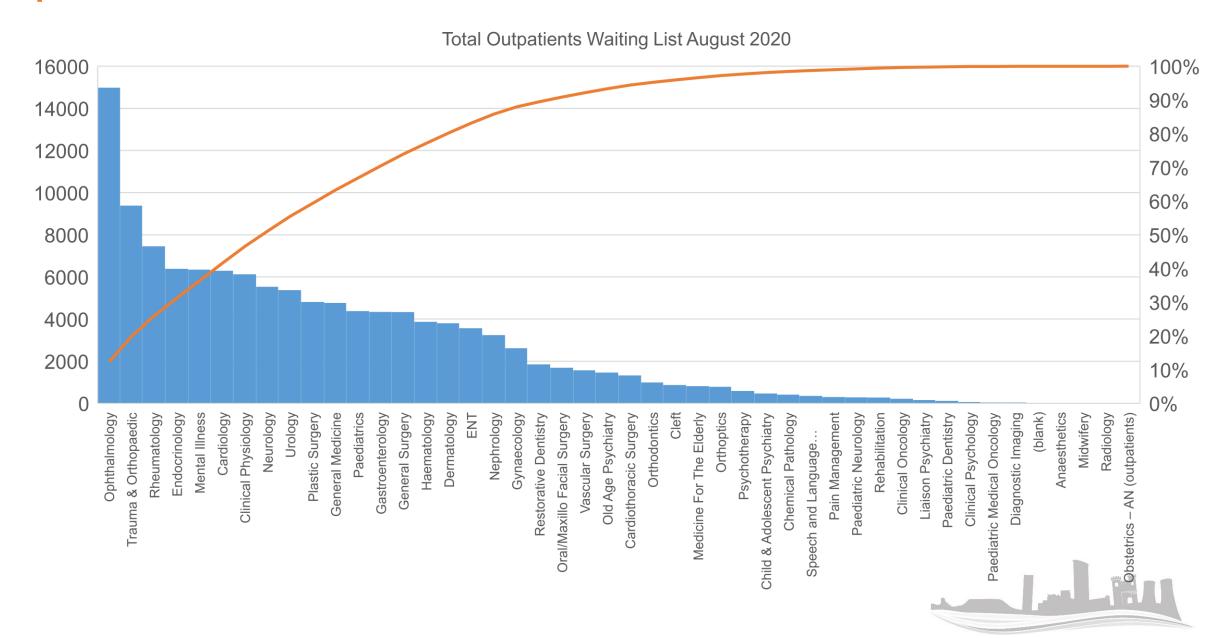
Work Stream	Funding	Activities
Eye Care	£205,450	<ul> <li>A minimum of 160 community clinic sessions to be held each quarter from Quarters 2 (minimum of 480 sessions by March 2021);</li> <li>A minimum of 120 virtual clinic sessions to be held each quarter from Quarter 2 (minimum of 360 sessions by March 2021);</li> <li>A minimum of 75% stable glaucoma follow up patients to be seen in ODTC.</li> </ul>
SOS/PIFU/Group Consultations	£110,732	<ul> <li>20% of the follow up waiting list cohort to be on a PIFU or SOS pathway by March 2021. Priority to be given to the ENT pathway.</li> <li>Validation of the historic SOS list to be completed by March 2021 ensuring that the length of time a patient is on the list does not exceed 2 years.</li> </ul>
Self-management & PSA monitoring	£133,232	<ul> <li>A minimum of 20% stable follow up patients to be on the urology PSA self-management pathway by October 2021 (to qualify for further funding in Q3 and Q4);</li> <li>A minimum of 60% stable follow up patients to be on the urology PSA self-management pathway by March 2021. Performance</li> </ul>

