

SCRUTINY REPORT



MEETING: Health & Social Care Scrutiny Panel

DATE: 14th November 2021

SUBJECT: Bury Elective Care Update and Waiting Well Initiative

REPORT FROM: CCG Commissioning Team

CONTACT OFFICER: Damian Aston, Senior Commissioning Manager and Catherine Tickle, Commissioning Programme Manager

1.0 BACKGROUND

- 1.1** This paper highlights the current position for Bury patients waiting for Elective Care appointments/procedures. It provides a high-level overview of the on-going work being undertaken through the Elective Care Transformation and Improvement Programme, delivered by Bury CCG in partnership with Northern Care Alliance (NCA), to recover from the changed environment that has resulted from the impact of the COVID 19 pandemic.
- 1.2** This includes the completion of a locality review of the Bury Orthopaedic pathway, which has a focus on addressing inequalities for patients waiting, and redesigning care pathway to reduce the burden on secondary care through integrated working across primary, acute, community and 3rd sector services.
- 1.3** Through the Orthopaedic work Bury will deliver a series of 'test of change' projects, that if successful, will be rolled out to other specialties and scaled up across NCA.
- 1.4** The implementation of the Greater Manchester (GM) *Waiting Well* initiative within Bury is a key element of the Orthopaedic work and the wider recovery of Elective Care waiting lists. The work undertaken to date on the GM *Waiting Well* and Bury locality framework is outlined within this paper.

2.0 ISSUES

- 2.1** Bury currently has the second highest number of patients waiting for Elective Care appointments within GM, with 23761 Bury patients currently waiting to start treatment. Without a fundamental change in how Elective Care Services are provided, and without access to support whilst they wait, the situation will continue to worsen having a negative impact on the health and social care outcomes for Bury patients.

3.0 CONCLUSION

- 3.1** The Panel is asked to note the content of the paper and receive future updated as the work progresses.

List of Background Papers:- N/A

Contact Details:-

Damian Aston, Senior Commissioning Manager and Catherine Tickle, Programme Manager

Executive Director sign off Date: _____

JET Meeting Date: _____

Bury Elective Care Update and Waiting Well Initiative

1. Introduction

- 1.1 The reduction of patient waiting list backlogs in secondary care continues to be a focus for the health and care system within Bury. More people are being seen and treated. However, there are still some limitations in the amount of operations and other procedures that can be undertaken by secondary care.
- 1.2 The number of people waiting to start treatment continues to increase in Bury, though the number of people waiting over 52 weeks has reduced.
- 1.3 To support the recovery of waiting list backlogs and address the growing waits across Elective Care specialities, Bury One Commissioning Organisation (OCO) and Northern Care Alliance (NCA) are working with system partnership, including patients, on a transformation and improvement programme of work.
- 1.4 An evolving joint work programme defines an approach and principles to 'build back better' in Elective Care and recover from the changed environment that has resulted from the impact of the COVID 19 pandemic.
- 1.5 The Bury locality is acting as an initial 'test bed' to trial new and innovative ways of working, with an initial focal on Orthopaedic pathways.
- 1.6 It is intended that the locality work/learning can then be scaled at pace across the NCA footprint to support transformation and recovery of Elective Care.
- 1.7 This includes approaches to co-production, tackling inequalities and barriers to inclusion.
- 1.8 Supporting patients to 'Wait Well' is a key element of the work programme both within Orthopaedics at a locality level, and in response to a Greater Manchester mandate for all localities to have general information to support patients waiting for any elective appointments/procedures.

2. Purpose of the paper

- 2.1 To provide Health and Social Care Scrutiny Panel with a high level overview of the current position of the Elective Care waiting lists for Bury patients.
- 2.2 To update the Panel on the implementation of the GM *Waiting Well* initiative within Bury and the locality focus on patients waiting for Orthopaedic appointments. Both of which form part of the wider programme of Elective Care Transformation and Improvement work in Bury.

