

Board	Priority Area <i>select from drop down list</i>	Service Area	Reference	Jun'22 status	Key Deliverable - Name and Description	Key milestones	Progress against deliverables end June 22	Lead delivery body	Key Risks	Controls/Actions	Outcome(s)	Major strategies/ programmes the deliverable relates to	Impact of deliverable on health inequalities
NHSGJ	Recovering planned care	Heart, Lung and Diagnostic	2021-GJ01	Amber	<u>Cardiac Surgery</u> Focus on urgent patient cohort as priority Work to ensure maximum efficiency - reduce cancellations, improvement work (start on time, maximise theatre day); smart patient scheduling	No patients waiting over 12 weeks for adult cardiac and congenital surgery	12 week TTG - 58 patients over 12 weeks (increase from 40 @Q4) Progress against target Q1 (to 30/6/22) delivering 301 against target of 252 procedures (16% over) . Following review of activity plan, the service are projecting an 18% increase in activity to support wait times recovery. Work is ongoing to review options to use NECU campaign capacity to open a 4th cardiac theatre on Fridays (4 extra cases/week)	NHS Golden Jubilee	Adult congenital and adult general surgery over 12 weeks Workforce challenge remains main risk- absence /vacancy across theatre, critical care and medical workforce. Sickness in theatre reduced capacity from October 2021 from 20 all day in house theatres per week to 15. From March 22, use of IS has increased to provide 17 theatres from mid March 22 Covid impact on acuity of patients presenting for surgery	Weekly waiting list meetings - PC1 adult cardiac and SACCS Weekly cardiac scheduling meeting Prioritise urgent first, then elective priority (P2) patients Minimise impact of emergency activity Use of IS to provide additional theatre team (2 days per week) from March 2022	PC1	12 week TTG	Deliverable focuses on eradicating long waits for cardiac surgery , and ensuring highest priority patients have access to cardiac surgery - delays to treatment will worsen health inequalities
NHSGJ	Recovering planned care	Heart, Lung and Diagnostic	2021-GJ02	Green	<u>Thoracic Surgery</u> Cancer pathway patients prioritised along with urgent cohort.	No patients waiting over 12 weeks for thoracic surgery	12 week TTG delivered 31-day cancer target delivered Activity - Progress against Q1 (to 30/6/22) delivering 285 against target of 290 (1% under)	NHS Golden Jubilee	Demand driven Workforce absence - vacancy/ sickness Recent retirement of thoracic surgeon	Weekly waiting list meeting Prioritise urgent cancer first Understand impact of emergency activity	PC1	12 week TTG 31 day cancer target	Deliverable focuses on eradicating TTG waits for thoracic surgery , and ensuring highest priority patients have access to thoracic surgery, some of which is cancer surgery. Delays to treatment will worsen health inequalities and health outcomes
NHSGJ		Heart, Lung and Diagnostic	2021-GJ03	Green	<u>SNAFHS</u> Inpatient and outpatient service delivery for: Transplant service National Advanced Heart Failure service	Continued delivery of cardiac transplants, AHF service and NORS	Activity - 10 cardiac transplants delivered to 30/6/22 (SLA 20/year) Able to deliver national retrieval service (NORS)	NHS Golden Jubilee National Services Division NHS Blood and Transplant	i.Pandemic affecting organs available ii. Sufficient capacity to safely manage the increased transplant activity iii Inability due to workforce shortages (theatre/ medical) to field a retrieval team	Development of Strategic Plan for transplant service to deliver a safe and high quality service delivering 25-30 transplants per annum Weekly NORS Debrief for review and forward planning	PC1	Cardiac Transplantation and Organ Donation Strategy	Cardiac transplantation surgery is life-saving surgery and contributes to longer term survival for patients with serious cardiac failure conditions, and often very poor health outcomes without transplant
NHSGJ	Recovering planned care	Heart, Lung and Diagnostic	2021-GJ04	Amber	<u>Cardiology – Elective / Urgent Activity</u> Includes all non-emergency Coronary angiography and PCI procedures. Also include a small number of non-TAVI valve procedures and congenital diagnostic and interventional procedures.	No routine cases waiting over 12 weeks for Coronary angiography +/- PCI Urgent Inpatient referrals treated within 72 hours.	As at 30/06/2022 - 222 patients waiting over 12 weeks for Coronary angiography +/- PCI As at 27/06/2022 - 1,063 against target of 1,109. 4% below activity plan. Cardiology service have reviewed the activity plan and are planning to increase activity by 5.6% between October 2022 and March 2023 (2.8% increase FYE)	NHS Golden Jubilee	Sustained high demand for urgent inpatient angiography. Increase in routine and urgent waiting times.	Weekly scheduling and waiting list management meetings. Referrals prioritised based on clinical urgency.	PC1 PC3	12 week TTG	Coronary procedures are carried out on patients who might otherwise require open heart surgery for their cardiovascular problem. This deliverable contributes directly to improved quality of life and better health outcomes.