# Total Waiting List Aug 2020 Position

SBUHB Total Outpatients Waiting List and Targets

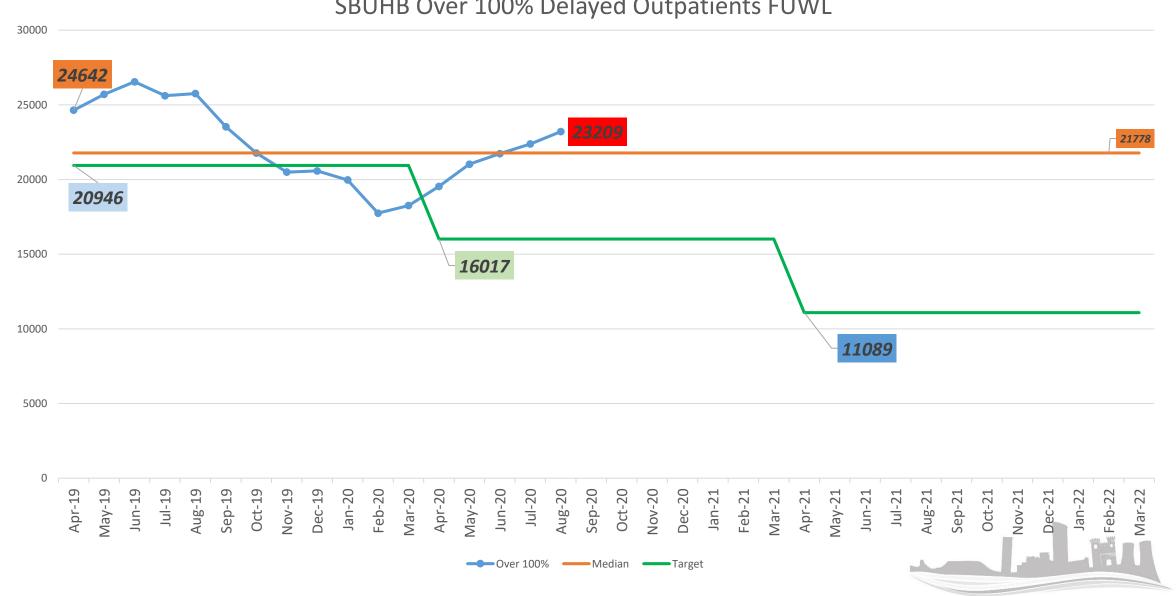


# **Specialties: Total**



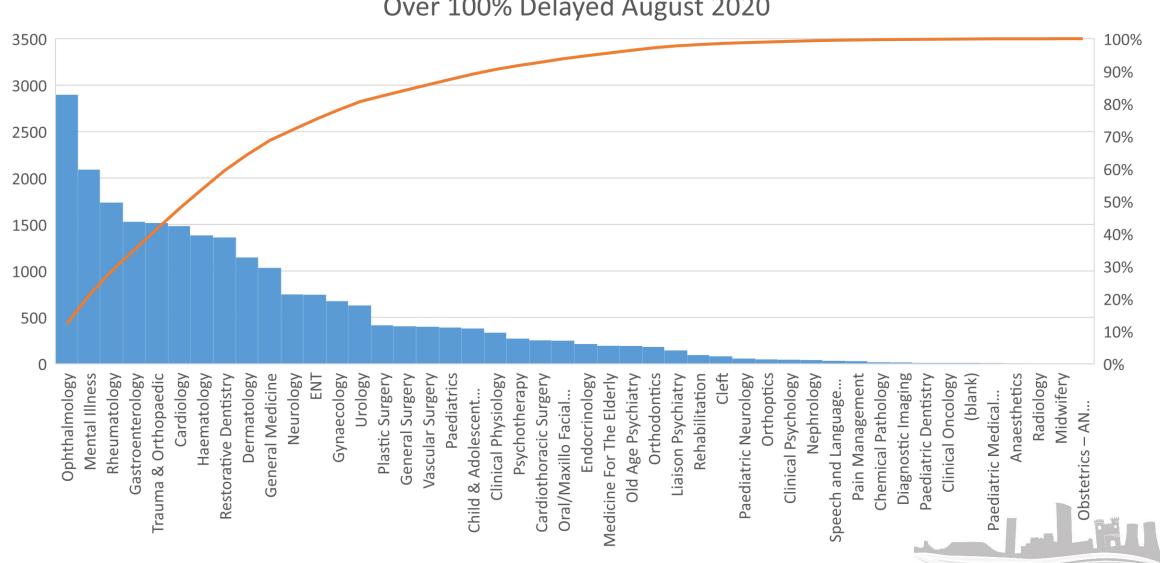
# Over 100% Target Aug 2020 Position

SBUHB Over 100% Delayed Outpatients FUWL



# Specialties: Over 100% Delayed





# Summary

Consultant / Clinician	0%-25%	25%-50%	50%-100%	100%-250%	250%-500%	500%-1000%	1000%-2000%	2000%-2000%	Over 5000%	Error	Not a Breach	Grand Total
<b>Grand Total</b>	12199	9004	11330	12365	6237	2646	1174	664	431	<i>65</i>	66314	122429

Consultant / Clinician	100%-250%	250%-500%	500%-1000%	1000%-2000%	2000%-2000%	Over 5000%	Grand Total
Grand Total	12365	6237	2646	1174	664	431	23517



# Summary cont.

Over 250% Delayed						
Consultant / Clinician	250%-500%	500%-	1000%-	2000%-	Over 5000%	Grand Total
Grand Total	6237	2646	1174	664	431	11152

Over 500% Delayed					
Consultant / Clinician	500%-	1000%-	2000%-	Over 5000%	Grand Total
Grand Total	2646	1174	664	431	4915

Over 1000% Delayed				
Consultant / Clinician	1000%-	2000%-	Over 5000%	Grand Total
Grand Total	1174	664	431	2269



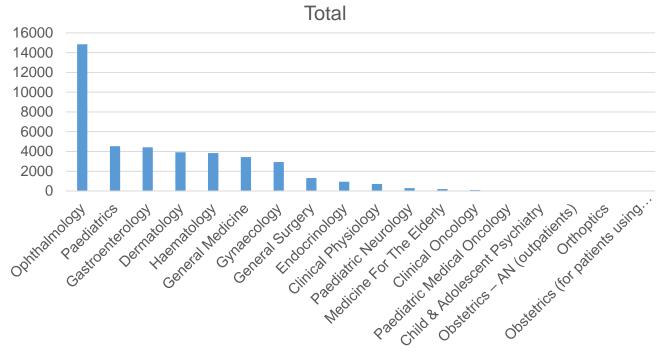
# Specialties: With Over 1000 Patients Waiting