3. Strategic Context

- 3.1 The Elective Care Transformation and Improvement Programme of work is aligned to the National Planning Guidance 2021/22, supporting delivery of key priorities outlined in the plan.
- 3.2 A key focus of the Bury programme is addressing health inequalities and inclusion. The 2021/22 Priorities and Operating Plan Guidance states that COVID 19 has highlighted the urgent need to prevent and manage ill health in groups experiencing health inequalities, as outlined in the Long Term Plan. This is also congruent with the Bury Inclusion Working Group objectives and wider Bury Inclusion Strategy.
- 3.3 The programme also reflects the core purposes of the Integrated Care System (ICS) and the move to fully integrated working breaking down barriers across organisations and delivering quality health and care services that meet the needs of the locality.
- 3.4 The Elective Care work supports delivery of the Bury 'Let's Do It' Strategy and Corporate Plan, putting patients and neighbourhoods at the heart of transformation, to improve health and wellbeing and to provide good quality services for the Bury population.
- 3.5 The OCO and NCA approach promotes system alignment and integration, plays a role in the recovery agenda, as well as longer term sustainable transformation and supports financial sustainability of the Bury health and care system.
- 3.6 To support recovery, NCA has produced a trust wide strategy for the recovery of Elective Care services. The Elective Care work programme, of which *Waiting Well* is a key component, supports delivery of the ambitious outcomes set out in the strategy, including achievement of the constitutional targets for waiting times by 2025.

4. National Waiting List

- 4.1 Within the next year NHS waiting lists could rise to 14 million in England. The Pandemic has adversely impacted on health inequalities and patient experience.
- 4.2 The Coronavirus pandemic has had a big impact on the NHS trying to resume routine services and keep patients safe, in some instances at the same time continue to treat Coronavirus cases.
- 4.3 Hospitals are reviewing patients who have been waiting a long time, to understand their current position and treatment wishes, and to prioritise those in most urgent need based on a national prioritisation criteria.

5. Greater Manchester and Bury - Elective Care Patients Waiting

- 5.1 There are 337,241 patients across GM currently on Elective waiting list with 22,555 patients having waited over 52 weeks. Bury has the second highest waiting list, with 112.31 patients waiting per 1000 population.
- 5.2 The patient waiting list increased in August 2021 with 23761 Bury patients waiting to start treatment. This is 26.0% (4908 patients) above the March 2021 baseline and reflects an increase of 399 pathways in-month when compared to July 2021.
- 5.3 However, this is the smallest monthly increase in 2021-22 to date with the most significant in-month increases were seen in Dermatology, Gynaecology, ENT, Ophthalmology, Paediatrics and 'Other Medical'. Although there were some specialty level improvements in August 2021 e.g. Gastroenterology and Respiratory, there have been no significant decreases.

6. Elective Care Transformation and Improvement Programme - Work to Inform Waiting Times

- 6.1 Through the work of the Elective Care Transformation Group, NCA partners have led an exercise to map the journey of the last 10 patients on the arthritic knee pathway, as part of the Orthopaedic service at Fairfield General Hospital.
- 6.2 The review included interviews with patients by a senior clinician to discuss their experience of waiting on the pathway.
- 6.3 This Last 10 Patient approach, including the experience calls, identified variations in pathways, indicated causes of variations and highlighted potential solutions to improve pathways and outcomes for patients.
- 6.4 Several themes emerged from the patient experience calls, with the main area being communication and patients not feeling informed, or empowered, whilst waiting for the next stage of their journey.
- 6.5 This patient feedback has been reported into the Bury Patient Involvement and Participation (PIP) Group, established to support the delivery of the Elective Care Recovery and Transformation Programme.
- 6.6 The role of the PIP is to ensure that the patient is at the core of the transformation and improvement work.
- 6.7 Another key 'test of change' is looking at inequalities and the impact of patients waiting on their socioeconomic circumstances, as well as the clinical impact.
- 6.8 As part of the work feedback on the experiences of Bury patients and the impact of waiting on their physical/mental health and social-economic factors has been collated via telephone interviews.
- 6.9 NCA and the CCG is working in partnership with Tower Group Practices on a 'test of change' to revise the GP referral template to highlight at the point of referral into secondary care Orthopaedics any inequalities.
- 6.10 The aim is to ensure inequalities are visible to the triaging clinician and equity is factored into decisions and prioritisation of treatment, taking a more holistic view of the patient. The referral template will help to 'advocate' for patient, some of whom may not be able to do this for themselves.

- 6.11 If the test of change is successful the intention is to roll out a new referral template across all GPs in Bury within Orthopaedics, as part of a revised pathway, and then look to replicate this across other specialities such as Respiratory.
- 6.12 The PIP group has a pivotal role in ensuring that the patient feedback is maximised and informs the development of the Bury locality 'offer' for patients waiting. The feedback will also help to inform the pathway redesign to reduce demand in secondary care through integrated pathways between Primary Care, Community, Acute and the 3rd Sector.

