

Board	Priority Area <i>select from drop down list</i>	Service Area	Reference	Dec'22 status	Key Deliverable - Name and Description	Key milestones	Progress against deliverables end Dec'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	National Elective Services	2021-GJ15	Amber	<u>Achieve 100% of pre Covid activity with progression to 110% by in line with National commitment</u> Delivery of core elective specialities	Our 2019-20 activity adjusted for Covid was 5,521. A 10% increase on this position would be 6,073 orthopaedic procedures. Planned activity from RMP3 was for 5,706 procedures during 2021/2022. Full year target for Orthopaedics from April 22 to March 23 = 5166 procedures	As at end of December 2022 3,539 orthopaedic procedures were performed against the initial plan of 3796 and revised plan of 3,896. YTD activity was ahead of plan for foot and ankle, hand surgery but behind for soft tissue and joint procedures.	NHS Golden Jubilee	Staff availability in key clinical areas to run planned and additional lists is continuing to experience high levels of clinical and non-clinical staff absence due to short, long term sickness and vacancies. Recruitment is ongoing however there continues to be a number of theatre staff vacancies and challenges recruiting. In line with this we have reduced to four orthopaedic theatres Monday to Friday and maintained two theatres on a Saturday, increasing to 5 wherever able. Increasing numbers of long term patients who have been waiting in excess of 2 years is resulting in increased LoS. There is also pressure on elective beds in host boards which means there is an inability to repatriate long stay revision patients; this is reducing the number of beds available in NHS GJ.	Twice weekly theatre recovery meetings and regular SLA management calls with referring boards to discuss operational concerns with regards referral management and patient pathways and agree actions to minimise risk of not delivering targets. 48 hour calls to reduce avoidable cancellations and promote attendance. Enhanced transport service with additional vehicles and drivers. Seven-day transport administration cover to help provide equitable patient access to attend NHS GJ appointments and admissions. Working closely with procurement, medical and theatres teams to ensure sufficient stock levels and early identification of any consumable shortages. A tender with an independent sector provider has just been awarded to provide ward and theatre staff to open 1 theatre. It is hoped this will start during January for a period of 12 weeks	PC1	Orthopaedic Surgery Strategy NHS Recovery Plan Trauma and Orthopaedic Recovery Plan	Deliverable supports delivery of key waiting times targets and will reduce elective backlog in orthopaedics across Scotland. Timely access to surgery for orthopaedic conditions improves health outcomes for patients.
NHSGJ	Recovering planned care	National Elective Services	2021-GJ18	Green	<u>Increase in 4 joint day from 2019 22% Scottish average</u>	To maintain NHS GJ's current position as the top performing large volume arthroplasty centre during 2021/2022	In October 2022 (NHS Discovery) data showed 48% of lists containing a joint replacement were populated with four joints. The 42 four joint lists performed at NHS GJ equated to 53.2% of all four joint lists performed in Scotland. Local data indicated that during Quarter 3 of 2022/23 39.1% of joint list were populated with at least four joints. With 47.5% of lists being four joint lists, work continues to increase the number of 4 joint lists.	NHS Golden Jubilee	Staff availability, sickness, Covid related absence and vacancies in key clinical areas will impact on the ability to perform 4 joint lists. Inability to fill lists when patients cancel at short notice.	Weekly monitoring of all lists to ensure fully populated with 4 joints. 4 joint list data outcomes shared with medical team monthly Monthly monitoring of local and national position. Testing is ongoing of a new pathway being introduced to address fluctuating 4 joint list performance, and this is expected to deliver planned outcomes by end February 2023	PC1	Orthopaedic Surgery Strategy NHS Recovery Plan Trauma and Orthopaedic Recovery Plan	
NHSGJ	Recovering planned care	National Elective Services	2021-GJ19	Green	<u>Increase in theatre productivity from 2019 rate</u>	Between January 2019 and December 2019 NHS GJ Orthopaedics reported: - 93.2% of theatre sessions were utilised - 9.5% of sessions under ran - 3.2% of sessions over ran - 0.8% of sessions started late. - 3.1% on the day cancellation rate	Between April 2022 and October 2022 (NHS Discovery) data identified NHS GJ Orthopaedics as having: 94.5% of allocated theatre hours were utilised (+1.3% to pre-Covid) 11.0% under run hours (+1.5% to pre-Covid) 5.8% over run hours (+2.6% to pre-Covid) 1.6% late start hours (+0.8% to pre-Covid) 4.9% on the day cancellation rate (+1.8% to pre-Covid)	NHS Golden Jubilee		The Theatre users group has been set up and part of the remit of this group is to review productivity data and implement improvements. Use of NTIG reports to review local activity and areas for improvement.	PC1	Orthopaedic Surgery Strategy NHS Recovery Plan Trauma and Orthopaedic Recovery Plan	Deliverable supports delivery of key waiting times targets and will reduce elective backlog in orthopaedics across Scotland. Improving theatre productivity supports effective patient flow. Timely access to surgery for orthopaedic conditions improves health outcomes for patients.