Specialty	0%-25%	25%-50%	50%-100%	100%-250%	250%-500%	1000%-	2000%-	500%-	Over 5000%	Error	Not a Breach	Grand Total
Ophthalmology	1841	1711	2453	1832	777	34	25	224	6	2	6082	14987
Trauma & Orthopaedic	1034	395	435	659	471	103	76	184	23	12	5993	9385
Rheumatology	703	624	947	1195	395	53	15	78			3448	7458
Endocrinology	257	222	133	109	72	8	1	24			5565	6391
Mental Illness	564	492	694	895	667	90	27	391	21		2510	6351
Cardiology	839	610	674	837	418	75	6	140	7	1	2692	6299
Clinical Physiology	859	485	310	144	90	27	8	67			4137	6127
Neurology	376	293	394	436	204	24	5	78		1	3727	5538
Urology	544	406	445	385	143	17	8	73	2	4	3348	5375
Plastic Surgery	596	526	576	316	59	4	3	28	5	16	2688	4817
General Medicine	438	313	453	641	255	41	10	84	2	3	2530	4770
Paediatrics	554	266	305	261	71	22	6	29	2	2	2866	4384
Gastroenterology	427	424	550	815	414	98	44	157	2		1412	4343
General Surgery	516	220	192	195	144	15	5	45	1	3	3004	4340
Haematology	241	198	388	616	409	86	29	240	3		1664	3874
Dermatology	264	308	534	701	329	8	28	80			1552	3804
ENT	412	387	452	547	174	2		21		3	1575	3573
Nephrology	97	44	24	14	7	8	6	6			3034	3240
Gynaecology	290	189	287	392	156	28	11	85	4		1174	2616
Restorative Dentistry	82	61	114	316	301	254	98	270	122		237	1855
Oral/Maxillo Facial Surgery	202	164	126	142	66	5	4	31	1	1	948	1690
Vascular Surgery	132	108	173	182	129	14	8	67		2	757	1572
Old Age Psychiatry	108	65	96	118	45	10	2	18			1000	1462
Cardiothoracic Surgery	200	136	92	104	103	13	4	28	1	15	629	1325
Over 1000	11576	8647	10847	11852	5899	1039	429	2448	202	65	62572	115576

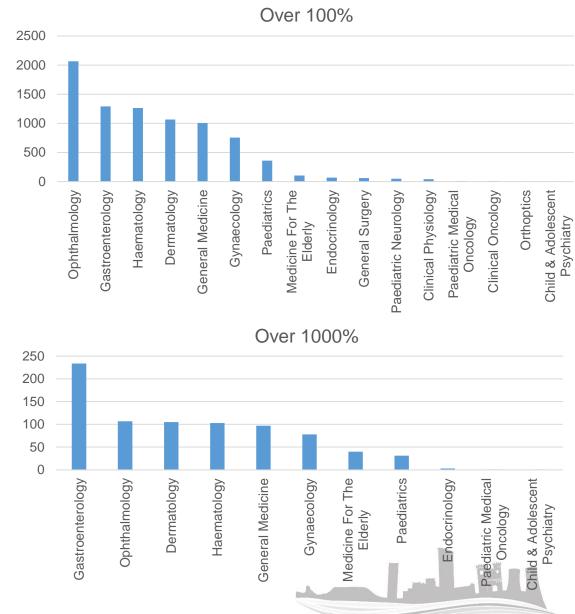
# Specialties: With Over 1000 Patients Waiting Over 100% Delayed

Specialties	100%-250%	250%-500%	500%-1000%	1000%-2000%	2000%-5000%	Over 5000%	Grand Total
Ophthalmology	1832	777	224	34	25	6	2898
Mental Illness	895	667	391	90	27	21	2091
Rheumatology	1195	395	78	53	15		1736
Gastroenterology	815	414	157	98	44	2	1530
Trauma & Orthopaedic	659	471	184	103	76	23	1516
Cardiology	837	418	140	75	6	7	1483
Haematology	616	409	240	86	29	3	1383
Restorative Dentistry	316	301	270	254	98	122	1361
Dermatology	701	329	80	8	28		1146
General Medicine	641	255	84	41	10	2	1033
Over 100% Delayed w/ Over 1000pts	8507	4436	1848	842	358	186	16177

# Specialties with the Highest Numbers Singleton Unit



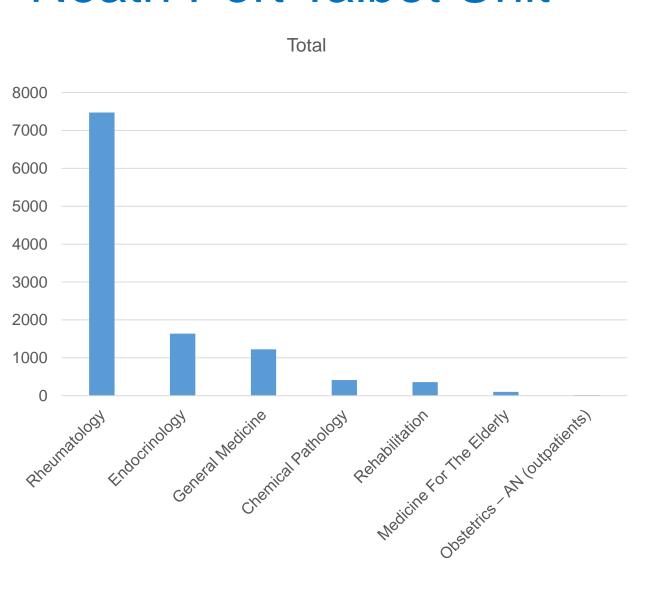
Singleton	31 May 2020	Target Required	Reduction
Total	41,510	33208	8302
Not a Breach	20,792		
Less than 100%	12,575		
Over 100%	8,130	6,504	1626
Over 1000%	1,776		

