

<b>Report Title</b>	COVID-19 Restoration & Production plan		
<b>Sponsoring Executive</b>	Melanie Roberts , Acting Chief Operating Officer		
<b>Report Author</b>	JJ (Janice James), Deputy Chief Operating Officer		
<b>Meeting</b>	Trust Board Report	<b>Date</b>	5 <sup>th</sup> November 2020

### 1. Suggested discussion points *[two or three issues you consider the committee should focus on]*

- The Trust's performance against Production Plan, Phase 3 national targets & Clinical group assumptions. Achievement against trajectories continues to be challenging however colleagues remain focused on the 'ask'.
- The Trust's 52+wk position, & indeed the 40-52 wk position remain areas of concern although opportunities for challenge & support are now established & positively impacting delivery.

The Board should discuss the progress each service is making, longer term implications & additional mechanisms or opportunities which should be considered

### 2. Alignment to 2020 Vision *[indicate with an 'X' which Plan this paper supports]*

Safety Plan	x	Public Health Plan		People Plan & Education Plan	
Quality Plan	x	Research and Development		Estates Plan	
Financial Plan	x	Digital Plan		Other <i>[specify in the paper]</i>	

### 3. Previous consideration *[where has this paper been previously discussed?]*

PCB, OMC, PMC, CLE & Q&S

### 4. Recommendation(s)

The Board is asked to:

- Note** progress of the Trust's Production Plan, National Phase 3 targets & clinical groups' trajectories.
- Note** the continued progress of the Risk assessment & Waiting List prioritisation
- Discuss** future priorities & mitigating actions
- Suggest** opportunities or aspects not outlined

### 5. Impact *[indicate with an 'X' which governance initiatives this matter relates to and where shown elaborate]*

Trust Risk Register	X	Covid Risk Register			
Board Assurance Framework					
Equality Impact Assessment	Is this required?	Y	N		If 'Y' date completed
Quality Impact Assessment	Is this required?	Y	N		If 'Y' date completed

# SANDWELL AND WEST BIRMINGHAM HOSPITALS NHS TRUST

## Report to the Trust Board: 5<sup>th</sup> November 2020

COVID-19 Restoration & Production plan

### 1. Introduction or background

Clinical Groups have finalised their initial planning assumptions which seek to re-establish services & increase activity levels so that by the end of March 2021 Production Plan assumptions, RTT activity & Phase 3 national targets are delivered.

### 2. Review of comparator trajectories

A Production Plan, Phase 3 national targets & clinical group's comparator dashboard has been created to aid the continued identification of 'gaps' between assumptions & delivery. The summary table below highlights September *actual* activity to Production Plan, Phase 3 & Clinical Group trajectories. The Trust is currently at 85% of Production Plan assumptions.

The year	2020						
The month	9						
Clinical Group	Production Plan Target	Phase 3 Target	Clinical Group Target	Arrived (Actuals)	% of PP Target	% of P3 Target	% of CG Target
Imaging	33	27	30	24	72.2%	88.2%	80.3%
Medicine & Emergency Care	10670	10347	9085	8659	81.2%	83.7%	95.3%
PCCT	11766	8885	10523	10052	85.4%	113.1%	95.5%
Surgical Services	36586	29764	24469	31312	85.6%	105.2%	128.0%
Women & Child Health	3680	3248	3475	3260	88.6%	100.4%	93.8%
<b>Grand Total</b>	<b>62736</b>	<b>52272</b>	<b>47583</b>	<b>53307</b>	<b>85.0%</b>	<b>102.0%</b>	<b>112.0%</b>

**Appendix A** details comparisons between Trust Production Plans, National Phase 3 Targets & Clinical group trajectories for NEW & REVIEW activity. *Actual* NEW delivery for September is showing a positive position when comparing Clinical group & Phase 3 positions, whilst a 23% gap is apparent when tracked to Production Plan. *Actual* REVIEW delivery for September is showing a positive position when comparing Clinical group & Phase 3 positions, whilst a 11% gap is apparent when tracked to Production Plan.

