

Cover Sheet

Public Trust Board Meeting: Wednesday 09 September 2020

TB2020.72

Title: Management of Long Wait Patients

Status: For Discussion

History: This paper follows a Deep Dive on long waiting patients at the Integrated Assurance Committee on 12 August 2020

Board Lead: Chief Operating Officer

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Confidential: No

Key Purpose: Assurance, Performance

Executive Summary

1. COVID-19 has contributed significantly to the profile of the Trust's waiting list, as patients have continued to wait for treatment in a period where activity has been severely curtailed. This has had a considerable impact on the ageing profile of the waiting list, the volume of patients breaching the 18 week Referral to Treatment (RTT) waiting time standard, and the number of patients waiting in excess of 52 weeks.
2. NHS England and NHS Improvement (NHSI/E) have set out a range of priorities as part of the Phase Three response to COVID-19¹, during the remaining months of 2020/21. These priorities can be summarised as:
 - Accelerating the return of non-Covid health services
 - Preparation for winter alongside possible Covid-19 resurgence
 - Embedding lessons learned from the first COVID peak
3. This paper sets out the:
 - Size & ageing profile of the waiting list;
 - 52 week position and forecast
 - Challenged specialties across the stages of treatment domains;
 - Scale of outpatient challenge, waiting times for first outpatient appointment and patients undated
 - Theatre capacity and utilisation
4. Notwithstanding the considerable planning to increase capacity and presence of detailed action plans, there remain a number of risks to delivery due to; the West Wing theatres ventilation project; Imaging equipment replacement programme; Independent Sector utilisation; resurgence of COVID-19; flu and winter; as well as patient choice and the availability of the medical and nursing workforce.
5. This paper should be read in conjunction with the planning paper.

Recommendations

6. The Trust Board is asked to note the content of this report.

¹ www.england.nhs.uk/wp-content/uploads/2020/08/implementing-phase-3-of-the-nhs-response-to-covid-19.pdf

Management of Long Wait Patients

1. Purpose

1.1 This paper provides a summary of the:

- Waiting list profile and challenges of an ageing waiting list at Trust and specialty level, backlog demand - including waiting times for first outpatient appointments, undated referrals, theatre capacity
- Underpinning assumptions for patients waiting over 52 weeks on an RTT incomplete pathway from a do nothing scenario to the Trusts activity submission in the Phase 3 return
- Remaining challenges of workforce, Infection Prevention and Control (IPC) guidelines, second Covid-19 surge; flu; winter; and patient choice

2. Background

2.1 COVID-19 has contributed significantly to the ageing profile of the Trust’s waiting list, as detailed in **Table 1**; patients have continued to wait longer for treatment in a period where activity has been severely curtailed.

