

**SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST**

**EXECUTIVE SUMMARY**

**REPORT TO THE BOARD OF DIRECTORS MEETING**

**HELD ON**

**WEDNESDAY 21<sup>ST</sup> MAY 2014**

<b>Subject:</b>	Update on 18 Week Wait Performance
<b>Supporting Director:</b>	Kirsten Major – Director of Strategy & Operations
<b>Author:</b>	Annette Peck – Head of Information
<b>Status (see footnote):</b>	A

**PURPOSE OF THE REPORT:**

- This paper provides an update on the performance against the 18 week referral to treatment targets and sets out the progress against the action plan to secure delivery of the target in future months which was agreed by the Board in February 2014

**KEY POINTS:**

- The Trust met the 18 week referral to treatment target for incomplete pathways in March 2014
- The targets for non-admitted and admitted patients were not met in March 2014
- All agreed actions within the action plan are progressing

**RECOMMENDATIONS:**

The Board is asked:

- To receive the more detailed description of 18 week RTT performance as requested previously by the Board of Directors.
- To be assured that all actions are being progressed.
- To identify any further actions the Board would want to pursue or progress.

**IMPLICATIONS:**

		<b>TICK AS APPROPRIATE</b>
1	Deliver the best clinical outcomes	✓
2	Provide patient centred services	✓
3	Employ caring and cared for staff	
4	Spend public money wisely	✓
5	Deliver excellent research, education & innovation	

**APPROVAL PROCESS:**

<b>Meeting</b>	<b>Presented</b>	<b>Approved</b>	<b>Date</b>
Board of Directors	DSO		21 May 2014

1 Status: A = Approval  
A\* = Approval & Requiring Board Approval  
D = Debate  
N = Note

2 Against the five aims of the STHFT Corporate Strategy 2012-2017

## 1. Introduction

This paper provides an update on performance against the 18 week referral to treatment targets; sets out current performance and provides an update on progress against the action plan agreed at the Board in February 2014.

As reported at the Board previously the targets for the 18 week admitted and incomplete targets were met in November and December 2013 and January 2014 but the non-admitted target was not. In February 2014 the Trust again met the target for incomplete pathways but not for admitted and non-admitted. The position was the same in March. The performance across the 3 targets is summarised in the table below.

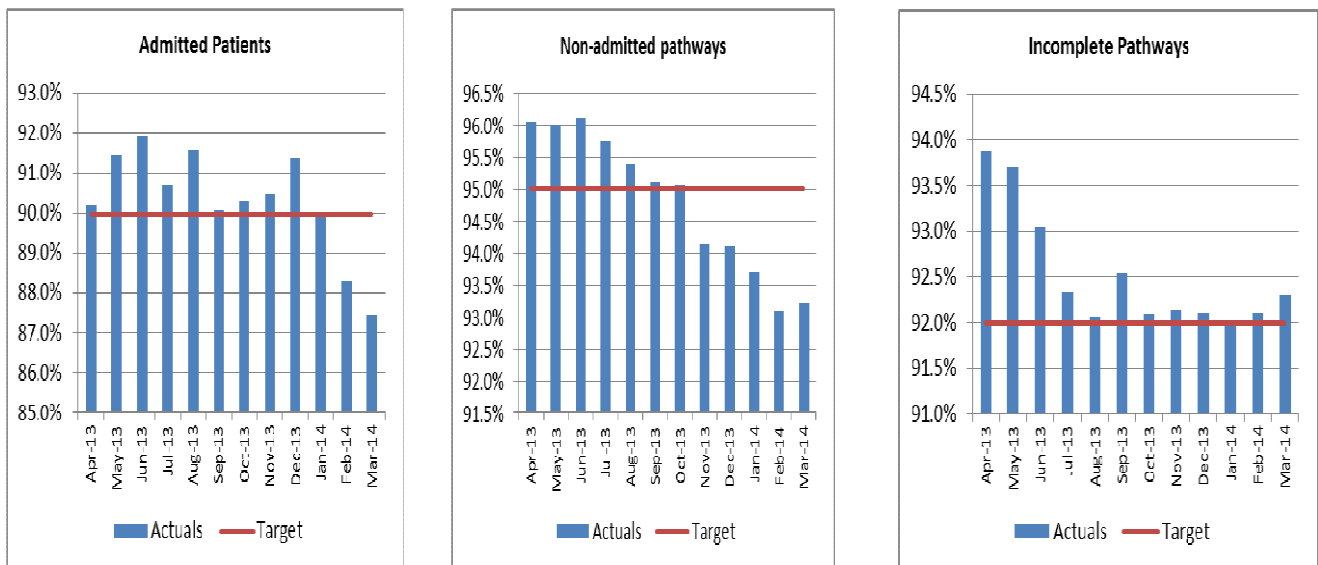
Target	November	December	January	February	March
Non-admitted	x	x	x	x	x
Admitted	✓	✓	✓	x	x
Incomplete	✓	✓	✓	✓	✓

The National position on 18 week RTT performance is available for February 2014 and given in the relevant section below.