**Mitigation measures** which the Trust is actively employing over & above BAU forums so that the Trust is returned to a favourable pre CV19 position include 'Closing the gap' sessions led by Deputy COO for Planned Care & GDoPs, DGMs & other key Clinical group colleagues to sign off trajectories & work to establish strategies which will 'close the gap' between Production Plan & Clinical Group trajectories.

Examples of risks to trajectories & challenges highlighted include;

- a) Ability of booking teams to book clinics &/or lists at short notice (ie 2/3 days)
- b) Ability of clinical groups to review & refresh job plans
- c) Ability to safely staff ward, theatres & clinics
- d) Ability to make contact with patients within extremely tight turnaround times
- e) Ability to secure patients who are willing to attend
- f) Functionality/dysfunctionality of IT (ie auto delete of referrals & restricted ability to build/rebuild clinics)

### **3. RTT Trajectories**

As of the end of Sept 2020, the Trust was at a 66% RTT compliance rate. This up 5% from the previous month. The table at **Appendix B** offers a detailed look at speciality level performance against the national RTT standard of 92%. The RTT Trajectory table is the output of modelling which was based on case mix & backlog reduction using 'local' knowledge (ie clinical group knowledge). The Trust is currently forecasting 88% compliance against the 92% RTT Standard

### **4. DM01 Trajectories**

As of the end of Sept 2020 the Trust was predicted to be 72% compliant, this was up 11% from the previous month. The improving position is reflective of all diagnostic services actively dating & treating their longest waiting patients. The table at **Appendix C** offers a detailed look at speciality level trajectories against the national DM01 standard of 99% through to the end of Nov 2020. The DM01 Trajectory table is the output of modelling which was based on case mix and backlog reduction using 'local' knowledge.

The total number of breaches, i.e. those waiting over 6 weeks at Sept month end is 3768 (down from 5020) however managing patients who refuse to engage or respond to invitations to attend for their diagnostic test remains a challenge. Of the total imaging breaches at the end of Sept, 641 are currently recorded as 'non-responders'.

Work to mitigate risks to delivery continues in earnest for all areas including;

- mobile MRI & CT vans on site
- waiting list initiatives for CTCA & Ultrasound
- agency staff & additional bank shifts
- exploring potential opportunity to utilise ISP for Endoscopy
- establishment of project teams for; Ultrasound, MRI & reporting allocation

## 5. 52+ wk position & Clinical prioritisation

Clinical prioritisation is embedded into the Trust's way of working with compliance routinely achieved at 90+%. Patients continue to be booked with clinical prioritisation ahead of chronological booking. **Appendix D** offers InPatient speciality level detail.

The InPatient waiting list is currently sitting at 5452 with 701 'not allocated'. Specialities with high numbers of 'not allocated include; Pain Mgt (176) Ophthalmology (149) Gynaecology (130) T&O (56) Cardiology ( 53) & Urology (49) . Each week 'deep dive' PTL sessions (including harm reviews) are held with Clinical Groups to highlight 'blockers' & escalate accordingly.

Mitigation routinely includes;

- Ensuring regular clinical review of waiting lists
- Utilising waiting list initiatives
- Reallocating of 'dropped/unfilled' theatre sessions
- Utilising Independent Sector Providers
- Validating waiting lists to ensure patient choice is recorded (ie attend/defer)

In order to further enhance the Trust's understanding of its waiting list, a WL validation initiative is in train. This will see all patients receive a letter asking for patient clarification on;

- their want to stay on the waiting list
- their willingness to be treated
- their decision to defer

It should be noted that a process to ensure appropriate clinical review is being designed into the above process – for patients who do wish to defer, clinical reviews will be held on a frequent basis based on clinical need but no less than 3-6 monthly intervals.