Table 1: Volume of patients waiting by month January 2019 through to July 2020

Long Waits Heatmap																				
Period	Tolerance 5%																			Specialty Name
Last 2 years	J 19	F 19	M 19	A 19	M 19	J 19	J 19	A 19	S 19	O 19	N 19	D 19	J 20	F 20	M 20	A 20	M 20	J 20	J 20	
Gt 24	541	507	493	517	471	485	585	611	589	602	582	648	651	596	743	834	1,055	1,159	1,333	
Gt 25	425	394	474	455	450	392	496	514	549	434	565	605	609	555	659	840	959	847	1,250	
Gt 26	435	272	410	440	401	131	436	494	549	522	432	631	523	412	668	696	970	454	1,007	
Gt 27	349	265	345	353	415	360	403	397	449	260	530	497	501	463	583	659	970	994	1,026	
Gt 28	372	370	314	328	326	330	321	433	400	388	438	455	472	451	492	648	769	909	1,053	
Gt 29	276	282	329	318	369	315	301	398	343	380	307	400	438	403	435	597	743	849	998	
Gt 30	286	282	169	277	301	265	111	301	342	362	383	347	402	329	401	597	711	832	556	
Gt 31	247	230	194	249	235	245	157	283	270	358	242	303	378	379	338	547	596	823	505	
Gt 32	240	259	198	183	236	238	224	257	295	281	208	323	333	301	312	447	592	692	805	
Gt 33	221	187	207	207	228	232	201	235	300	260	268	279	262	310	356	412	592	661	776	
Gt 34	204	178	187	146	190	202	206	165	215	242	260	235	262	248	271	380	488	657	760	
Gt 35	144	167	146	115	176	179	153	53	202	213	262	233	196	283	276	288	566	542	719	
Gt 36	154	159	163	123	131	138	170	141	190	187	201	115	251	232	228	284	443	540	642	
Gt 37	123	124	148	125	141	149	144	153	153	183	172	190	232	165	230	319	353	493	594	
Gt 38	98	144	127	121	95	154	149	133	117	180	165	220	137	174	209	242	331	443	577	
Gt 39	99	79	84	85	82	122	116	105	29	149	144	183	165	131	196	203	250	482	475	
Gt 40	118	98	93	86	72	93	85	95	92	109	118	148	92	153	177	194	304	390	457	
Gt 41	115	78	88	76	84	73	88	105	108	115	112	132	104	126	121	185	266	314	395	
Gt 42	54	56	78	88	71	62	94	95	91	91	105	117	139	94	136	197	215	299	396	
Gt 43	39	55	46	50	66	45	72	85	62	41	87	97	111	102	104	146	191	280	396	
Gt 44	59	69	56	56	42	37	58	54	69	29	61	69	99	62	78	153	201	247	356	
Gt 45	50	56	49	43	46	40	35	54	59	54	62	76	63	39	102	126	163	204	333	
Gt 46	49	34	31	38	33	36	32	55	66	53	49	75	66	55	77	111	181	234	224	
Gt 47	32	21	33	32	38	23	22	48	39	55	31	55	61	55	61	100	134	179	309	
Gt 48	36	21	25	19	9	25	19	34	21	31	8	38	40	41	51	61	158	169	195	
Gt 49	16	26	32	22	19	11	10	25	20	22	15	23	35	30	24	100	121	157	188	
Gt 50	23	15	11	12	9	10	9	13	20	15	16	19	22	14	33	83	111	164	218	
Gt 51	16	12	5	6	4	5	6	3	10	12	9	10	14	10	32	56	98	126	173	
Gt 52+	52	76	69	13	16	8	8	5	6	21	13	17	23	15	25	174	499	933	1,354	
Invalid Dates			57																	

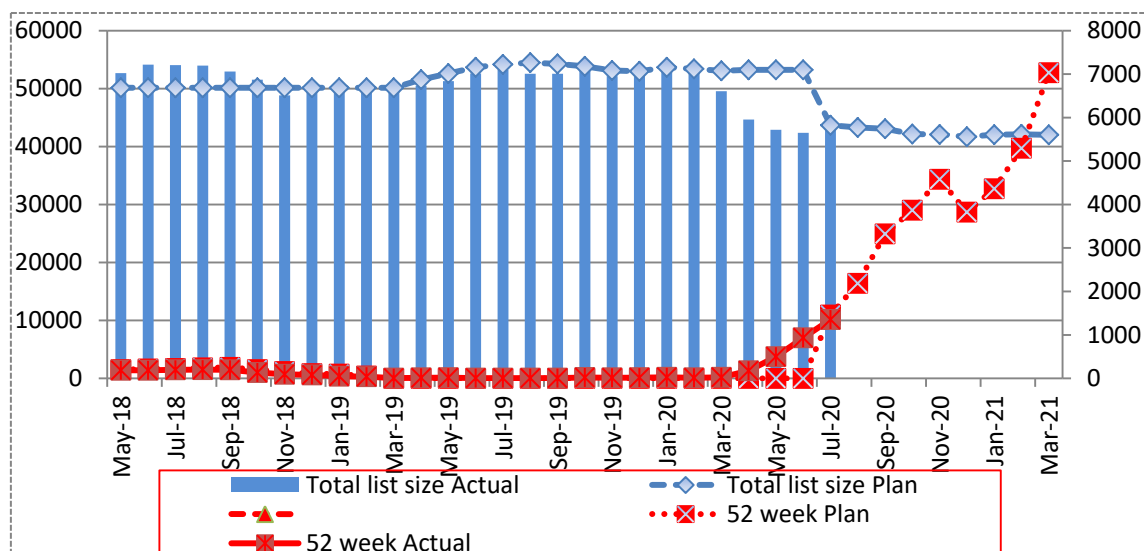
Waiting List

2.2 The waiting list at Oxford University Hospitals at the onset of Covid-19 already included large numbers of long waiters. At the end of July, over half the waiting list had waited more than 18 weeks. The reduction in activity during Covid-19 resulted in many of these patients waiting for more than 52 week waits. As a result, achieving the Phase 3 activity targets is not sufficient for OUH to recover a zero wait 52 week wait position. **Appendix 1** details the activity plans split by Elective; Outpatient and diagnostic at Trust level for years 2019/20 vs 2020/21 for comparison and by challenged speciality.