NHSGJ	Recovering planned care	National Elective Services	2021-GJ20	Amber	<u>Reduction in length of stay for arthroplasty</u> Continuing to support discharged day of surgery where appropriate Criteria led discharge	40% of hip replacement patents to be discharged on post op day one, 80% by day two and 90% by day three. 55% of total knee replacement patients to be discharged by post op day two and 85% by day three. 40% of partial knee replacements to be discharged by post op day one, 80% by day two and 90% by day three.	During December 2022: 28% of total hip replacements discharged by post-op day one. 66% of total hip replacements discharged by post-op day two. 85% of total hip replacements discharge by post-op day three. 4% of total knee replacements discharged by post-op day one. 54% of total knee replacements discharge by post-op day two. 78% of total knee replacements discharged by post-op day three. 28% of partial knee replacements discharged by post-op day one. 72% of partial knee replacements discharged by post-op day two. 89% of partial knee replacements discharged by post-op day three.	NHS Golden Jubilee	NHS GJ currently accepting 'treat only' patients who have been waiting longer than usual for surgery. This is likely to result in increased frailty, complexity and subsequent increase in length of stay. Deterioration in staffing availability due to vacancies and sickness, and the use of supplementary staffing makes consistent application of ERAS principles more challenging Ongoing training resource/requirements for new staff which can impact ability to deliver established ERAS programme	The use of criteria led discharge is ensuring that patients go home when they are fit to do so. This includes a cohort of hip patients following the 'discharge on day of surgery' pathway. Daily 'rumble' meeting with MPT to facilitate timely discharge. Staff education sessions to increase awareness and understanding of Enhanced Recover pathway. Reviewing capacity within the wider MDT to increase day of surgery discharges. ARISE data reviewed monthly and action taken where data falls out with current control limits. CALEDonian forum meeting monthly to review data and any operational challenges. Weekly review of DoSA activity to identify reasons why patients are not admitted on the day of surgery.	PC1	Orthopaedic Surgery Strategy NHS Recovery Plan Trauma and Orthopaedic Recovery Plan ERAS	Deliverable supports delivery of key waiting times targets and will reduce elective backlog in orthopaedics across Scotland. Management of length of stay as part of embedding ERAS principles supports effective patient flow. Timely access to surgery for orthopaedic conditions improves health outcomes for patients.
NHSGJ	Recovering planned care	National Elective Services	2021-GJ21	Amber	<u>Move to day of surgery for all appropriate orthopaedic cases</u> Delivery in line with British Association of Day Surgery (BADS) targets	Procedure level targets exist.	Based on most recent BADS performance data in Discovery (2022 Q2), NHS GJ carried out 89.0% of BADS procedures as day cases against an expected rate of 91.5%. There are further opportunities to be made in BADS performance in relation to unicompartmental knee replacements.	NHS Golden Jubilee	Staff availability in key clinical areas, sickness, self-isolation and difficulty recruiting to vacancies will result in an inability to discharge patients on the day of surgery.	A day of surgery unicompartmental knee pathway is in place, with the aim that this should achieve unicompartmental knee surgery as a default day case Ongoing training and education for surgical day unit staff to facilitate day of surgery discharge for appropriate patients	PC1	Orthopaedic Surgery Strategy Robotic strategy NHS Recovery Plan Trauma and Orthopaedic Recovery Plan	Deliverable supports delivery of key waiting times targets and will reduce elective backlog in orthopaedics across Scotland. Improving day case rates will support capacity and flow. Timely access to surgery for orthopaedic conditions improves health outcomes for patients.