The above will enable the Trust to better understand demand, direct resources where most effective & significantly reduce rework (ie repeated chasing of patients who which to defer)

At the end of September the Trust had 373, 52+ week patients on its PTL. This is up 90 from last reporting period. The table at **Appendix E** offers speciality level detail. Gynaecology is the only specialty which has seen a reduction in its long waits (down 7) Ophthalmology (36+), Cardiology (27+) Vascular (8+) & Dermatology (8+) have all seen sizeable increases relative to their previous position.

**Appendix F** illustrates the Top 5 specialities with the most waits, split by Inpatients & Outpatients. Specialities are currently working to investigate or revisit new or potentially improved ways of working. Examples include;

- Theatres are currently piloting multi-speciality scrub nurses (ie nurses who can 'scrub' for 2+ procedures)
- Dermatology are looking to explore increased nurse led delivery models of care

- Cardiology is currently planning a workshop with partners across the pathway to revisit integration opportunities between primary & secondary care

The Trust continues to focus on the 40+ wk cohort (to minimise transition to the 52+wk wait cohort) as well as the 52+ wk cohort. However 'clinically prioritised' patients (P1-5/6) & non-responders make this an extremely difficult ask. The Black Country STP has also agreed to make this a priority & all partners have been asked to review the impact of clockstops & discharges & explore how 'System' ways of work can more readily support individual Trusts. Feedback is expected by the end of October.

## 6. Summary

**RTT, DM01 & Production Plan trajectories** have been modelled with clinical group input & historic case mix formula. Work is now focusing on 'closing the gap' to the Trust's Production Plan. Achievement against trajectories continues to be challenging however colleagues remain focused on the 'ask'. Ideas & mitigation approaches from 'Closing the Gap' sessions will be collated, shared & used to help with delivery.

**Long waits** - The Trust's 52+wk position, & indeed the 40-52 wk position, remain areas of concern although opportunities for challenge & support are now established & positively impacting delivery.

The scheduling of clinical v chronological booking is a difficult balance to achieve. The Trust's WL validation approach & the alignment of 'P' categories should help with 'booking' resources being directed at patients willing to come in.

**Recommendations** - The Trust Board is asked to:

- a) Note** progress of the Trust's Production Plan, National Phase 3 targets & clinical groups' trajectories.
- b) Note** the embedded ways of working to positively progress Risk assessment & Waiting List prioritisation
- c) Discuss** future priorities & mitigating actions
- d) Suggest** opportunities or aspects not outlined

JJ (Janice James)  
Deputy Chief Operating Officer  
November 2020

## Appendix A - Comparison Production Plan Targets v Phase 3 Targets v Activity (NEW & REVIEW)

Sum of production plan (NEW)	Month								Grand Total
Row Labels	August	September	October	November	December	January	February	March	
Imaging	1	1	1	1	1	1	1	1	8
Medicine & Emergency Care	3596	3596	3596	3596	3596	3596	3596	3596	28771
Primary Care, Community and Therapies	2161	2161	2161	2161	2161	2161	2161	2161	17286
Surgical Services	15776	15776	15776	15776	15776	15776	15776	15776	126207
Women & Child Health	1646	1646	1646	1646	1646	1646	1646	1646	13171
<b>Grand Total</b>	<b>23180</b>	<b>23180</b>	<b>23180</b>	<b>23180</b>	<b>23180</b>	<b>23180</b>	<b>23180</b>	<b>23180</b>	<b>185442</b>

Sum of Phase 3 Target (NEW)	Month								Grand Total
Row Labels	August	September	October	November	December	January	February	March	
Imaging	0	0	0	0	0	0	0	0	1
Medicine & Emergency Care	3696	3696	3696	3549	3549	3405	3405	3845	28843
Primary Care, Community and Therapies	1362	1362	1362	1303	1303	1242	1242	1425	10602
Surgical Services	11220	11220	11220	10739	10739	10263	10263	11698	87360
Women & Child Health	1394	1394	1394	1330	1330	1268	1268	1453	10830
<b>Grand Total</b>	<b>17672</b>	<b>17672</b>	<b>17672</b>	<b>16922</b>	<b>16922</b>	<b>16178</b>	<b>16178</b>	<b>18421</b>	<b>137637</b>