At the end of March 2021, a total of 42,012 patients will be on the Trust's RTT incomplete waiting list as seen in **Table 2**. Without inclusion of clinical recovery actions (submitted as part of the Phase 3 planning submission) to reduce the number of 52 week wait risks, a 'do nothing' scenario would be in the region of 29,000 patients waiting in excess of 52 weeks. With the inclusion of a range of recovery actions the number of patients waiting over 52 weeks then reduces to 7,030.

The Clinical Divisions have developed extensive recovery measures in conjunction with clinical specialities which include increases to workforce to do additional activity at the weekend; theatre and outpatient productivity optimisation; insourcing solutions; waiting list validation as well as maximising Independent Sector utilisation and working closely with BOB Integrated Care System clinical task & finish groups.

Table 2: Total waiting list size & 52 week waits forecast to end of March 2021.



Further recovery plans are being carefully worked on to further reduce the potential overall number of 52 week patients waiting to lower than 7,030 by the end of March 2020, including additional independent sector capacity across Berkshire for a range of specialties.

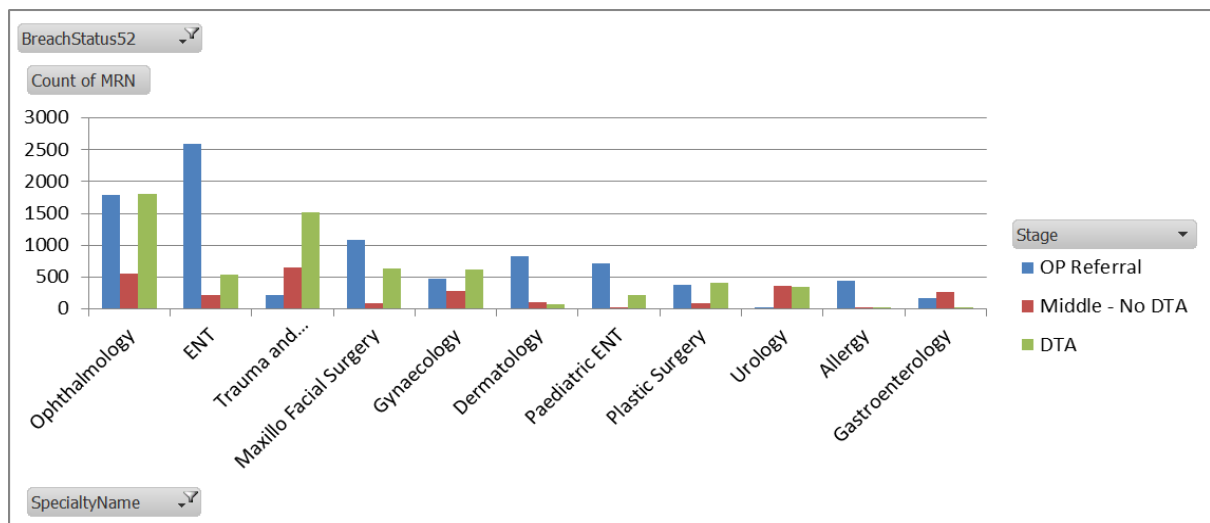
Table 3 shows the July 2020 incomplete waiting list split by those patients waiting to be seen; those patients waiting for a diagnostic to make a decision about next steps and those patients who require treatment. The RTT clock can stop at any of these stages.

