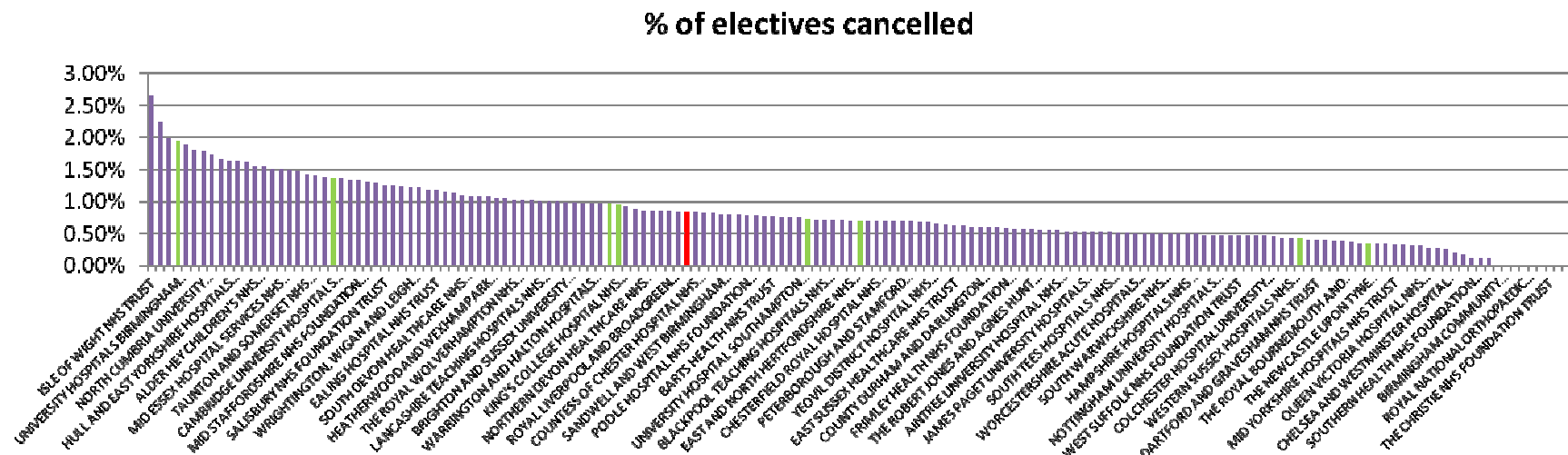


# Reduction in On-Day Theatre Cancellations to 4%

- On-Day cancellation of operations for clinical and non-clinical reasons stands at 6.8% (February 2015).
- Approximately 1/3 are for clinical reasons and 2/3 non-clinical.
- This is the equivalent of 2,500 operations per annum out of a total target of 35,000.
- The Trust target is 4%, 1,075 fewer cancellations across the surgical specialties and Operating Services, Critical Care and Anaesthetics (OSCCA)
- In the context of an expected 10% increase in operative demand (~3,300 operations) for 2015/16.

# Reduction in On-Day Theatre Cancellations to 4%

National comparisons – operations cancelled on the day for non-clinical reasons Quarter 2 14/15 (STH in red and Shelford Trusts in green):