Sum of Clinical Groups Target (NEW)	Month								Grand Total
Row Labels	August	September	October	November	December	January	February	March	
Imaging	1	1	1	1	1	1	1	1	8
Medicine & Emergency Care	2980	2980	2860	3053	2693	3109	3129	2856	23660
Primary Care, Community and Therapies	1910	1910	1910	1850	1850	1789	1789	1972	14981
Surgical Services	9265	9265	11822	11550	11433	11733	11364	12155	88588
Women & Child Health	1507	1507	1507	1439	1439	1371	1371	1572	11711
<b>Grand Total</b>	<b>15662</b>	<b>15662</b>	<b>18099</b>	<b>17894</b>	<b>17417</b>	<b>18003</b>	<b>17654</b>	<b>18556</b>	<b>138948</b>

Clinical Group Variance to Production Plan	67.6%	67.6%	78.1%	77.2%	75.1%	77.7%	76.2%	80.1%	74.9%
Clinical Group Variance to Phase 3	88.6%	88.6%	102.4%	105.7%	102.9%	111.3%	109.1%	100.7%	101.0%

Sum of product plan (REVIEW)	Month								Grand Total
Row Labels	August	September	October	November	December	January	February	March	
Imaging	1	1	1	1	1	1	1	1	8
Medicine & Emergency Care	6495	6495	6495	6495	6495	6495	6495	6495	51961
Primary Care, Community and Therapies	9217	9217	9217	9217	9217	9217	9217	9217	73735
Surgical Services	18606	18606	18606	18606	18606	18606	18606	18606	148849
Women & Child Health	1823	1823	1823	1823	1823	1823	1823	1823	14586
<b>Grand Total</b>	<b>36142</b>	<b>36142</b>	<b>36142</b>	<b>36142</b>	<b>36142</b>	<b>36142</b>	<b>36142</b>	<b>36142</b>	<b>289138</b>

Phase 3 Targets (REVIEW)	Month								Grand Total
Row Labels	August	September	October	November	December	January	February	March	
Imaging	0	0	0	0	0	0	0	0	1
Medicine & Emergency Care	6137	6137	6137	5975	5975	5813	5813	6302	48291
Primary Care, Community and Therapies	7106	7106	7106	6818	6818	6525	6525	7397	55399
Surgical Services	16650	16650	16650	16024	16024	15401	15401	17271	130069
Women & Child Health	1678	1678	1678	1605	1605	1532	1532	1753	13061
<b>Grand Total</b>	<b>31571</b>	<b>31571</b>	<b>31571</b>	<b>30422</b>	<b>30422</b>	<b>29271</b>	<b>29271</b>	<b>32723</b>	<b>246821</b>

Clinical Group Targets (REVIEW)	Month								Grand Total
Row Labels	August	September	October	November	December	January	February	March	
Imaging	2	2	2	2	2	2	2	2	16
Medicine & Emergency Care	5629	5629	5623	5607	5572	5710	5810	5680	45261
Primary Care, Community and Therapies	8196	8196	8196	7926	7926	7650	7650	8471	64212
Surgical Services	14021	14021	17231	16719	16924	17375	16212	17723	130225
Women & Child Health	1792	1792	1792	1714	1714	1636	1636	1871	13947
<b>Grand Total</b>	<b>29641</b>	<b>29641</b>	<b>32845</b>	<b>31967</b>	<b>32137</b>	<b>32373</b>	<b>31310</b>	<b>33747</b>	<b>253661</b>

Clinical Group Variance to Production Plan	82.0%	82.0%	90.9%	88.4%	88.9%	89.6%	86.6%	93.4%	87.7%
Clinical Group Variance to Phase 3	93.9%	93.9%	104.0%	105.1%	105.6%	110.6%	107.0%	103.1%	102.8%