NHSGJ	Recovering planned care	Heart, Lung and Diagnostic	2021-GJ05	Red	<u>Cardiology - TAVI Activity</u>	No routine referrals waiting over 12 weeks for TAVI	As at 30/06/2022 - 31 patients waiting over 12 weeks for TAVI As at 27/06/2022 - 40 against target of 29. 38% below activity plan. Funding and authorisation from WoS will be required to deliver activity to meet demand, discussions are ongoing	NHS Golden Jubilee	Growing demand and waiting time for procedure. Patient harm as a result of treatment waiting times. Financial pressure of over delivery against target.	Weekly scheduling and waiting list management meetings. Referrals prioritised based on clinical urgency. Extra sessions arranged to address growing backlog.	PC1	12 week TTG	TAVI procedures are carried out on patients who might otherwise require open heart surgery for their aortic valve problem. This deliverable contributes directly to improved quality of life and better health outcomes.
NHSGJ	Recovering planned care	Heart, Lung and Diagnostic	2021-GJ06	Green	<u>Cardiology – STEMI Activity</u>	All referrals treated within 24 hours of referral.	Emergency service. All accepted referrals admitted and treated with 24hrs. As at 27/06/2022 – 151 cases delivered against forecast of 178.	NHS Golden Jubilee	Impact of winter pressure on SAS and bed capacity.	Provision of 24/7 service.	PC1 UC1	NHS Golden Jubilee Cardiology Strategy	Coronary procedures are carried out on patients who might otherwise require open heart surgery for their cardiovascular problem. This deliverable contributes directly to improved quality of life and better health outcomes.
NHSGJ	Recovering planned care	Heart, Lung and Diagnostic	2021-GJ07	Amber	<u>Cardiology – EP Activity</u>	No routine referrals waiting over 12 weeks for EP	As at 30/06/2022 - 273 patients waiting over 12 weeks for TAVI As at 27/06/2022 - 128 against target of 143. 10% below activity plan. The service has described an option to deliver increased EP and coronary activity through the procurement of a mobile Cath lab for a 12 week period. Additional funding would be required to deliver this capacity	NHS Golden Jubilee	Long waiting times. Limited options to increase capacity in order to clear backlog. Availability of Anaesthetic support.	Weekly scheduling and waiting list management meetings. Referrals prioritised based on clinical urgency.	PC1	12 week TTG	EP procedures are carried out on patients who experience limitations to their normal life as a result of their cardiac rhythm problem . This deliverable contributes directly to improved quality of life and better health outcomes.
NHSGJ	Recovering planned care	Heart, Lung and Diagnostic	2021-GJ08	Amber	<u>Cardiology - Devices Activity</u> Includes all device and lead extraction procedures.	No routine referrals waiting over 12 weeks for EP	As at 30/06/2022 - 25 patients waiting over 12 weeks for Devices As at 27/06/2022 - 94 against target of 99. 5% below activity plan.	NHS Golden Jubilee	Impact of winter pressure on SAS and bed capacity.	Weekly scheduling and waiting list management meetings. Referrals prioritised based on clinical urgency.	PC1	12 week TTG	Device procedures are carried out on patients who may otherwise experience limitations to their normal life as a result of their cardiac rhythm problem . This deliverable contributes directly to improved quality of life and better health outcomes.
