

Board of Directors (Public)

Item 5.2

Board Report

Subject: RTT Action plan and forward trajectory
Date of meeting: 28th April 2015
Prepared by: Tony Wilding, Chief Operating Officer
Presented by: Tony Wilding, Chief Operating Officer

Data Quality Rating	BAF Ref	Impact on BAF Risk Rating
Bronze	3,5,7	Red

1. Introduction

The aim to this paper is to update the Board of Directors on progress with the 18 week RTT target and backlog patient numbers and to provide information on the forward trajectories to reduce the backlog and bring the Trust back to a compliant RTT performance position in July of this financial year.

2. Background and Context

At the Trust Board meeting on 31st March 2015 a paper was presented outlining the 18 week RTT performance and the capacity pressures which had caused an increase in the surgical backlog during Quarter 4 of 2015. The paper set out the reasons for this increase and the actions proposed to reduce the backlog and bring the Trust back to a compliant position during July 2015 of this financial year. Following discussion at Trust Board it was agreed that the Trust Board would support a planned failure of the RTT admitted and incomplete targets in quarter 1 to support a reduction in the backlog of surgical long wait patients during this period whilst acknowledging a compliant position from this would be delivered in July 2015.

3. Additional Activity Information

As part of the discussion at Trust Board it was agreed that additional information would be provided regarding the referral and activity numbers over the past 12 months and a forward forecast trajectory of referrals and activity to give additional context to the current position outlining the expected performance for the coming months. This would also highlight the “churn” of patients on a month by month basis as there are a number of factors that influence performance of RTT pathway patients.

Referral and Planned Activity Table

This table is attached at Appendix 1 and details the number of patients on the cardiac surgery waiting list, the number of backlog patients, the elective referrals into the service, the number of elective patients treated, the number of patients Removed Other Than Treated (ROTT) rate and the impact on the waiting list. The patient numbers up to March highlighting historical performance and April onwards forecast performance for the coming year.

The main changes for 2015/16 are that the forecast number of elective patients treated includes the additional planned elective cases contained within the 2015/16 annual plan. With referral numbers staying broadly at the higher numbers historically seen during 2014/15 which incidentally are up on the 2013/14 referral numbers. The overall impact of the additional activity will see a decrease in the backlog of long wait patients and a return to a compliant 18 week RTT position.

The number of urgent referrals are set out which are not on an 18 week pathway but which the capacity used to treat these patients can and often does have an adverse impact on our RTT performance.

Activity Growth Table

This table shown at Appendix 2 shows our baseline activity for 2013/14 with the referral growth for cardiac surgery and EP, the impact of the changes in NICE guidance for devices and the negative impact of the additional cancelled operations the Trust has seen during the last financial year. This shows the planned higher level of activity for 2015/16 and the recurrent requirement to deliver this as part of our baseline activity plan.

18 Week RTT Forecast Performance Table

The final table in Appendix 3 is the forecast 18 week RTT performance table showing the forecast breaches, elective activity, admitted compliance rate, assumed new breaches, backlog and additional activity. This table only shows these two service lines and does not include respiratory or upper GI which will also contribute to the overall performance.

4. Current Performance

The predicted performance for the end of April at Appendix 3 shows that the backlog for surgery has increased to 147 patients and the Cardiology backlog is on plan to be 59. The reasons materially driving the surgical backlog position are as follows:

- The Trust has not treated as many breach patients as planned as we had a number of operations booked before the decision to fail the quarter 1 RTT target was made and it would not have been appropriate to cancel these patients. The Trust has however treated a higher number of patients between 10 and 13 weeks so will see the benefit of this in the remainder of Quarter 1.
- An influx of urgent patient referrals for cardiac surgery was experienced which saw the waiting list increase to 42 patients against the internal target of 20 patients. Elective capacity has had to be diverted to reduce this figure which has come down to 14 patients waiting on 21st April 2015.
- Some 37 patients have been identified to go to Stoke up to the middle of April and 7 of these patients have had their surgery. These patients were transferred early in their pathway and would have had breach dates in June and July if they had remained at LHCH so we will only see the benefit of these transfers in the later stages of Quarter 1.
- The Trust are expecting to be back on the planned trajectory for surgery by the end of May 2015.

5. Recommendation

That the Board of Directors note the additional information in relation to the Trusts referral and activity plan and the predicted performance against the backlog at the end of Month 1 and our continued aim to be compliant as a minimum at aggregate level but ideally specialty for RTT by July of this financial year.