## Appendix B - Referral To Treatment RTT Model August 2020 through to March 2021

Based on meeting Activity Levels deemed achievable by the clinical groups and using the case mix and backlog reduction in line with local knowledge

	Aug-20			Sep-20			Oct-20			Nov-20			Dec-20			Jan-21			Feb-21			Mar-21						
RTT Specialty Name	Aug Total List	Aug Backlog	Aug Perform	Sep Total List	Sep Backlog	Sep Perform	Oct Total List	Oct Backlog	Oct Perform	Nov Total List	Nov Backlog	Nov Perform	Dec Total List	Dec Backlog	Dec Perform	Jan Total List	Jan Backlog	Jan Perform	Feb Total List	Feb Backlog	Feb Perform	Mar Total List	Mar Backlog	Mar Perform	Variance Total Sep-Mar	% Growth	Variance Backlog Sep-Mar	% Backlog Reduction
General Surgery	2318	537	76.83%	2390	514	78.48%	2643	431	83.67%	2752	374	86.42%	2998	327	89.09%	2985	295	90.12%	3021	273	90.97%	3237	239	92.62%	919	39.7%	-298	-55.48%
Urology	1865	653	64.99%	2023	616	69.53%	2170	539	75.16%	2256	484	78.53%	2387	405	83.04%	2410	332	86.24%	2438	263	89.23%	2546	178	93.02%	681	36.5%	-475	-72.80%
T&O	2875	1090	62.09%	2830	865	69.45%	3135	708	77.41%	2667	744	72.10%	2425	669	72.42%	2056	565	72.53%	1766	199	88.73%	1729	186	89.25%	-1146	39.9%	-904	-82.95%
ENT	2074	663	68.03%	2013	644	68.02%	2367	342	85.53%	2615	295	88.72%	2901	265	90.85%	3017	248	91.79%	3115	233	92.53%	3345	219	93.46%	1271	61.3%	-444	-67.00%
Ophthalmology	7633	3211	57.93%	6487	2627	59.51%	6112	2763	54.79%	5647	2880	49.01%	5334	3098	41.92%	4759	1031	78.34%	4541	1126	75.21%	4366	992	77.28%	-3267	-	-2219	-69.11%
Oral Surgery	1124	892	20.64%	1190	920	22.75%	1019	730	28.43%	881	554	37.13%	774	428	44.72%	659	242	63.33%	549	201	63.44%	473	162	65.77%	-651	-	-730	-81.86%
Plastics	0	0	-	0	0	-	0	0	-	0	0	-	0	0	-	0	0	-	0	0	-	0	0	-	0		0	
Cardiothoracic Surgery	0	0	-	0	0	-	0	0	-	0	0	-	0	0	-	0	0	-	0	0	-	0	0	-	0		0	
Gastro	2667	1399	47.54%	2459	1370	44.29%	2583	1335	48.31%	2605	1305	49.93%	2592	1259	51.41%	2505	1213	51.55%	2452	1170	52.30%	2455	1111	54.76%	-212	-7.9%	-288	-20.60%
Cardiology	1415	441	68.83%	1221	309	74.71%	1062	173	83.71%	917	78	91.51%	840	61	92.76%	610	50	91.81%	520	44	91.63%	745	39	94.78%	-670	-	-402	-91.18%
Dermatology	2701	1434	46.91%	2543	1227	51.73%	2536	1005	60.39%	2553	832	67.40%	2608	660	74.71%	2605	491	81.15%	2626	357	86.41%	2679	184	93.12%	-22	-0.8%	-1250	-87.15%
Respiratory Med	1006	242	75.94%	873	170	80.56%	686	100	85.38%	562	33	94.08%	514	35	93.13%	576	45	92.22%	732	54	92.58%	873	65	92.52%	-133	-	-177	-73.02%
Neurology	1003	450	55.13%	897	383	57.25%	837	346	58.65%	703	301	57.22%	589	252	57.27%	572	189	67.03%	665	127	80.91%	824	62	92.52%	-179	-	-388	-86.29%
Rheumatology	325	67	79.38%	277	40	85.68%	289	28	90.46%	299	24	92.08%	318	20	93.56%	317	19	93.87%	325	22	93.27%	336	21	93.80%	11	3.4%	-46	-68.91%
Geriatric Medicine	49	5	89.80%	47	1	98.47%	48	0	99.26%	50	1	98.09%	53	0	99.10%	53	0	99.55%	54	0	99.78%	56	1	98.34%	7	14.2%	-4	-81.41%
Gynaecology	2077	530	74.48%	2056	391	80.96%	2252	292	87.03%	2354	204	91.35%	2501	200	92.01%	2491	172	93.11%	2523	202	92.00%	2659	203	92.38%	582	28.0%	-327	-61.75%
Other Specs	7077	2531	64.24%	7979	2084	73.88%	6655	855	87.15%	5930	705	88.12%	6397	578	90.97%	6024	490	91.86%	6243	511	91.81%	7690	543	92.93%	613	8.7%	-1988	-78.53%
<b>Total</b>	<b>36209</b>	<b>14145</b>	<b>60.94%</b>	<b>35284</b>	<b>12160</b>	<b>65.54%</b>	<b>34395</b>	<b>9649</b>	<b>71.95%</b>	<b>32791</b>	<b>8812</b>	<b>73.13%</b>	<b>33230</b>	<b>8257</b>	<b>75.15%</b>	<b>31638</b>	<b>5381</b>	<b>82.99%</b>	<b>31571</b>	<b>4780</b>	<b>84.86%</b>	<b>34015</b>	<b>4204</b>	<b>87.64%</b>	-2194	-6.1%	-9941	-70.28%

