

Board Performance and Escalation Framework

NHS Tayside is classified at Stage 2 for Financial Position, Governance and Leadership (de-escalated from Stage 5) and Stage 3 for Mental Health Performance (de-escalated from Stage 4).

Financial Position

2022/23

At the start of 2022/23, NHS Tayside approved a Financial Plan deficit of £19.6 million (2%), based on a set of planning assumptions agreed in line with national guidance and direction at the time.

Notification was later received that there was a shortfall in anticipated funding allocations. This, set alongside rising inflationary costs and the Board's considerations to balance financial delivery with upper level performance in unscheduled care and elective procedures, set the Board on a trajectory towards a "worst case" overspend of £56.0 million for the year, if no further actions were taken.

The Board then implemented its Financial Recovery Plan in September 2022, identifying further efficiency savings and cost reduction measures to stabilise and improve the Board's financial position. Throughout 2022/23, the Board has taken a considered position to balance financial performance with the delivery of safe patient care.

The Financial Recovery Plan has reduced the projected overspend from £56.0 million in month 6 of 2022/23 to an outturn position which will be in the region of £15.0m, an overspend of 1.5%.

This delivers a year end position considerably lower than the agreed financial plan at the start of 2022/23 and demonstrates NHS Tayside's commitment to continuing to improve the financial position.

2023/24

NHS Tayside submitted a draft three-year Financial Plan to Scottish Government (SG) on 16 March, 2023. This plan will now be considered for approval by Tayside NHS Board and highlights a deficit of £57.2 million in 2023/24, £61.3m in 2024/25 and £62.9m in 2025/26.

In 2023/24 the forecast deficit is £57.2 million after delivery of a £30.0 million efficiency savings plan to meet the 3% recurring savings target. The scale of financial challenge reflects increases in energy, prescribing and inflationary pressures, together with continued operational and service demands in unscheduled care and elective activity.

Sustainability and Value

NHS Tayside has developed a structured whole system Efficiency Workstream Programme to meet the required 3% recurring savings target for 2023/24.

To support this, a Financial Recovery Team has been established to oversee and provide assurance on the development and implementation of the programme, and to identify further measures to reduce the financial gap.

The Efficiency Workstream Programme (9 dedicated workstreams with executive sponsorship and delivered in partnership with staffside colleagues) is aligned to the national Sustainability and Value Collaborative.

Workforce

Workforce planning

The NHS Tayside Three-Year Workforce Plan was developed in full partnership with our staffside partners and our Health and Social Care Partners and reflects many of the challenges impacting across all Boards. It describes the range of actions we are taking to meet the continuing anticipated growth in workforce demand. It also highlights NHS Tayside's specific pressure areas, including mental health, oncology and primary care services. National commitments on increased trainee numbers in these areas are welcomed, as is Scottish Government supporting cross-boundary mutual aid working with other Boards.

Staff turnover and vacancies

NHS Tayside has a workforce of 13,000. The staff turnover rate in Tayside is 13.3% (rolling 12 months to 31 March 2023), with 1722 leavers. This is in line with the same period 12 months ago demonstrating a stable position. Overall, the majority of vacancies in Tayside are filled in less than 12 weeks, with some taking longer due to factors such as national shortages of specialist staff. In 2022/23, 539 posts were filled in less than 12 weeks, 169 in 12 to 26 weeks and 35 took over 26 weeks.

Analysis shows that the rate of turnover has largely been driven by voluntary turnover consisting of staff leaving to take up other jobs. Retiral rates have stabilised and the provisions of the Retire and Return scheme will further support staff.

There is a 6% vacancy rate for nursing and midwifery across Tayside, however the specialist recruitment approach for final year nursing and midwifery students in Tayside has just completed. This approach to early recruitment of those student nurses and midwives who have trained in Tayside has proved very successful and sees students offered employment prior to their final placement which is done in the ward where they will be employed. This approach enables the students to finish their studies whilst also being supported to settle into the ward area where they will be employed after registration.