NHSGJ	Recovering planned care	National Elective Services	2021-GJ23	Green	<u>Endoscopy</u> Increased capacity for endoscopy procedures includes 1 Endoscopy room, 1 theatre converted for scope activity and onsite mobile unit	As per plan 5440 procedures between April 21 and March 2022 Activity April 22 to March 23 = 5,740 procedures	As at end of December 2022 5,240 diagnostic endoscopy procedures had been performed. This was 909 procedures ahead of the initial plan of 4,331 and 239 cases below the revised plan of 5,479.	NHS Golden Jubilee	Workforce: theatre nursing staff and Endoscopists. Majority of Endoscopists are external so covering rota is reliant on their availability. Temporary mobile unit delayed coming onsite by 1 month. Unpredictable sickness absence impacting on cover available from staff and operators. Other temporary mobile facilities being rolled out across the WoS which may impact on NHS GJ ability to secure operator cover. Inability to replace patients for short notice cancellations Host board challenges filling the lists. Increasing numbers of training lists from October will reduce activity on list.	Two Nurse Endoscopists now recruited which will reduce risk of unavailable operators. Trainee nurse endoscopist also now started her training Recruited Senior Charge Nurse to lead endoscopy programme now in post Fortnightly meeting with Boards to discuss operational challenges which impact on delivery of service. Two Clinical fellows now on site who are now able to carry out some lists independently . Since December '22, GJ has held endoscopy wait list for NHS Lanarkshire, which supports promoting attendance and reduces last minute cancellation impact. By February '23, NHS GJ will hold wait lists for the two largest referring Boards.	PC1 PC3	NHS Recovery Plan Recovery and redesign: Cancer Services	Deliverable supports delivery of key waiting times targets and will reduce backlog in access to diagnostic tests. Improving endoscopy activity will support capacity and flow. Timely access to diagnostic endoscopy improves health outcomes for patients.
NHSGJ	Recovering planned care	National Elective Services	2021-GJ25	Amber	<u>General surgery and Colorectal</u> Restarted general surgery programme at the end of June 2021	Majority of day case general surgery for NHS GGC. NHS Lothian and Grampian requested that their general allocation be converted to colorectal surgery to help with their current pressures. The revised 2022-23 activity targets are for 797 General Surgery procedures and 836 Colorectal procedures to be performed.	As at the end of December 2022 505 General Surgery procedures had been performed. This was 19 procedures fewer than the initial plan and 66 below the revised plan. 384 Colorectal procedures had been performed by the end of December 2022. This was 82 procedures ahead of the initial plan but 228 procedures behind the revised plan. The actual numbers of procedures performed have been impacted by an increased number of complex procedures.	NHS Golden Jubilee Other Health Boards	Reliance on external consultants' availability. Staff availability, sickness absence and vacancies in key clinical areas will impact on the ability to deliver the service. Last minute cancellations for patients awaiting MDT outcomes for cancer resulting in an inability to fill the slot. Increasing numbers cancelled on the day as unsuitable for day surgery or symptoms resolved and no longer requiring surgery Availability for critical care beds for colorectal patients. General surgery programme now being replaced with cancer services to support boards through recent Covid surge.	Substantive part time consultants on site to provide colorectal service Working closely with boards to ensure appropriate triage of patients suitable for NHS GJ Change to process going forward with NHS GJ holding the waiting list. NHS GJ now provide pre assessment for patients which will reduce the likelihood of on the day cancellation Clinical fellows also started to triage referrals to reduce likelihood of failed pre operative assessment	PC1	NHS Recovery Plan Recovery and redesign: Cancer Services	Deliverable supports delivery of key waiting times targets and will reduce elective backlog in general surgery across Scotland. Timely access to surgery for general surgery conditions improves health outcomes for patients.
NHSGJ	Recovering planned care	National Elective Services	2021-GJ26	Green	<u>Da Vinci Colorectal Programme</u> Currently supporting surgeons from WoS Boards through robotic training for colorectal surgery	To have 7 surgeons trained, 3 from NHS Lan, 3 from NHS GJ and 1 from NHS FV by the end of September 2022	All training for a total of 7 surgeons is complete. One further surgeon will commence training in January 2023	NHS Golden Jubilee NHS Lanarkshire NHS Forth Valley	Training opportunities limited by available wet labs. Theatre staffing and availability of critical care beds	Meetings weekly during introduction of new service. Now fortnightly meetings with MDT and Intuitive (external company) to discuss operational challenges and the robotic pathway. Pathway now working well	PC1	NHS Recovery Plan Robotics Strategy	Robot Assisted Surgery supports a quicker return to normal function in many cases when compared to open surgical procedures. RAS supports quality and person-centred care
NHSGJ	Recovering planned care	National Elective Services	2021-GJ27	Amber	<u>Ophthalmology</u> Running circa 1.4 clinics per day and 3.4 theatres per week (medical and nursing staffing permitted) Currently trying to support 48 theatre sessions per week	Activity in RMP 3 based on 4 theatres and 2 clinics running each day. Activity April 22 to March 23 = 11,065	As at the end of December 2022 8,329 cataract procedures had been performed. This is 95 procedures ahead of the initial plan of 8,234 but 803 procedures behind the revised target of 9,132. This position includes 698 procedures performed through collaboration with other NHS Scotland Health Boards to staff lists at NHS GJ.	NHS Golden Jubilee Other Health Boards	Reliant on availability of visiting consultants. Ability to recruit substantive Ophthalmologists continues to be challenging. Short and long term sickness absence. Not all staff yet trained to a level where they can rotate through clinic and theatre providing cover as needed Introduction of EPR will result in initial reduction in clinic and theatre lists. Training lists impacting on productivity.	Accelerated training programme continues for nursing theatre and clinic teams. Regular recruitment drives and use of social media/ linked in to increase awareness. Improvement programme to increase/maximise clinic and theatre capacity Introduction of 'prepping ' and review of 'double scrub' model to improve efficiency in theatre. An optometrist listing pilot is underway which will run over a 12 week period, designed to release Consultants to spend more time in theatre.	PC1	NHS Recovery Plan National Treatment Centres	Deliverable supports delivery of key waiting times targets and will reduce elective backlog in ophthalmology across Scotland. Timely access to surgery for eye conditions improves health outcomes for patients.