## Appendix C – DM01

Based on meeting Activity Levels deemed achievable by the clinical groups and using the case mix and backlog reduction in line with local knowledge

	EOM AUGUST 2020			EOM SEPTEMBER 2020			EOM OCTOBER 2020			EOM NOVEMBER 2020		
	Total/Wlist	>=6weeks	% Performance	Total/Wlist	>=6weeks	% Performance	Total/Wlist	>=6weeks	% Performance	Total/Wlist	>=6weeks	% Performance
<b>DM01</b>												
Magnetic Resonance Imaging	3,664	890	75.7%	3,385	525	84.5%	3,106	398	87.2%	2,827	199	93.0%
Computed Tomography	1,298	496	61.8%	957	168	82.4%	1,026	118	88.5%	1,095	94	91.4%
Non-obstetric ultrasound	3,250	1,590	51.1%	2,750	1,262	54.1%	2,250	820	63.6%	1,750	492	71.9%
DEXA Scan	89	3	96.6%	80	0	100.0%	71	0	100.0%	62	0	100.00%
Audiology - Audiology Assessments	820	323	60.6%	780	227	70.9%	740	85	88.5%	670	1	99.9%
Cardiology - echocardiography	715	132	81.5%	695	80	88.4%	675	38	94.4%	655	1	99.8%
Cardiology - electrophysiology	0	-	-	0	0	-	0	0	-	0	0	-
Neurophysiology - peripheral neurophysiology	936	319	65.9%	1,090	126	88.5%	1,244	7	99.5%	1,398	1	99.9%
Respiratory physiology - sleep studies	266	88	66.9%	161	3	98.4%	56	1	97.6%	0	1	-
Urodynamics - pressures & flows	29	10	65.5%	29	1	96.6%	29	1	98.3%	29	0	99.1%
Colonoscopy	246	128	48.0%	246	99	59.6%	246	50	79.7%	246	1	99.5%
Flexi sigmoidoscopy	259	210	18.9%	185	44	76.0%	111	24	78.4%	37	0	100.0%
Cystoscopy	497	318	36.0%	522	269	48.5%	522	189	63.8%	553	135	75.6%
Gastroscopy	555	412	25.8%	555	396	28.6%	555	102	81.7%	555	2	99.6%
<b>Total</b>	<b>12,624</b>	<b>4,919</b>	<b>61.0%</b>	<b>11,435</b>	<b>3,200</b>	<b>72.0%</b>	<b>10,631</b>	<b>1,832</b>	<b>82.8%</b>	<b>9,877</b>	<b>927</b>	<b>90.6%</b>