NHSGJ	Recovering planned care	Heart, Lung and Diagnostic	2021-GJ09	Amber	<u>Radiology- Achieve SLA, agreed levels of activity for all modalities</u> Collaborate with boards to ensure referrals are received Implement extended working day / weekend working Review Covid restrictions when possible	As per annual plan for SLA activity. Increase CT projections for remainder of 2022	CT Scanning – Currently 71% below SG target due to staffing levels being unable to support extended day and weekend activity. Plans to recover in Q2 with locum and bank support. Please refer to 2021-GJ11 for narrative surrounding conversion of CT SLA activity to Cardiac CT. MRI – New MRI scanner operational 28th March 2022. Minimal impact on activity during replacement, due to provision of mobile scanner. Currently 6% below SG target and also due to inability to provide some extended day and weekends due to low staffing levels. U/S – 33% ahead of SLA target. Additional 0.31 WTE Sonographer recruited substantively. Additional weekend locum activity funded by SG at present, to maximise throughput pre NHS Academy go live. Additional activity to continue, contingent on continued SG financial support. DEXA – 5% ahead of SLA target, due to additional activity for NHSGGC, requiring acquisition and no report. Workforce and capacity exercise taking place as part of Radiology Strategic Development Plan and Options Appraisal to go to Board in Q2.	NHS Golden Jubilee	Workforce availability Continued to see workforce affected by Covid leave for last quarter and increase in short notice patient cancellations	MRI – Alter types of exams performed to meet health board needs U/S - secure backfill for sonographer leave Dexa – Employ 2nd Dexa reporter	PC1 PC3	Develop NHS GJ Imaging Strategy to inform 22/23 activity	Radiology scans are an important part of the diagnostic treatment pathway. This deliverable supports decision-making for ongoing treatment and contributes to improving health outcomes

NHSGJ	Recovering planned care	Heart, Lung and Diagnostic	2021-GJ11	Green	<p><u>Agree with SG to convert SLA waiting times activity to regional cardiac activity for CT / MRI</u></p> <p>SBAR produced for CT / MRI to demonstrate additional cardiac activity that could be performed. End Dec 21 – Options appraisal to be taken to NHS GJ Senior Leadership Group in Jan 22</p> <p>Recruit additional cardiac imaging reporters</p>	<p>Achieve a reduction in regional CTCA waiting time / regional MRI waiting times</p> <p>Establish target for remainder of 21/22 and prediction for 22/23 activity</p>	<p>Agreement complete to include Cardiac imaging within SLA activity with SG and discussed with Health Boards at June SLA meeting. SG is forming a West of Scotland Regional Cardiac Imaging Group with Golden Jubilee involvement.</p> <p>Ongoing discussion with GJ exec team regarding approval for both incorporating all additional non-funded cardiac imaging examinations into the cumulative SLA figure for performance reports and use of a time-based exam weighting for all examinations, as an agreed tariff with Health Boards going forward.</p> <p>Reported underperformance in SLA CT due to increased Cardiac activity. When exam weighting adjustment to include Cardiac CT within SLA is applied, the apparent deficit is reduced from 24% to 7%. Recruitment of additional reporters has now taken place. Job plan review required for all existing and new reporters.</p>	<p>NHS Golden Jubilee</p> <p>Health Boards</p>	<p>Reliance on bank radiologists</p> <p>Delay in recruitment to cardiac reporting posts</p>	<p>Recruit to joint appointments or job planned activity where possible</p> <p>Explore training / recruitment opportunities for radiologists/cardiologists</p>	<p>PC1 PC3</p>	<p>Cardiac Imaging strategy developing the future potential of the GJ imaging department for years to come.</p>	<p>Radiology scans are an important part of the diagnostic treatment pathway. This deliverable supports decision-making for ongoing treatment and contributes to improving health outcomes</p>