Cardiac Surgery	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15
Waiting List Total	388	423	466	449	442	437	412	425	425	453	486	470	441
Backlog		54	45	56	79	71	64	83	79	87	125	145	135
Referrals Elective		189	195	184	180	158	173	196	190	166	144	176	177
Number of patients Treated - Elective		89	97	116	115	111	117	129	109	109	78	107	130
Patient removed from waiting list other than for admission		65	55	85	72	52	80	54	81	29	33	85	76
Waiting List Impact		35	43	-18	-6	-6	-25	13	0	28	33	-16	-29

Formula:

(Current month waiting list total) = (Previous month Waiting List Total) + (Current month Referrals Elective) - (Current month Number of patients Treated - Elective) - (Current month Patient removed from waiting list other than for admission)

(Waiting List Impact) = (Current month waiting list) - (Previous month waiting list)

Cardiac Surgery	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16
Waiting List Total	469	515	493	479	467	424	410	420	415	410	420	410
Backlog	147	113	70	86	106	104	102	98	106	101	93	82
Referrals Elective	186	191	180	177	154	169	192	186	163	141	173	173
Number of patients Treated - Elective	121	115	133	139	121	133	133	127	127	121	127	127
Patient removed from waiting list other than for admission	37	30	69	51	46	80	73	50	41	25	36	56
Waiting List Impact	28	46	-22	-14	-12	-43	-14	10	-5	-5	10	-10

Formula:

(Current month waiting list total) = (Previous month Waiting List Total) + (Current month Referrals Elective) - (Current month Number of patients Treated - Elective) - (Current month Patient removed from waiting list other than for admission)

(Waiting List Impact) = (Current month waiting list) - (Previous month waiting list)

	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15
Referrals Urgent	70	72	68	67	58	64	72	70	61	53	65	65
Number of patients Treated - Non-elective	60	65	69	60	50	54	66	55	71	54	49	62

	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16
Referrals Urgent	70	72	68	67	58	64	72	70	61	53	65	65
Number of patients Treated - Non-elective	59	61	59	61	61	59	61	59	61	61	57	61

Appendix 2

	All Inpatients	Elective	Non-elective
Baseline Activity	12,788	8,308	4,480
Elective Referral Growth	639	639	0
Elective Referral Growth Conversion to Inpatients (impact on backlog overtime)	395	395	
Urgent Growth	150		150
NICE Guidance	66	66	0
New Services	0	0	0
Cancellations Growth	63	63	0
	13,249	8,769	4,480

Notes

Baseline is 2014/15 M9 FOT as part of the national guidelines for Commissioning for 2015/16

Surgical growth 279 with a 0.77 conversion rate to inpatients, which equates to 215
Cardiology EP growth 360 with a 0.5 conversion rate to inpatients, which equates to 180

Due to the short waiting time for urgent (non-elective cases) these are already factored into the baseline activity

Additional ICD devices were not approved by Commissioners at the time of setting the internal plan

Cancellations are already factored into the baseline activity due to the need to deliver the 28-day guarantee

* Activity plan excludes PP's

Appendix 3

Admitted Pathways	04-15	05-15	06-15	07-15	08-15	09-15	10-15	11-15	12-15	01-16	02-16	03-16
Surgery admitted breaches	36	60	65	15	12	19	15	16	13	16	16	18
Surgery admitted totals	120	129	151	150	119	162	125	126	105	133	121	146
Surgery admitted compliance	70.0%	53.5%	57.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%
Surgery assumed new breaches	50	29	24	34	34	19	16	14	22	14	9	9
Surgery backlog	147	113	70	86	106	104	102	98	106	101	93	82
Surgery additional plus	15	15	20	10	10	25	28	30	22	30	35	35
Cardiology admitted breaches	19	30	35	15	13	17	15	15	10	10	10	10
Cardiology admitted totals	188	135	151	154	125	175	153	170	122	173	145	145
Cardiology admitted compliance	89.9%	77.8%	76.8%	90.0%	90.0%	91.0%	91.0%	91.2%	91.8%	94.2%	93.1%	93.1%
Cardiology assumed new breaches	30	30	20	20	20	15	15	15	15	15	15	15
Cardiology backlog	59	54	34	35	39	33	29	24	26	25	27	27
Cardiology additional plus	0	0	10	10	10	15	15	15	15	15	15	15
Total admitted breaches	55	90	100	30	24	36	30	31	23	26	26	28
Total admitted totals	313	268	315	316	255	354	285	298	234	313	271	298
Total admitted compliance	82.4%	66.4%	68.3%	90.4%	90.4%	90.6%	90.3%	90.7%	91.1%	92.3%	91.6%	91.6%
Total assumed new breaches	81	60	45	55	55	35	32	30	38	30	25	25
Total backlog	207	170	107	124	147	139	132	124	134	129	122	111
Incomplete Pathways												
Total Incomplete backlog	207	170	107	124	147	139	132	124	134	129	122	111
Total Incomplete compliant patients	1703	1899	1956	1976	1889	1696	1775	1834	1801	1821	1919	1857
Total incomplete pathway	1910	2069	2063	2100	2036	1835	1908	1958	1935	1950	2041	1968
Total incomplete compliance	89.2%	91.8%	94.8%	94.1%	92.8%	92.4%	93.1%	93.6%	93.1%	93.4%	94.0%	94.4%