## 2. Current Performance

The performance against the 18 week referral to treatment targets for 2013/14 is set out below. The performance against the 18 week targets for incomplete and non admitted targets improved in March.

**Figure 1 - 18 Week Performance for 2013/14**

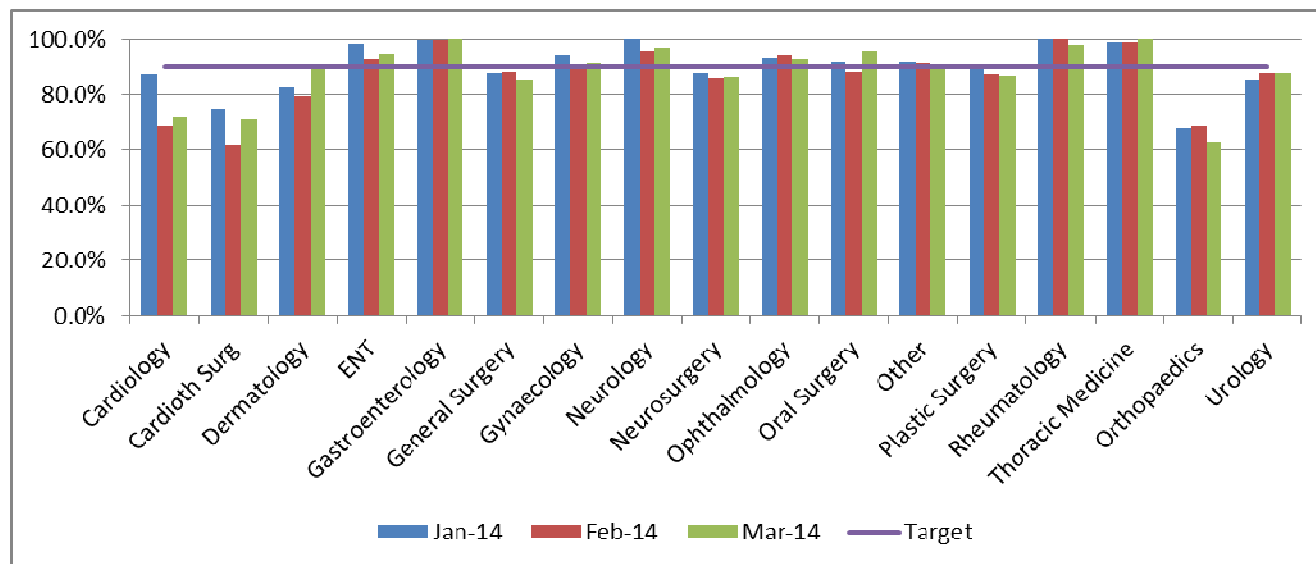


### 2.1 Admitted Pathways

The Trust has met the target for admitted pathways (90%) every month since June 2012. However, it has become increasingly challenging and in February the performance was below target at 88.3% and in March performance deteriorated further to 87.5%.

The deterioration has been across a number of specialities and **Figure 2** compares the percentage within 18 weeks in January, February and March. The deterioration in March was due to the lower performance in Orthopaedics and General Surgery. This is to be expected as the backlog of long waiting patients are being treated. There were a total of 4603 admitted clock stops and of these 4026 were treated within 18 weeks. If another 117 had been treated within 18 weeks (i.e. 4143) then the target would have been met. Appendix 1 sets out the detail of this by speciality.

**Figure 2 – Admitted Performance**



The number of patients on admitted pathways who waited over 18 weeks has increased from 451 in April 2013 to 539 in February and again to 577 in March 14.

For February, the overall performance for England was 88.47% against the target of 90%. The performance was reported for a total of 346 organisations and 121 of these did not meet the target.