Table 3 July 2020 incomplete waiting list by stage of treatment:

	OP Referral			Middle - No DTA			DTA			Grand Total
	<18	>18	>52	<18	>18	>52	<18	>18	>52	
Ophthalmology	200	1774	19	124	503	46	186	1485	316	4653
ENT	589	2540	59	167	167	44	57	396	139	4158
Trauma and Orthop	284	211		464	641	15	392	1395	117	3519
Maxillo Facial Surge	47	1078	4	84	78	9	53	501	130	1984
Gynaecology	192	471		181	279	2	208	609	9	1951
Urology	357	24	2	421	358	8	181	319	21	1691
Dermatology	245	830		151	108	2	96	65	1	1498
Plastic Surgery	139	363	6	66	72	10	165	342	71	1234
Paediatric ENT	123	692	23	12	18	3	20	162	62	1115
Gastroenterology	273	174		197	262		92	12		1010
Allergy	102	434		11	21			1		569
Trust Total	9226	11105	127	6515	4883	167	3275	7318	1060	43676

2.3 The reduction in elective activity as a result of the Trust response to the pandemic has had a considerable impact on the number of patients waiting over 52 weeks. The volume of patients breaching 52 weeks at the end of July can be seen in **Table 4** below for the most challenged, high volume specialties.

Table 4 July 2020 incomplete waiting list 52 week challenges by stage of treatment:



Outpatients

2.4 Re-opening of referrals: the challenge remains much greater for some services than others. For context **Table 5** provides an indication of all patients currently undated across a waiting time banding profile (as taken from the outpatient Patient Tracking List (PTL) 26th August 2020). The transition for those patients in specialties with high volumes of undated long waits to point of appointment is likely to take some time, hence the Trust with commissioner and BOB ICS colleagues seeking to find alternative pathways for patients to be seen and treated. As a general guide, the Trust would want to see patients being dated from 6-12 weeks onwards before taking confidence that capacity is available to see patients in a timely way.

2.5 The Trust has continued to see clinically urgent and suspected cancer referrals throughout the pandemic and has carried out emergency and cancer surgery when it has been safe to do so, and where patients have been happy to proceed.

Table 5 summary information on outpatient “NEW” appointment indicators:

	Is service open to Routine Referrals on eRS?	Current undated ASI/AfB triage in eRS	Current undated referrals in EPR	Total number of UNDATED referrals awaiting FIRST NEW appointment booking	Undated referral trend when compared with previous month	Average wait (in weeks) to first ROUTINE NEW OP appointment (for patients currently booked)
Allergy	Opened to routine referrals on 1st September 2020	86	135	221		39.71
ENT	Choose & Book services are open for ENT referrals to independent sector providers in Berkshire and partner acute hospitals within the ICS.	0	2611	2611		39.68
Maxillo Facial Surgery	Referrals triaged using the criteria through dental referral management system (DeRS)	1	1156	1157		38.04
Dermatology	Opened to routine referrals on 1st September 2020	8	70	78		35.80
Plastic Surgery	Open to OUH referrals	10	720	730		32.76
Paediatric ENT	Choose & Book services open to Independent Sector, RBH or Bucks	0	769	769		31.74
Ophthalmology	Independent Sector taking referrals.	42	2004	2046		26.93
Orthopaedics	T&O hips (ref to Healthshare then IS Bucks or RBH). All other ortho specialties open to OUH referrals.	0	345	345		11.83
Gastroenterology / Endoscopy	CAS in place with Inhealth for upper and lower GI.	0	174	174		19.92
Gynaecology	General Gynae not currently open to routine referrals (these are currently referred to PML SPA and use RBH or Bucks or IS)	374	464	838		16.50
Urology	Open to OUH referrals	6	99	105		8.71
Trust Total	Open to referrals for all other specialties	846	24291	25137		20.14

3. Prioritisation of the elective care waiting list

3.1 In response to COVID-19 the Royal College of Surgeons developed a guide for surgical prioritisation during the pandemic.² Patients requiring surgery during the COVID-19 crisis were classified in the following Priority groups (P1-P4):

- Priority level 1a Emergency - operation needed within 24 hours
- Priority level 1b Urgent - operation needed with 72 hours
- Priority level 2 Surgery that can be deferred for up to 4 weeks
- Priority level 3 Surgery that can be delayed for up to 3 months
- Priority level 4 Surgery that can be delayed for more than 3 months

A development is being taken forward by Cerner to enable the Trust to include the risk stratification prioritisation score to denote the clinical urgency of patients on the elective waiting list.

4. Clinical Harm Reviews

4.1 The Trust revised its approach to clinical harm reviews as Post-COVID-19, it was recognised that the delays to patient pathways at or above 52 weeks are significant and required an alteration to this process. As a result, all patients are now reviewed at 40 weeks to determine an appropriate course of action.