NHSGJ	Recovering planned care	Heart, Lung and Diagnostic	2021-GJ12	Green	<p><u>SNRRS Business as usual model agreed by NHS GJ</u></p> <p>Business Case sign off</p> <p>Recruit SNRRS team to GJ</p> <p>Maintain service from pilot to BAU</p> <p>Increase number of reporters, capacity, health board access</p>	<p>Agreement from GJ Adopt BAU service Aug 21. Recruitment underway.</p> <p>30 additional workstations to be deployed during 21/22.</p> <p>3 more health boards to connect to SNRRS by March 22</p>	<p>Borders now the only outstanding board to be connected to be able to donate exams to the SNRRS bank. Scheduled for August 2022 (dependent on their new RIS being in place)</p> <p>7 workstations are still to be deployed. They have all been allocated to reporters and will be deployed following the successful acceptance of Share+ V3 (due end July)</p>	<p>SNRRS Team</p> <p>NHS Golden Jubilee</p> <p>Health Boards</p>	<p>RIS/PACS upgrades within boards impacting on SNRRS ability to progress.</p> <p>GK e-health ability to provide access for SNRRS team to necessary systems</p>	<p>Dates in place with boards for necessary activities eHealth for SNRRS.</p>	<p>PC1 PC3</p>	<p>NHS GJ working with Scottish Radiology Transformation Programme (SRTP) to explore further uses for SNRRS.</p>	<p>The SNRRS provides an effective reporting service, helping to meet the challenges of the shortage in Radiologists across Scotland. Timely reporting of radiology tests is vital to support ongoing treatment decisions that may improve longer term health outcomes</p>
NHSGJ	Recovering planned care	Heart, Lung and Diagnostic	2021-GJ13	Amber	<p><u>Provide colorectal imaging to support surgery / bowel screening</u></p> <p>Business case still to be agreed for bowel screening pilot</p> <p>Colorectal expansion agreed, pathways in development</p>	<p>NHS GJ ability to offer CT colonography CT drainage</p>	<p>See 2021- GJ93.</p> <p>Discussion with NES as to whether this continues to link with bowel screening pilot, potential change in direction.</p>	<p>SNRRS Team</p> <p>NHS Golden Jubilee</p> <p>Health Boards</p>	<p>Workforce – radiographers / radiologists to support development</p>	<p>Discussions with other health boards to enable joint training opportunities / joint radiologists support</p>	<p>PC1 PC3</p>	<p>NHS Recovery Plan</p> <p>Recovery and redesign: Cancer Services</p>	<p>Radiology scans are an important part of the diagnostic treatment pathway for colorectal surgery. This deliverable supports decision-making for ongoing treatment and contributes to improving health outcomes</p>
NHSGJ	Recovering planned care	Heart, Lung and Diagnostic	2021-GJ14	Green	<p><u>Establish Plain Film imaging department within redesigned orthopaedic outpatient facility</u></p> <p>Agreement required from GJ board to proceed with this development</p> <p>Scoping exercise to determine potential benefits to patients and service</p>	<p>Plain Film room due for replacement in 22/23, implement this within the new orthopaedic department.</p> <p>Procure an additional plain film x-ray room for OP department</p>	<p>Siting of two x-ray rooms within the Phase 2 Ortho expansion has been agreed - one to replace a current plain film room within current Radiology footprint and one additional.</p> <p>SLWG commenced in June 2022 to move to operational planning, with Radiology involvement.</p> <p>Activity allocation in x-ray rooms across two floors being scoped.</p>	<p>NHS Golden Jubilee</p>	<p>Funding for equipment and staff</p>	<p>SBAR to be agreed</p>	<p>PC1 PC3</p>	<p>This initiative will feed into the NHS Golden Jubilee Imaging Strategy.</p>	<p>Radiology scans are an important part of the diagnostic treatment pathway. This deliverable supports decision-making for ongoing treatment and contributes to improving health outcomes</p>
NHSGJ	Recovering planned care	Heart, Lung and Diagnostic	2021-GJ93	Amber	<p><u>Establish Colorectal Imaging capacity</u></p> <p>Purchase equipment, train staff, obtain radiology support radiologists</p>	<p>Begin service by Aug 22</p>	<p>Agreement from SG to convert SLA activity to CT Colonography.</p> <p>SLWG established, meeting in August to facilitate move to operational.</p> <p>Potential lengthy lead-in time (3-6 months) for clinical equipment purchase and IT software requirement. Mini business case is currently with Medical Physics for progression.</p> <p>CT staff have undertaken theory training, practical support will be delivered by NHSGGC.</p> <p>Go live planned for Q3 2022</p>	<p>NHS Golden Jubilee</p>			<p>PC1 PC3</p>	<p>This initiative will feed into the NHS Golden Jubilee Imaging Strategy.</p>	<p>Radiology scans are an important part of the diagnostic treatment pathway for colorectal surgery. This deliverable supports decision-making for ongoing treatment and contributes to improving health outcomes</p>