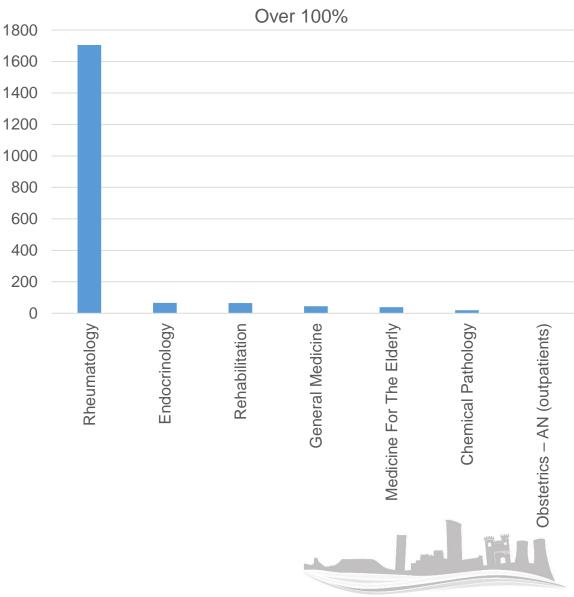


Singleton Unit Specialties Total Outpatients Waiting List	Not a Breach
Ophthalmology	7702
Paediatrics	2886
Gastroenterology	1687
Dermatology	1518
Haematology	1378
General Medicine	1297
Gynaecology	1225
General Surgery	1059
Clinical Physiology	651
Endocrinology	599
Paediatric Neurology	104
Clinical Oncology	81
Medicine For The Elderly	15
Paediatric Medical Oncology	10
Child & Adolescent Psychiatry	9
Orthoptics	1
Grand Total	20222

Singleton Unit Specialties Over 100% Delayed Waiting List excluding not a breach	100%-250%	250%-500%	500%-1000%	1000%-2000%	2000%-2000%	Over 5000%	<b>Grand Total</b>
Ophthalmology	1369	548	152	64	18	5	2156
Gastroenterology	720	315	143	96	45	5	1324
Haematology	580	361	237	81	24	3	1286
Dermatology	666	265	46	86	5		1068
General Medicine	505	215	137	48	6	6	917
Gynaecology	371	136	98	40	5	6	656
Paediatrics	287	68	23	20	3	1	402
Medicine For The Elderly	39	22	21	39	1		122
Endocrinology	55	24	3	1	3		86
General Surgery	51	21	6	3			81
Paediatric Neurology	44	3					47
Clinical Physiology	11	18	10				39
Paediatric Medical Oncology	4	2	1			1	8
Clinical Oncology	4	1	2				7
Child & Adolescent Psychiatry	1			1			2
Orthoptics	1		1				2
Grand Total	4708	1999	880	479	110	27	8203

# Specialties with the Highest Numbers Neath Port Talbot Unit



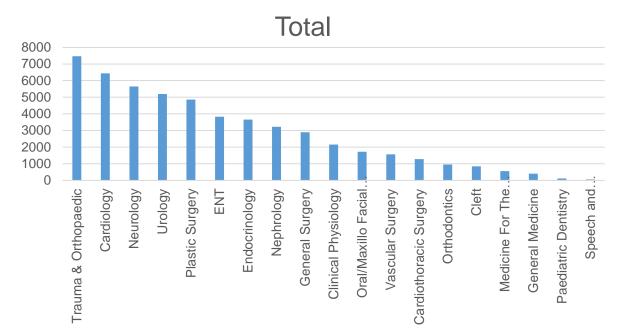


NPT Specialties		0%-25%	25%-	50%-	100%- 250%	250%-	500%-	1000%-	2000%-	Not a Breach	Grand Total
Rheumatology		926	845	1187	1288	328	60	26	3	2810	7473
Endocrinology		99	89	94	43	16	4	3		1290	1638
General Medicine		28	14	17	16	18	6	3	2	1122	1226
Chemical Pathology		54	18	21	14	5				303	415
Rehabilitation		37	33	71	41	14	6	1	3	152	358
Medicine For The Elderly		3	10	28	27	10	1		1	22	102
Obstetrics – AN (outpatients)		2			1					13	16
	Grand Total	1149	1009	1418	1430	391	77	33	9	5712	11228