## Appendix D - InPatient Waiting List by priority level

### Inpatient Waiting List by Priority Level

No Of Waiting List Entries	Priority Allocated							
Clinical Group and Specialty	Not_ Allocated	Priority_ Level_ Cateogry_2	Priority_ Level_ Cateogry_3	Priority_ Level_ Cateogry_4	Priority_ Level_ Cateogry_5	Grand Total	% Allocated	Last Week
<b>Imaging</b>	<b>20</b>					<b>20</b>	<b>0.00%</b>	<b>0.00%</b>
RADIOLOGY	18					18	0.00%	0.00%
IMMUNOPATHOLOGY	2					2	0.00%	0.00%
<b>Medicine &amp; Emergency Care</b>	<b>79</b>		<b>24</b>	<b>95</b>		<b>198</b>	<b>60.10%</b>	<b>79.00%</b>
Acute Internal Medicine	6					6	0.00%	0.00%
CARDIOLOGY	53		24	85		162	67.28%	89.16%
CLINICAL HAEMATOLOGY	5					5	0.00%	0.00%
GASTROENTEROLOGY	7			10		17	58.82%	62.50%
GERIATRIC MEDICINE	1					1	0.00%	0.00%
PAEDIATRIC GASTROENTEROLOGY	1					1	0.00%	0.00%
RESPIRATORY MEDICINE	6					6	0.00%	0.00%
<b>Primary Care, Community and Therapies</b>			<b>454</b>	<b>19</b>		<b>473</b>	<b>100.00%</b>	<b>100.00%</b>
CLINICAL IMMUNOLOGY			55	1		56	100.00%	100.00%
DERMATOLOGY			377			377	100.00%	100.00%
PAEDIATRIC CLINICAL IMMUNOLOGY AND ALLERGY			19	5		24	100.00%	100.00%
PAEDIATRIC DERMATOLOGY			2	4		6	100.00%	100.00%
RHEUMATOLOGY			1	9		10	100.00%	100.00%
<b>Surgical Services</b>	<b>471</b>	<b>110</b>	<b>703</b>	<b>2001</b>	<b>1150</b>	<b>4435</b>	<b>89.38%</b>	<b>90.82%</b>
BREAST SURGERY		19	4	13		36	100.00%	100.00%
ENT	2	9	2	234		247	99.19%	99.19%
GENERAL SURGERY	9	7	12	233		261	96.55%	98.53%
OPHTHALMOLOGY	149	1	295	465	1061	1971	92.44%	93.36%
ORAL SURGERY	3	2		383		388	99.23%	99.26%
PAEDIATRIC EAR NOSE AND THROAT	1	1		144		146	99.32%	98.67%
PAEDIATRIC OPTHALMOLOGY	9		13	23	89	134	93.28%	93.98%
PAEDIATRIC PLASTIC SURGERY			2			2	100.00%	100.00%
PAEDIATRIC SURGERY				3		3	100.00%	50.00%
PAEDIATRIC TRAUMA AND ORTHOPAEDICS	5	1	3			9	44.44%	41.67%
PAEDIATRIC UROLOGY	4	1		24		29	86.21%	68.00%
PAIN MANAGEMENT	176			97		273	35.53%	46.55%
PLASTIC SURGERY	7	4	35	16		62	88.71%	92.31%
TRAUMA & ORTHOPAEDICS	56	1	322	117		496	88.71%	93.48%
UROLOGY	49	63	6	232		350	86.00%	85.13%
VASCULAR SURGERY	1	1	9	17		28	96.43%	91.30%
<b>Women &amp; Child Health</b>	<b>131</b>	<b>58</b>	<b>60</b>	<b>77</b>		<b>326</b>	<b>59.82%</b>	<b>64.74%</b>
GYNAECOLOGICAL ONCOLOGY		34				34	100.00%	100.00%
GYNAECOLOGY	130	24	60	77		291	55.33%	60.88%
OBSTETRICS	1					1	0.00%	0.00%
<b>Grand Total</b>	<b>701</b>	<b>168</b>	<b>1241</b>	<b>2192</b>	<b>1150</b>	<b>5452</b>	<b>87.14%</b>	<b>89.24%</b>