**2.2 Non-admitted Pathways**

The target for non-admitted pathways (95%) was met in the period April to October 2013. However, the target has not been met in the last four months. Performance was 94.2% in November, 94.1% in December, 93.7% in January 2014 and 93.1% in February. The position improved slightly in March to 93.2%. Again the performance varies across specialities with Cardiology, Neurology, Neurosurgery and Orthopaedics being consistently below target. Plastic Surgery had fallen below target in February for the first time this year but is above target in March.

The number of patients on non-admitted pathways who waited over 18 weeks has increased significantly rising from 370 in April 2013 to 716 in January 2014 and 767 in February 2014 and again to 785 in March. There were a total of 11,611 non-admitted clock stops in March and of these 10,826 were treated within 18 weeks. If another 206 had been treated within 18 weeks (i.e. 11,032) then the target would have been met. Appendix 1 sets out the detail of this by speciality.

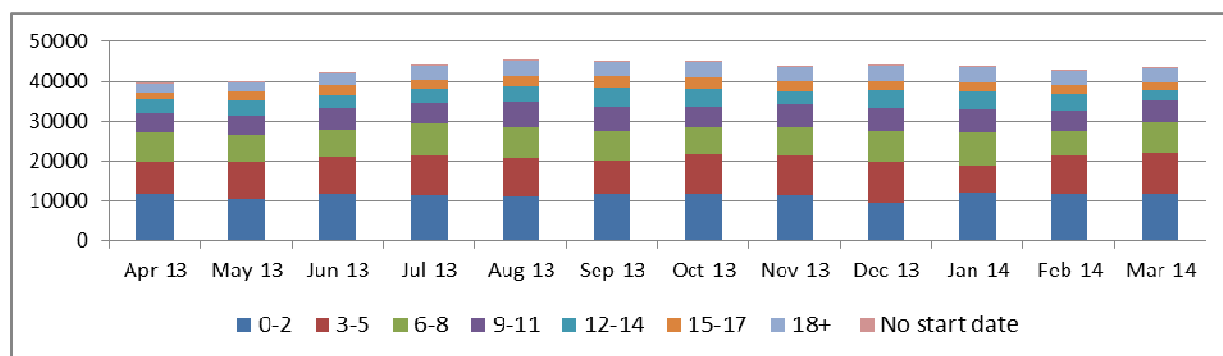
For February, the overall performance for England was 96.66% against the target of 95%. The performance was reported for a total of 384 organisations and 35 of these did not meet the target.

## 2.3 Incomplete Pathways

The Trust has met the target for incomplete pathways (92%) every month so far this year. However, the performance has deteriorated from 93.9% in April 2013 to 92% in January and 92.2% February 2014 but improved slightly in March to 92.3%. The specialities that have been below target in recent months are Cardiology, Cardiothoracic Surgery, Neurology, Neurosurgery, Plastic Surgery and Orthopaedics.

The numbers of patients on incomplete pathways is in effect the total 'waiting list'. The number of patients on incomplete pathways over 18 weeks had increased from 2,430 in April to 3,500 in December and has then fallen to 3,450 in January and to 3,380 in February and 3,350 in March (**Figure 3**).

**Figure 3 – Incomplete pathways by weeks waiting**



For February, the overall performance for England was 94.10% against the target of 92%. The performance was reported for a total of 389 organisations and only 28 of these did not meet the target.

## 2.3 Average Waiting Times

The average waiting times for all patients on admitted pathways fell from 57 days in December to 53 days in January but rose in February to 67 days and again in March to 70 days. This is due in part to the targeting of long waiting patients in some specialities to treat a backlog of patients that has developed. The average waiting time for all patients on non-admitted pathways rose from 46 days in December to 64 days in January but fell in February to 51 day and again in March to 50 days.

The causes of the deterioration in 18 week performance are multifactorial and remain the same as those which were discussed at the Board in February 2014.

## 3. Progress on Action Plan

### 3.1 Access Policy

The Access Policy that was approved by the Board in February 2014 is now being implemented across the Trust. Workshops are being held in May for staff involved in management of waiting lists to reinforce the key messages and support any changes in operational procedures required.

### 3.2 Retraining of all staff on 18 week pathways

Now that the centrally organised training and assessment has been completed, directorates are making sure that the training is reinforced by local specialty specific training sessions. 18 week training will be included in the induction process for new staff.

The inconsistencies around the way in which pathways are recorded across different directorates that were highlighted as a result of the validation and the assessments have been discussed by the Waiting List Group, chaired by the Head of Information, and standard recording processes for the Trust agreed.

### **3.3 Waiting List Task and Finish Group**

The Waiting List Task and Finish Group is scheduled to meet on 19 May 2014 and verbal feedback will be given at the meeting.