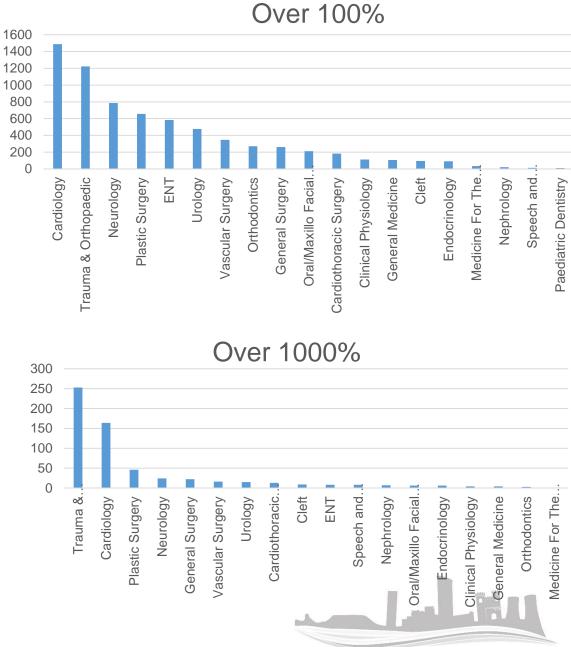
NPT Unit Specialties Outpatients FUP Waiting List excluding not a breach	0%-25%	25%-	50%-	100%- 250%	250%-	500%-	1000%-	2000%-	Grand Total
Chemical Pathology	54	18	21	14	5				112
Endocrinology	99	89	94	43	16	4	3		348
General Medicine	28	14	17	16	18	6	3	2	104
Medicine For The Elderly	3	10	28	27	10	1		1	<i>80</i>
Obstetrics – AN (outpatients)	2			1					3
Rehabilitation	37	33	71	41	14	6	1	3	206
Rheumatology	926	845	1187	1288	328	60	26	3	4663
Grand Tota	al <i>1149</i>	1009	1418	1430	391	77	<i>33</i>	9	5516

Specialties with the Highest Numbers

Morriston Unit



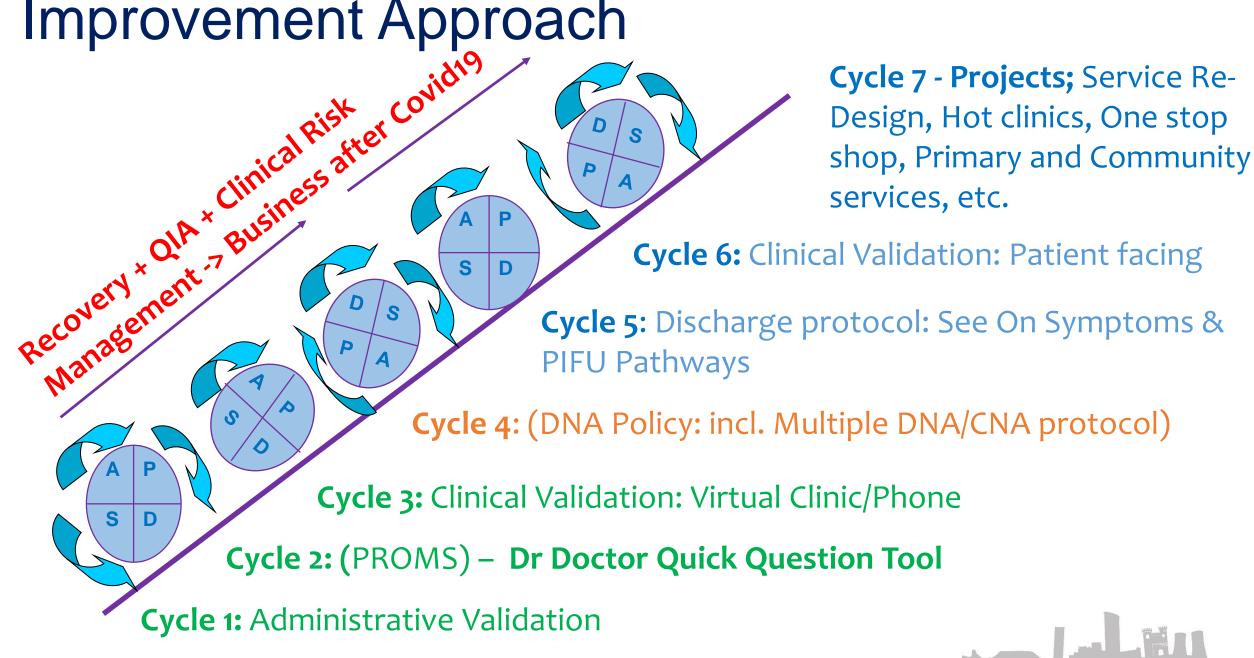
Morriston	30 June 2020	Target Required	Reduction
Total	52,768		
Not a Breach	34,567		
Less than 100%	11,220		
Over 100%	6,939		
Over 1000%	1,285		



Specialty	Not a Breach
Trauma & Orthopaedic	5223
Neurology	3767
Urology	3526
Endocrinology	3106
Nephrology	3067
Cardiology	2900
Plastic Surgery	2823
General Surgery	2122
ENT	1915
Clinical Physiology	1640
Oral/Maxillo Facial Surgery	1218
Vascular Surgery	822
Cardiothoracic Surgery	752
Cleft	547
Orthodontics	478
Medicine For The Elderly	421
General Medicine	174
Paediatric Dentistry	40
Speech and Language	
Therapy	26
Grand Total	34567