NHSGJ	Recovering planned care	National Elective Services	2021-GJ28	Green	<u>Synaptik</u> 1 clinic and 3 theatres running each Saturday and Sunday Contract changed to 2 theatres per week from the beg of May 2022. This contract will finish in Dec22	To staff 1 clinic and 3 theatres every Saturday and Sunday until end of financial year. Plan is to meet 1200 target by Dec 2022	Between May and December 2022 a contract has been in place to provide two Saturday theatres. At completion of this contract in December 2022 1,251 cataract procedures had been performed by Synaptik against a target of 1,200. End of this contract, this action will be closed.	NHS Golden Jubilee Scottish Government External contractor	Inability to fill lists with Synaptik patients that convert from clinic. Increased percentage of second eyes which will impact on agreed yearly target for new patients. Inability from Synaptik to cover all theatre and clinics with nursing / medical staff	Using NHS GJ patients to fill lists where insufficient numbers of Synaptik patients available. Weekly meetings with Synaptik and GJNH team to discuss performance and operational challenges.	PC1	NHS Recovery Plan	Deliverable supports delivery of key waiting times targets and will reduce elective backlog in ophthalmology across Scotland. Timely access to surgery for eye conditions improves health outcomes for patients.
NHSGJ	Recovering planned care	National Elective Services	2021-GJ29	Amber	<u>Cancers</u> Cancer programme was planned to repatriate back to host boards in a phased way from the end of June 2021	Continued beyond end of June 2021 to support other Boards with Cancer surgery A&A made a request to NHS GJ to continue with their breast programme until the end of March 2023	As at the end of December 2022 192 procedures had been performed as part of the cancer programme. This is 56 cases behind the target of 248 for this point in 2022/23. This shortfall is the result of the complex nature of populating cancer lists at short notice from MDTs From Dec 22, NHS A&A repatriated a half day per week breast surgery, leaving only 1 day of breast cancer surgery lists being carried out at GJ for NHS A&A until end of financial year	NHS Golden Jubilee Other Health Boards	Impact on delivery of core NHS GJ services. Maintaining relevant skill set within nursing teams to support the different services requested during period of high turnaround of staff. Availability of staffed critical care beds due to short/long term sickness absence Availability of nursing/anaesthetic team	Working daily with wider MDT to ensure prioritisation of patients Ongoing meetings with boards Additional nursing teams from an external provider in place from 10 January 2022 following tender process to support additional cancer work	PC1 UC1	NHS Recovery Plan Winter Preparedness	Deliverable supports delivery of key waiting times targets and will reduce backlog in access to breast cancer surgery. Timely access to surgery for cancer improves health outcomes for patients.

NHS GJ	Recovering planned care	National Elective Services	2022-GJ17	Green	<u>Mutual Aid</u> To support other WoS Boards experiencing pressure, NHS GJ has offered capacity to support additional and priority surgery	This capacity is offered to Boards on a carefully agreed basis until end March 2023.	During December 2022, NHS GJ offered capacity to: NHS Lanarkshire – Orthopaedic revision surgery on a case per case basis and NHS GGC – for urgent Orthopaedic surgery patients who had procedures cancelled in their host Board	NHS Golden Jubilee Other Health Boards	Impact on delivery of core NHS GJ services.	Working daily with wider MDT to ensure prioritisation of patients. Ongoing meetings with boards. Careful scheduling on a case by case basis.	PC1	NHS Recovery Plan Winter Preparedness	Deliverable supports delivery of key waiting times targets and reduces capacity pressures in host boards
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