### **4.0 Recovery plans for directorates**

All directorates have put plans in place to ensure that the 18 week targets are met by the Trust as a whole from July 2014. There are some directorates where this is a significant challenge and involves providing additional capacity and support for service redesign. In particular detailed plans have been developed in Neurology, Neurosurgery, Cardiac Services and Orthopaedics. The plans include:

- Providing additional capacity in outpatient clinics both by increasing the number of clinics and improving the throughput in existing clinics
- Providing additional theatre lists
- Expanding critical care capacity
- Continuing to recruit to existing vacancies
- Redesign of administrative processes to improve scheduling and management of patient pathways
- Development of business cases for additional consultant staff

Progress against the action plans will be reported to the Trust Executive Group on a regular basis. In some directorates the current plans may not result in the targets for their directorate being met by July, particularly where recruitment of clinical staff is required.

### **5.0 Conclusion**

The performance against all the 18 week targets has deteriorated in the past few months. The Trust has met the target for incomplete pathways (92%) every month so far this year.

For admitted pathways the target (90%) was met in the period April 2013 to January 2014. However, the target was not met in the past two months and was 88.2% in February and 87.5% in March.

For non-admitted pathways the target (95%) was met in the period April to October 2013. However, the target has not been met in the last four months was 94.2% in November, 94.1% in December, 93.7% in January 2014, 93.1% in February and 93.2% in March.

All agreed actions within the action plan are progressing. The validation of open pathways has reduced the number of incomplete pathways and the training programme has been completed. Recovery plans have been developed in key specialities to ensure the delivery of the targets in 2014/15 from quarter 2.

### **6.0 Recommendation**

The Board is asked to:

- a) To receive the more detailed description of 18 week RTT performance as requested previously by the Board of Directors.
- b) To be assured that all actions are being progressed.
- c) To identify any further actions the Board would want to pursue

## APPENDIX 1

### 18 WEEK RTT PERFORMANCE BY SPECIALITY

#### 1. ADMITTED PATHWAYS – MARCH 2014

Speciality	Total number of patients	Number of patients within 18 weeks	% within 18 weeks	Additional patients required to be treated within 18 weeks to achieve target
Cardiology	141	101	71.6%	26
Cardiothoracic Surgery	130	38	29.2%	79
Dermatology	47	42	89.4%	1
Ear, Nose & Throat (ENT)	135	128	94.8%	n/a
Gastroenterology	232	232	100.0%	n/a
General Surgery	171	146	85.4%	8
Geriatric Medicine	2	2	100.0%	0
Gynaecology	283	259	91.5%	n/a
Neurology	69	67	97.1%	n/a
Neurosurgery	187	161	86.1%	8
Ophthalmology	712	662	93.0%	n/a
Oral Surgery	388	370	95.4%	n/a
Other	724	715	98.8%	n/a
Plastic Surgery	514	445	86.6%	18
Rheumatology	48	47	97.9%	n/a
Thoracic Medicine	81	81	100.0%	n/a
Trauma & Orthopaedics	470	295	62.8%	128
Urology	269	235	87.4%	8
<b>TOTAL</b>	<b>4603</b>	<b>4026</b>	<b>87.5%</b>	<b>117</b>

#### 2. NON ADMITTED PATHWAYS – MARCH 2014

Speciality	Total number of patients	Number of patients within 18 weeks	% within 18 weeks	Additional patients required to be treated within 18 weeks to achieve target
Cardiology	351	249	70.9%	85
Cardiothoracic Surgery	49	48	98.0%	n/a
Dermatology	914	877	96.0%	n/a
Ear, Nose & Throat (ENT)	483	467	96.7%	n/a
Gastroenterology	420	409	97.4%	n/a
General Surgery	310	297	95.8%	n/a
Geriatric Medicine	27	27	100.0%	n/a
Gynaecology	649	627	96.6%	n/a
Neurology	934	722	77.3%	166
Neurosurgery	315	273	86.7%	26
Ophthalmology	726	724	99.7%	n/a
Oral Surgery	224	218	97.3%	n/a
Other	4326	4167	96.3%	n/a
Plastic Surgery	367	353	96.2%	n/a
Rheumatology	263	258	98.1%	n/a
Thoracic Medicine	203	196	96.6%	n/a
Trauma & Orthopaedics	634	560	88.3%	43
Urology	416	401	96.4%	n/a
	<b>11611</b>	<b>10826</b>	<b>93.2%</b>	<b>205</b>