Specialty	100%-250%	250%-500%	500%-	1000%-	2000%-	Over 5000%	Grand Total
Cardiology	794	378	151	72	24	67	1486
Trauma & Orthopaedic	570	250	136	107	100	44	1207
Neurology	461	213	88	20	3	1	786
Plastic Surgery	366	143	101	24	12	10	656
ENT	455	110	10	1			576
Urology	317	109	36	7	5	3	477
Vascular Surgery	175	113	43	13	3		347
Orthodontics	226	36	6	3			271
General Surgery	158	60	20	12	6	4	260
Oral/Maxillo Facial Surgery	134	56	16	5	1		212
Cardiothoracic Surgery	106	38	18	6	3	2	173
Clinical Physiology	69	27	13	3	1		113
General Medicine	66	26	11	1	3		107
Cleft	45	23	18	8	1		95
Endocrinology	57	20	8	6			91
Medicine For The Elderly	15	12	6		1		34
Nephrology	7	3	5	6	1		22
Speech and Language Therapy	4		2	5	3		14
Paediatric Dentistry	6	6					12
Grand Total	4031	1623	688	299	167	131	6939

Improvement Approach



Work Activities	Notes	Lead	RAG Status	Plan Start	Plan Finish
Outpatients Improvement			G	01-Apr-20	31-Mar-21
Swansea Bay Outpatients		CW/PC			
Transformation Bid Applications and Pre-Programme work for 2020	Collate and submit Transformation Bid to Welsh Government	ВС	В	01-Apr-20	30-Apr-20
Outpatients Redesign& Recovery Update		CW/PC	В	01-Aug-20	15-Aug-20
	Develop, validate, distribute improvement packs to Priority Specialties: Baseline, Run Charts, Pareto Analysis by Consultants, Improvement Approach, DrDoctor QQT, Menu of Options, WG Targets	ВМ	В	01-Apr-20	31-May-20
Management Unit Presentations	Baseline Assessment and Identify Priority Specialties	ВМ	В	01-Aug-20	30-Sep-20
Set up meetings with Priority areas	mini-workshop style for brainstorming and discussing approaches and support available	вс	В	01/0	
Improvement Packs for Priority Areas	Develop, validate, distribute improvement packs to Priority Specialties: Baseline, Run Charts, Pareto Analysis by Consultants, Improvement Approach, DrDoctor QQT, Menu of Options, WG Targets	ВМ	G	01-Aug-20	31-Mar-21
Identify Clinical Lead & Management Lead		BC/BM	В	01-Jun-20	01-Aug-20
Administrative validation part 1	Validate Consultant List	Service Lead	G	01-Sep-20	
Administrative validation part 2	Validate Patient List and agree protocols/principles for managing longest waiters and the overall pathway	Service Lead	G	01-Oct-10	
Deploy Dr Doctor Quick Question Tool across Swansea Bay		PC/VB Team	G	01-Sep-20	31-Mar-21
SOS / PIFU Implementation		DU/PC	G	01/092020	31-Mar-21
PKB			G	01-Sep-20	31-Mar-21
Review & Reporting	Project Team & Service to review progress and outcomes	BC/BM & Service Lead	G	01-Mar-21	31-Mar-21



#### **Out-Patient Dashboard**

Report As At 2020-10-12

Mair	n Specialty	Financia	al Year	Fi	nancial M	onth	provider_s	ite_des	ma	anaged_ui	nit	consul	tant_des	cription		~
Mul	tiple selections	2020/21		V 2	020-Aug	~	All	,	✓ AI	I	~	All				~
Treatment Code	Main Specialty	Outpatient Referrals	Capacity Demand Index	Driving Volume	RTT Stage 1	RTT Stage 1 >=26 weeks	New OP Attendances	Follow UP OP Attendances	New OP SOS	Follow UP OP SOS	New OP Discharge	Follow UP OP Discharge	Follow up WL	FUP WL >=100%	New OP DNA	Follow UP OP DNA
410	Rheumatology	304	3.42	215	472	61	89	1102	4	16	51	25	<b>7</b> 459	1736	3	78
301	Gastroenterology	570	2.92	375	<b>2</b> 686	1575	195	371	17	59	30	54	4344	1529	8	26
320	Cardiology	523	2.12	276	1631	707	247	453	27	52	90	188	6239	1480	9	3
160	Plastic Surgery	453	1.80	201	978	398	252	1229	5	79	43	179	5532	477	5	101
120	ENT	431	1.74	184	3810	2483	247	766	17	73	100	201	3569	743	23	9
330	Dermatology	824	1.53	287	4018	1913	537	1621	<b>2</b> 31	378	114	228	3807	1148	24	39
100	General Surgery	1056	1.53	365	3939	1983	691	1220	18	89	310	269	5757	743	25	19
710	Mental Illness	157	1.32	38	0	0	119	625		9	19	54	6359	<b>20</b> 88	14	94
130	Ophthalmology	708	1.28	153	4746	2948	555	2427		95	167	244		2872	8	118
110	Trauma & Orthopaedic	1911	1.18	289	4055	2442	1622	2795	323	304	326	832	<b>93</b> 29		50	121
420	Paediatrics	363	1.05	17	664	94	346	797	68	61	138	163	4381	387	39	
101	Urology	397	1.03	13	1882	953	384	1236	6	44	93	149	5369		13	20
302	Endocrinology	168	0.94	-11	192	8	179	1056		47	31	74	6356		12	70
304	Clinical Physiology	1319	0.74	-473	0	0	1792	509		55	1685	26	6150	_	66	110
300	General Medicine	110	0.39	-172	126	26	282	392	7	9	165	118	1861	225	5	8
150	Neurosurgery	0	0.00	0	0	0	0	0	0	0	0	0	0	0	0	0
Total		9294	1.23	1757	29199	15591	7537	16599	803	1370	3362	2804	91464	16049	304	918