7. *Waiting Well* Initiative – Greater Manchester (GM)

- 7.1 The GM Elective Recovery and Reform Programme have developed a '*Waiting Well*' framework; a repository of information for patients containing resources available to them while they are waiting for their outpatient appointment and/or procedure. This includes signposting to national and regional resources.
- 7.2 The GM *Waiting Well* website was launched on the 11th October 2021 and through patient engagement has now been re-named *While you Wait*. Through further consultation the website will be going through further development to meet the needs of patients.
- 7.3 A GM *While You Wait* Communication Plan has been developed and is currently being implemented within the localities to raise awareness of the *While You Wait* website.
- 7.4 Through an increased awareness within primary and secondary clinical staff patients will be directed into the GM *While You Wait* Website before moving through into the Bury locality web pages then onto the speciality pages.

8. *Waiting Well* Initiative - Bury

- 8.1 The CCG with NCA colleagues is coordinating a North East Sector response to *Waiting Well*. This will ensure a consistent approach to communicate the *Waiting Well* initiative across staff and patients.
- 8.2 To ensure a co-productive approach the PIP Group is coordinating this work and has developed a *Waiting Well* Task Group. The *Waiting Well* Task Group has members from the CCG, NCA, Voluntary, Community, Faith Alliance (VCFA) and Public Health, to ensure cohesion with the design, development, and implementation of the *Waiting Well* initiative.
- 8.3 The Bury *Waiting Well* Task Group has been working alongside the GM Programme Manager to support the development of the GM platform, as well as developing a local *Waiting Well* platform to include a bespoke local offer with pathways to support patients waiting.
- 8.4 This local *Waiting Well* platform is now sited on the Bury Directory and has been co-designed with patients and community members. The platform will give options for patients, one of which will be one to one support and the other a self-management wellbeing questionnaire (under construction) that will then direct patients into supportive services.
- 8.5 This will enable patients to access services such as the Staying Well, Beacon and Live Well Service to address any concerns (debt, housing etc.) and increase their health and well-being.
- 8.6 The CCG co-ordinates a NES Integrated Health and Wellbeing Group, members include Public Health, CCG and NCA from across the NES. The group shares learning and good practice on health and wellbeing initiatives within acute settings, this includes *Waiting Well*.
- 8.7 The GM *Waiting Well* Communications plan has been rolled out, this includes links to GP Practices and Primary Care Networks (PCN). Further Communications will need to be designed and implemented for the acute trust including embedding *Waiting Well* within patient letters.
- 8.8 Through the Bury Care Organisation (BCO) Orthopaedic Improvement Programme, the *Waiting Well* Task Group is working with colleagues from BCO Orthopaedics Team to develop a bespoke *Waiting Well* page for Orthopaedic patients as a 'test of change.' The learning from the Orthopaedic Improvement work will be cascaded and scaled up to support a more tailored approach to patients waiting across other specialities.
- 8.9 Bury has been recognised by GM as being ahead in their local plans to implement *Waiting Well* and was invited to speak at a recent GM led learning event.

9. Next Steps – Supporting Patients Waiting

- 9.1 Work is currently underway with NCA to explore risk stratifying patients on all waiting lists (based on the Stockport *Waiting Well* risk stratification model). This approach would identify patients on the waiting list who may benefit from a higher level of support while they wait.
- 9.2 Monitoring and evaluation of the *While You Wait* website will be achieved through hits on the web page and with working alongside providers to collate outcome data from patients accessing supportive services.
- 9.3 On the completion of the Orthopaedic *Waiting Well* page a template will be development that will enable other specialist services to produce their own *Waiting Well* page, which will help to develop the locality offer at a greater pace.

10. Elective Care and Cancer Governance

- 10.1 A review of the current governance for the Elective Care and Cancer Programme is taking place, which includes the transformation and improvement work outlined in this paper and the Cancer Programme.
- 10.2 The aim is to bring together a focus on Elective Care and Cancer from the point of view of recovery, transformation, performance, and 'Business as Usual' operational elements, under one Elective Care and Cancer Board that represents the Bury system.
- 10.3 The Board will work to develop a shared vision for Bury, that feeds into the NCA Elective Care Recovery Strategy, Cancer Plans and Bury OCO strategic plans.
- 10.4 The work of the Elective Care Transformation Group and the BCO Orthopaedic Improvement Group, including *Waiting Well*, will be accountable to the newly formed Board.

11. Recommendations

Health and Social Care Scrutiny Panel to:

- note the content of the paper and the work undertaken to date.
- receive further updates as required.