5. Theatre Capacity & Utilisation

5.1 Theatre Capacity, Utilisation and Efficiency

The Trust has 49 theatres across the 4 main hospital sites and currently has 40 theatres open as shown in **Table 6**.

Table 6 OUH Theatres:

Site	No of theatres	Theatres Open	Theatres closed
NOC	8	8	0
Churchill	10	10	0
Horton	4	3	1
JR – West Wing	14	7	7
JR – JR2	8	8	0
JR – JR1	5	4	1

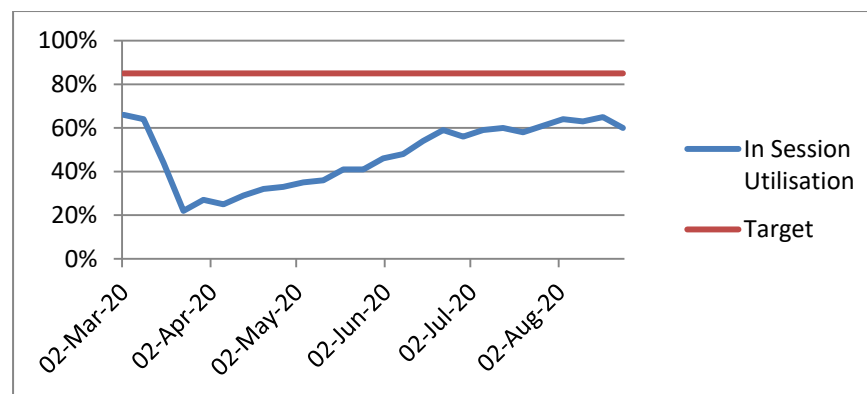
² *Clinical guide to surgical prioritisation during the coronavirus pandemic, Joint Royal Colleges Guidance April 2020 version 1*

The reasons for the closure of 12 theatres are varied and include:

- West Wing Ventilation Programme (14 week programme) – which accounts for the vast majority of the closures (7);
- Workforce shortfalls;
- Compliance to Infection, Prevention & Control Guidance

5.2 The utilisation and efficiency of the available theatres is a key cornerstone in the Trust's plan for delivering the activity forecasts for daycase and elective procedures. The Trust has set itself a theatre utilisation and efficiency target of 85%; the Theatre Improvement programme led by the Chief Medical Officer together with Clinical leads for Theatres are reviewing biweekly improvement plans for each theatre.

Table 7 Theatre utilisation target:



6. Challenges/Risks

6.1. There are a number of challenges and risks to the delivery of OUH's plans which will need continued focus to mitigate. These include:

- West Wing theatres ventilation project delay to programme
- Imaging equipment replacement programme delay to programme
- Independent sector utilisation
- Scale of a resurgence of COVID-19 coupled with flu, exceeds expectations
- Patients may choose to cancel or avoid surgery because of concerns about IPC risks
- Performance against activity numbers, independent sector utilisation and 52 week wait targets
- Available workforce

7. Conclusion

7.1. The challenges of an already ageing waiting list pre-Covid-19 have been exacerbated with the impact of reduced routine elective activity during Covid-19. Subsequently, the challenges of recovering the elective position remain significant. The Trust in collaboration with BOB ICS and independent system partners is working hard to manage the challenges faced to ensure that the impact on patients is minimised wherever possible and patients are treated and elective waits are restored. The scale of this challenge and the timescales for delivery however cannot be underestimated. Engagement with system partners will be key to successful delivery. An Elective Care recovery group has been set up to have oversight of the delivery of recovery programme

8. Recommendations

8.1. The Trust Board is asked to note the content of this report.

Sara Randall, Chief Operating Officer

August 2020



Oxford University Hospitals NHS Foundation Trust

Elective % revised plan v 1920 Actuals

Sum of Activity		Month									
POD	DataSource	4	5	6	7	8	9	10	11	12	
DC	2021 Phase 3 recovery plan	4402	4324	5125	6688	7231	6278	7284	6157	6580	
	1920 SLAM Actual	7170	6562	6515	7023	6844	6015	7135	6787	5355	
EL	2021 Phase 3 recovery plan	1126	918	1115	1159	1412	1240	1397	1523	1575	
	1920 SLAM Actual	1897	1691	1691	1828	1741	1453	1696	1769	1245	
OPPROC	2021 Phase 3 recovery plan	6591	6466	7181	8881	8816	8555	8211	9093	9202	
	1920 SLAM Actual	8923	7786	7811	8970	8735	8230	9342	8836	6116	
<i>revised 2021 SLAM total</i>		12119	11708	13420	16728	17459	16074	16892	16773	17358	
<i>1920 SLAM Actual total</i>		17990	16039	16017	17821	17320	15698	18173	17392	12716	