#### Digital Intelligence







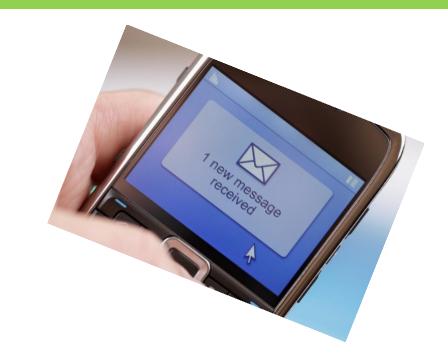
# DrDoctor's Quick Question Tool

**Waiting List Validation** 



#### **CONCEPT:**

Bespoke quick question >
Text to patients on a waiting list >
Patients answer YES / NO / UNSURE >
Administered through DrDoctor



#### **PURPOSE:**

#### Can be used:

- 1. To check if patients still want to remain on your waiting list
- 2. To prioritise backlog of patients not seen during COVID-19
- 3. COVID-19 symptom checker (before coming into surgery)
- 4. Offering last minute appointments
- 5. To ask your patients ANY question you want



Extract Waiting List from your PAS

(VBHc)

Validate waiting list

(service)

Define QQ (service & VBHc)

Text QQ to all on waiting list (VBHc)

Action responses from patients (service)

KEY:

**VBHc** = Value Based Healthcare

#### **EXAMPLE – Prioritise backlog of patients on HF waiting list:**

Swansea Bay Heart Function service are using it to prioritise the backlog of patients on their holding waiting list (existing patients not seen during COVID-19)

#### INFO on initial text message, approved by IG:

Swansea Bay *Heart Function service* is planning future clinic appointments. It would be helpful if you could respond to the question on the link below.

If you're unable to use this link or believe you have received this text in error, please contact Tel: 01792 xxx xxx for support.

#### **Quick Question**

You are a patient of the Swansea Bay Heart Function Service. We are checking up on our patients who are waiting for appointments.

We would be grateful for your reply to the following question.

Do **ANY** of the following apply to you?

Have you been admitted to hospital with heart failure in the last six months?

Has your breathlessness worsened in the last 4 weeks?

Have your legs become more swollen in the last 4 weeks?

Do you feel that you have been retaining more fluid in the last four weeks?



#### OTHER EXAMPLES – Offering Last Minute OP Appointments:

#### Text message:

Dear Patient Due to coronavirus we wanted to get in contact with you regarding an outpatient appointment. Please respond by Thursday 30th July 2020 by using the link: [[portal-link]]

Best Wishes,

#### **Portal Question:**

Dear Patient,

You are waiting for an outpatient appointment with Dr XXX. We are running an additional face-to-face on Tuesday 25<sup>th</sup> August 2020 and Monday 7th September 2020. If you have a preference for date, please leave a message in the comments box on the next page. Appointments will be offered on a first come, first served bases:

If you wish to proceed with appointment, respond with "yes"

If you are not available, please respond with "no"

If you are not sure or have any questions, please respond with "unsure" and ask your question in the box

#### Thank you message:

Thank you for your response, we will review your answer as soon as possible.

If you said yes, we will be in contact to confirm your appointment date and time

If you said no, we will be in contact in due course

If you said unsure, we will be in contact in due course



#### OTHER EXAMPLES – Do you still want to be on the waiting list?:

#### Text message:

Dear patient, We have a question for you in regards to an appointment you are waiting for at West Suffolk NHS Foundation Trust. Please visit your patient portal at [[portal-link]] to respond. Thank you.

#### **Portal Question:**

We are aware that you are currently waiting for an outpatient appointment following referral from your GP. We apologise for the delay in this appointment. Due to current restrictions related to Covid-19, routine appointments do have a longer delay than we would like. We are aware that some conditions improve of their own accord, or that you may have decided that you no longer wish to attend. Could you please confirm therefore if you still require this appointment?

#### Thank you message:

If yes: Thank you for confirming you still would like your appointment, we will be in touch with you as soon as possible, however please be aware there may still be a delay due to patient safety measures we need to adhere to. Your appointment may be conducted virtually, please be prepared to receive a phone call which may be from an unknown number. If you are unable to receive your appointment via Telephone or Video please call XXXX to let us know.

If no: Thank you for confirming you no longer require this appointment, we will return you to the care of your GP.