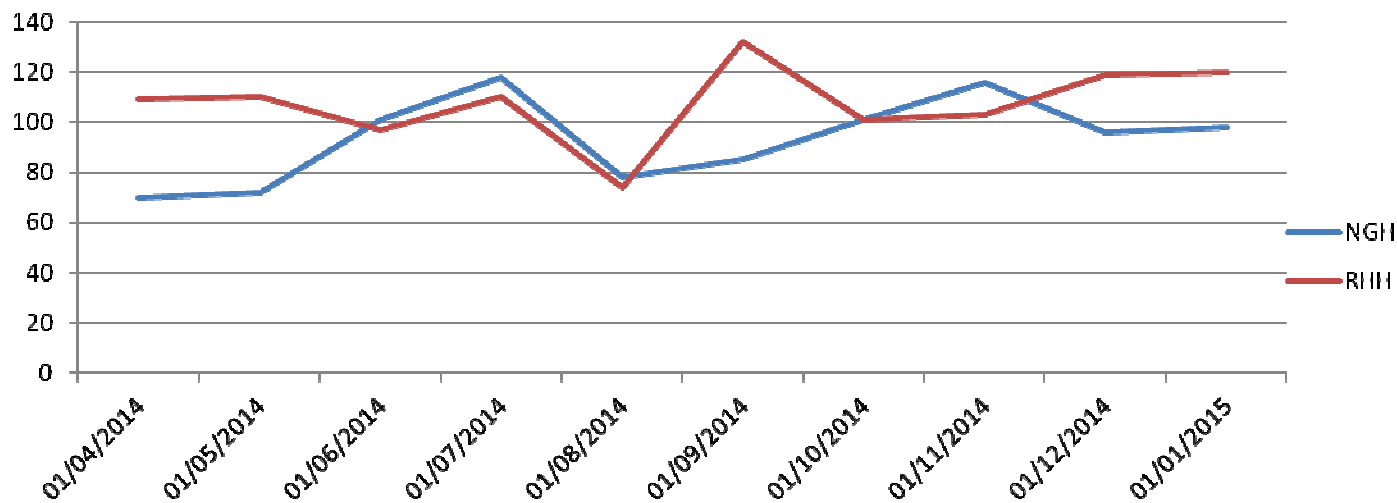


(excludes UCL at 0%)

# Reduction in On-Day Theatre Cancellations to 4%

Progress in 2014/15:

- Some initial success prior to Quarter 3:



- Some winter deterioration but minimised via:

- Bolder approach to managing winter pressures
- The opening of four 'Extended Recovery' (Critical Care 'lite') beds to reduce pressure on general critical care beds
- Additional general critical care capacity
- Substantive increase in Anaesthetic input to cross-city pre-operative assessment services to tackle 'unfit on the day'

# Reduction in On-Day Theatre Cancellations to 4%

2015/16 Plan – an incrementally reducing target during the financial year to achieve the 4% objective by Quarter 4:

## Phased Approach by Quarter 2015/16

Specialty	Potential Q1 gain (patients)	Potential Q2 gain (patients)	Potential Q3 gain (patients)	Potential Q4 gain (patients)	Total Gain (patients) 2015/16	Total Gain 16/17
ENT	0	0	0	0	1	1
General Surgery	10	21	31	41	103	164
Gynaecology	0	0	0	0	0	0
Nephrology	2	4	6	8	20	33
Neurosurgery	7	14	20	27	68	109
Ophthalmology	11	21	32	42	105	168
Oral Surgery	2	3	5	6	16	26
Orthopaedics	11	23	34	45	113	181
Plastic Surgery	17	35	52	70	175	279
Urology	4	9	13	17	43	69
Vascular Surgery	3	6	8	11	28	45
<b>Total</b>	<b>67</b>	<b>134</b>	<b>202</b>	<b>269</b>	<b>672</b>	<b>1075</b>

# Reduction in On-Day Theatre Cancellations to 4%

## Delivery Plan:

- The focus upon cancellations is part of the Trust’s recently approved 7-step approach to improving surgical flow and productivity within Theatres:

Reactive	<b>1. Reduce defects in the existing system</b> <b>2. Display real time performance to engage all staff</b>
Proactive	<b>3. Standardise theatre planning and utilisation</b> <b>4. Improve and redesign surgical processes</b> <b>5. Redesign to reduce artificial variation</b>
Preventative	<b>6. Change the Operating Theatre culture</b> <b>7. Use production control principles to manage capacity, demand and flow</b>

- And links with OSCCA’s Operational Grip and surgical pathway workstreams focusing upon pre-operative assessment, the NGH Theatre Assessment Unit, theatre staffing, and scheduling.

# Creating the Impetus for Change



NHS - Surgical Cancellations-SD.mp4