Elective % revised plan v 1920 Actuals

		70%	80%	90%					
4	5	6	7	8	9	10	11	12	
61%	66%	79%	95%	106%	104%	102%	91%	123%	
59%	54%	66%	63%	81%	85%	82%	86%	127%	
74%	83%	92%	99%	101%	104%	88%	103%	150%	
total %	67%	73%	84%	94%	101%	102%	93%	137%	

OP % revised plan v 1920 Actuals

Sum of Activity		Month									
POD Grp Code 2	DataSource	4	5	6	7	8	9	10	11	12	
OPFA	2021 Phase 3 recovery plan	21412	20510	22680	26776	24211	22975	25490	24533	25331	
	1920 SLAM Actual	28755	25040	26793	29157	27289	23822	28506	26329	23494	
OPFU	2021 Phase 3 recovery plan	41823	35803	39455	45186	43552	38348	44688	41425	46342	
	1920 SLAM Actual	49188	43309	46397	49788	46517	39814	48677	43275	40162	
<i>revised 2021 SLAM total</i>		63235	56313	62135	71962	67763	61323	70178	65957	71673	
<i>1920 SLAM Actual total</i>		77943	68349	73190	78945	73806	63636	77183	69604	63656	

OP % revised plan v 1920 Actuals

		90%	100%						
4	5	6	7	8	9	10	11	12	
74%	82%	85%	92%	89%	96%	89%	93%	108%	
85%	83%	85%	91%	94%	96%	92%	96%	115%	
total %	81%	82%	85%	91%	92%	96%	91%	113%	

Diagnostics

Sum of Activity		Month									
POD	DataSource	4	5	6	7	8	9	10	11	12	
CT	2021 Phase 3 recovery plan	3437	5945	5957	6105	6107	5785	5791	5895	5975	
	1920 SLAM Actual	6195	5990	5931	6233	6207	5809	6225	5910	4996	
MRI	2021 Phase 3 recovery plan	2744	3136	3216	3386	3225	3056	3188	3220	3231	
	1920 SLAM Actual	3044	2901	2949	3309	3234	2928	2889	3031	2574	
US	2021 Phase 3 recovery plan	4025	5890	6130	6170	6195	6010	6050	6165	6200	
	1920 SLAM Actual	6638	6030	5838	6780	6419	5589	6420	5646	4635	
<i>revised 2021 SLAM total</i>		10206	14971	15303	15661	15527	14851	15029	15280	15406	
<i>1920 SLAM Actual total</i>		15877	14921	14718	16322	15860	14326	15534	14587	12205	

Diagnostics

		100%							
4	5	6	7	8	9	10	11	12	
55%	99%	100%	98%	98%	100%	93%	100%	120%	
90%	108%	109%	102%	100%	104%	110%	106%	126%	
61%	98%	105%	91%	97%	108%	94%	109%	134%	
total %	64%	100%	104%	96%	98%	104%	97%	126%	



Challenged Specialities
Elective POOS (EL, DC, OPPROC)

Sum of Activity		Month										
Spec Desc	DataSource	4	5	6	7	8	9	10	11	12		
Dermatology	2021 Phase 3 recovery plan	941	1523	1557	1568	1582	1541	1533	1555	1557		
	1920 SLAM Actual	1950	1484	1245	1486	1451	1269	1502	1458	1276		
ENT	2021 Phase 3 recovery plan	227	308	341	366	460	443	455	455	507		
	1920 SLAM Actual	826	944	711	905	713	735	742	672	338		
Gynaecology	2021 Phase 3 recovery plan	419	233	356	364	365	405	450	430	445		
	1920 SLAM Actual	484	386	417	409	430	416	464	448	317		
Maxillo-Facial Surgery	2021 Phase 3 recovery plan	128	118	140	162	156	151	199	199	222		
	1920 SLAM Actual	216	199	161	233	199	144	228	212	162		
Ophthalmology	2021 Phase 3 recovery plan	1828	1879	1693	2114	2537	2433	3005	3091	3153		
	1920 SLAM Actual	1536	1496	2151	2666	2725	2569	3027	2749	1525		
Plastic Surgery	2021 Phase 3 recovery plan	363	374	447	481	470	454	476	476	527		
	1920 SLAM Actual	716	687	628	579	640	657	598	690	464		
Spinal Surgery Service	2021 Phase 3 recovery plan	25	15	20	25	24	23	29	29	33		
	1920 SLAM Actual	62	35	34	39	44	21	48	40	29		
Trauma & Orthopaedics (NOC)	2021 Phase 3 recovery plan	240	302	338	434	430	389	443	443	496		
	1920 SLAM Actual	603	506	487	590	574	443	467	518	319		