## Appendix E - Speciality level detail for September 2020 The Trust's 52+ wk PTL.

Specialty	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	74	77	78	Grand Total
CARDIOLOGY			1		1										1			15	6	2	1	1			28
DERMATOLOGY	3	3	4	1		1		1																	13
ENT		1	1	4	1				1	1															9
GYNAECOLOGY	1	2	2	4	1		1	2				1													14
OPHTHALMOLOGY	18	15	18	8	7	10	15	14	3	12	8	13	9	10	9	12	8	6	5	3	2	1	1		207
ORAL SURGERY	3		2	1		1		2				1	1		3	3					1				18
Paediatric ENT	3				3			1	1					1		1									10
Paed Gastroenterology	1																								1
Paed Ophthalmology	1	1	2	2	3	1	1	1	1	2	1		1	1		1		1			1	1		1	23
T&O	2		4	2	1																				9
UROLOGY					1																				1
Vascular Surgery	4	3	3		2	2		1	3	3	1	2	1		1	1	1	1							29
GENERAL SURGERY	1	1										1													3
PLASTIC SURGERY				1	1	1					1														4
GASTROENTEROLOGY	1		1																						2
Paediatric Urology	2																								2
<b>Grand Total</b>	<b>40</b>	<b>26</b>	<b>38</b>	<b>23</b>	<b>21</b>	<b>16</b>	<b>17</b>	<b>22</b>	<b>9</b>	<b>18</b>	<b>11</b>	<b>18</b>	<b>12</b>	<b>12</b>	<b>14</b>	<b>18</b>	<b>9</b>	<b>23</b>	<b>11</b>	<b>6</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>373</b>

## Appendix F - Top 5 specialities incomplete waiters over 40wks

Week ending 15<sup>th</sup> Oct

Number of Incomplete Pathways	Category		Grand Total	Last Week		
	40-52 week waiter	52 week waiter		40 -52 Week Waiter	52 Week Waiter	
<b>On Inpatient List</b>	<b>808</b>	<b>339</b>	<b>1147</b>	<b>859</b>	<b>317</b>	
DERMATOLOGY	72	8	80	68	3	
ENT	57	9	66	62	8	
GYNAECOLOGY	29	14	43	32	12	
OPHTHALMOLOGY	285	216	501	321	204	
ORAL SURGERY	85	22	107	90	18	
Paediatric Ophthalmology	32	21	53	33	23	
TRAUMA AND ORTHOPAEDICS	135	9	144	140	8	
Vascular Surgery	19	27	46	20	26	
<b>Outpatient Waiter</b>	<b>655</b>	<b>61</b>	<b>716</b>	<b>645</b>	<b>56</b>	
CARDIOLOGY	29	26	55	27	27	
DERMATOLOGY	109	12	121	105	10	
GASTROENTEROLOGY	132	3	135	153	2	
OPHTHALMOLOGY	48	3	51	60	3	
Paediatric Dermatology	128		128	112	0	
UROLOGY	46	3	49	38	1	
<b>Grand Total</b>	<b>1463</b>	<b>400</b>	<b>1863</b>	<b>1504</b>	<b>373</b>	<b>1877</b>