If unsure: Please contact XXX to discuss your appointment.

#### OTHER EXAMPLES – COVID-19 SYMPTOM CHECKER BEFORE CHEMO:

#### Text message:

Dear Patient, We are asking all patients to answer a few questions in advance before they come into the chemotherapy unit in the Cancer Centre. This is in line with guidance from Public Health England to control the transmission of Coronavirus. Please note that due to current situation we are not allowing visitors or escorts during appointments in the Cancer Centre. Please visit your patient portal at [[portal-link]] to respond. Thank you

#### **Portal Question:**

Please can you let us know if you have had a high temperature, a new continuous cough, a loss or change to your sense of smell or taste in the last 24 hours?

Please use the comment box to provide details of your symptoms

#### Thank you message:

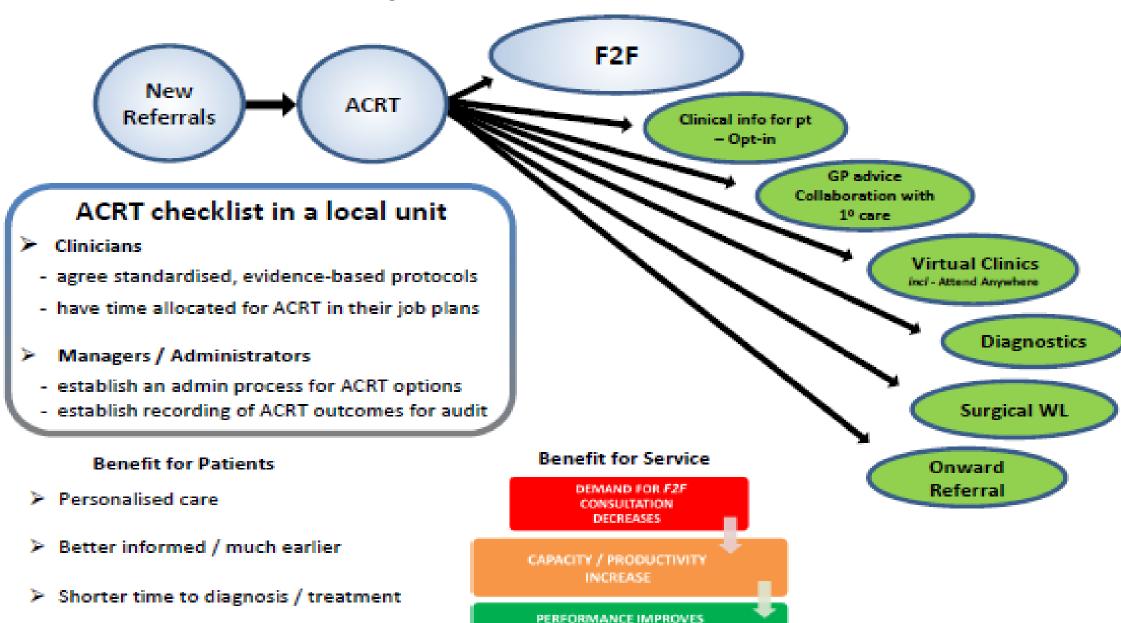
Thank you for completing the question we asked you. If you answered 'Yes' or 'Unsure' the Chemo nurse will call you to agree what happens next. if you answered 'No' please attend your appointment as planned.

# Dr Doctor Usage Stats

Swan	sea Bay Unive	rsity						
						No. Patients		
	Waiting List	No. on	Completion	"No"	"Unsure"	Removed from	%	
Speciality:	Туре:	Waiting List:	Rate:	Responses:	Responses:	Waiting List:	Completion:	Status Update:
								Text message sent out Fri
								25/09/2020, 64% replied in first 3
								hours. Service has taken 11
Rheumatology	New Patients	400	64%	?	?	11 ?	100%	patients off their waiting list.
								Text message sent out Mon
Paediatrics - Acute for Allergies	New Patients	117	52%	1	4		100%	12/10/20
								Text message sent out Mon
								12/10/20. Service to review Unsure
				_				responses to see if can remove from
Paediatrics - Acute for Allergies	FU patients	191	60%	4	21	. ?	100%	WL.
								Waiting list currently with service
D 1:							000/	for validation. MC send out as soon
Paediatrics - Enuresis	!	<b>!</b>					90%	as they provide back
								Waiting for WL from Information
								Team, should have this week (w/c
A distance 2							F 00/	12/10/20). Service then needs to
Audiology - ?	!	<u>'</u>					50%	validate list to then send out
								Service pathway currently changing.
	COVID-19				,,,,,,			There is no capacity at present to
Heart Failure - Consultants WL			ii.				ON HOLD	manage the responses. TBC if want
rieart Fanure - Consultants WL	backlog				3 12		ON HOLD	to use QQ
					30 A			Service has moved WL to individual
Heart Failure - Community	COVID-19							GP practices in Primary Care and
Nursing Team WL	backlog						ON HOLD	still undergoing service change pathway design.
IVALSHING ICAHII VVL	DUCKIOS						CIVITOLD	patriway design.

#### Modernised Patient Pathways - OPTIONS

Shared decision making



QUEUES SHORTEN