70%		80%		90%							
5	6	7	8	9	10	11	12				
102.6%	125.1%	105.5%	109.0%	121.4%	102.1%	106.7%	122.0%				
32.6%	47.9%	40.4%	64.6%	60.3%	61.3%	67.7%	150.1%				
60.4%	85.4%	89.0%	84.9%	97.4%	97.0%	96.0%	140.4%				
59.4%	87.2%	69.3%	78.6%	105.2%	87.5%	94.1%	136.9%				
125.6%	78.7%	79.3%	93.1%	94.7%	99.3%	112.5%	206.7%				
54.4%	71.2%	83.1%	73.5%	69.1%	79.5%	68.9%	113.5%				
42.3%	57.4%	63.0%	54.1%	109.5%	60.8%	72.9%	114.1%				
39.8%	59.6%	69.4%	73.6%	74.9%	87.9%	94.8%	85.4%				

Outpatients		Month										
Spec Desc	DataSource	4	5	6	7	8	9	10	11	12		
Dermatology	2021 Phase 3 recovery plan	1932	2102	2086	2104	2109	2053	2089	2133	2140		
	1920 SLAM Actual	2179	2139	2338	2251	2175	1798	2154	2131	1773		
ENT	2021 Phase 3 recovery plan	972	925	1000	1101	1004	1086	1010	1128	1055		
	1920 SLAM Actual	1248	1340	1299	1583	1443	1189	1464	1394	974		
Gynaecology	2021 Phase 3 recovery plan	1783	1500	1600	1570	1570	1330	1700	1650	1830		
	1920 SLAM Actual	1815	1666	1743	1793	1708	1527	2040	1641	1374		
Maxillo-Facial Surgery	2021 Phase 3 recovery plan	633	647	689	663	591	536	613	575	610		
	1920 SLAM Actual	956	936	989	1140	854	759	945	822	432		
Ophthalmology	2021 Phase 3 recovery plan	2566	3047	3301	3419	3510	2517	3513	2917	3560		
	1920 SLAM Actual	4753	4730	4450	4182	4053	3337	3983	3484	2967		
Plastic Surgery	2021 Phase 3 recovery plan	670	683	687	670	710	704	870	684	903		
	1920 SLAM Actual	1164	936	1076	1133	957	780	1061	944	637		
Spinal Surgery Service	2021 Phase 3 recovery plan	458	370	428	448	469	409	475	435	478		
	1920 SLAM Actual	579	650	592	636	685	453	663	571	528		
Trauma & Orthopaedics (NOC)	2021 Phase 3 recovery plan	1550	1385	1893	2062	1973	1884	1946	1946	2223		
	1920 SLAM Actual	2629	2228	2648	3007	2572	2292	2739	2392	1956		

5	6	7	8	9	10	11	12				
98.3%	89.2%	93.5%	97.0%	114.2%	97.0%	100.1%	120.7%				
69.0%	77.0%	69.6%	69.6%	91.4%	69.0%	80.9%	108.4%				
90.0%	91.8%	87.6%	91.9%	87.1%	83.3%	100.5%	133.2%				
69.1%	69.7%	58.2%	69.2%	70.6%	64.9%	70.0%	141.3%				
64.4%	74.2%	81.8%	86.6%	75.4%	88.2%	83.7%	120.0%				
72.9%	63.8%	59.2%	74.2%	90.3%	82.0%	72.5%	141.8%				
56.9%	72.4%	70.5%	68.5%	90.4%	71.7%	76.2%	90.5%				
62.2%	71.5%	68.6%	76.7%	82.2%	71.1%	81.4%	113.7%				