The 2023 recruitment drive has seen 387 applications received (307 active offers already made), broken down as follows:

Adult Nursing	220
Children and Young People	41
Mental Health	77
Learning Disability	5
Midwifery	40
Other	4

Initiatives for workforce growth

Overall stability and growth in workforce is being achieved through a range of targeted initiatives including:

International Recruitment: International recruitment activity has been successful and, to date, 49 members of staff from overseas are in post or training.

Band 4 Assistant Practitioners - NHS Tayside, working in partnership with local colleges, has developed a new Assistant Practitioner role which sees band 2/3 members of staff offered the opportunity to undertake further training and progress to a band 4, Assistant Practitioner. 69 staff were recruited in 2022/23 and we are currently recruiting for an August intake of 50 individuals.

Mental Health Services

Tayside organisations, including NHS Tayside, have delivered their collective response to the Final Report of the Independent Oversight and Assurance Group (IOAG) to the Scottish Government. The detailed improvement plan, which was developed in partnership, sets out clear milestones and deliverables for action and reaffirms the Tayside Executive Partners' ambition to deliver improvements for the people of Tayside, accelerating the pace of change.

CAMHS Performance

NHS Tayside delivered 70.5% performance in delivering the Scottish Government's 18-week referral to treatment (RTT) standard for CAMHS slightly improved against the NHS Scotland average. 100% of emergency referrals were seen within the target of 24 hours and all but one of the cases referred as urgent were seen within the target of five working days.

In line with other Boards, CAMHS in Tayside has seen an increase in referrals with 2404 referrals in 2022, up from 2076 in 2021 which is a 16% increase.

In response to this, the service is training additional multi-disciplinary staff to undertake Initial Treatment Assessments (ITAs) which will deliver an improvement to the RTT in the coming months. The service is keen to maintain the clinical pathway and prevent internal waits within the service.

Workforce plans to manage increased demand: We are up skilling our nursing workforce and introducing Trainee Assistant Practitioners (TAPs). TAPs are new clinical support roles supplemented with education and training from both Practice Development and Dundee College. TAPs support registered health care professionals. There are currently two TAPs working within the Neurodevelopmental pathway and one in CAMHS. The service is also investing in training nursing staff as Advanced Nurse Practitioners (ANPs). CAMHS currently has two qualified ANPs, with another three in training. ANPs play a key role in developing and sustaining the capacity and capability of the health and care workforce of the future.

Young person and family involvement: An online CAMHS Outpatient Neuro-developmental Parent Portal has been developed by CAMHS Mental Health Education Officers, clinicians and supporting services and will launch on 17 May. This provides an online self-directed information and support platform for families who are waiting for a diagnosis / treatment from specialised CAMHS clinicians. There is a wide range of topics within the portal chosen following consultation with 300 families to identify their preferences.

Psychological Therapies Performance

The percentage of Psychological Therapy patients treated within 18 weeks from referral to treatment is 92.3% (target \geq 90%) in February 2023.

The Mental Health presentations seen in A&E within 4 hours in Tayside is 89.3% (target \geq 95%) at February 2023.

Elective Waiting Times

Elective Performance

In July 2022 the Cabinet Secretary identified a series of targets for the improvement of waiting times for outpatients, day cases and inpatients. The Board identified a team to provide focused leadership on this new timeline for elective performance. The team has implemented a series of key actions and since July 2022 the Board has:

- Continued to deliver elective operations in all of its acute sites at Ninewells, Perth Royal Infirmary and Stracathro Hospital.
- The total elective and outpatient activity has exceeded our 2022/23 operational plan agreed with Scottish Government.
- In March and April 2023, NHS Tayside has delivered a higher number of elective procedures than all other Health Boards with the exception of the two biggest Boards (NHS Greater Glasgow and Clyde and NHS Lothian).
- The Board's delivery of elective procedures from July 2022 has been notable. The number of patients waiting >78 weeks has reduced by 14% and those >104 weeks by 38%. This activity is greater than the all-Scotland performance of 8.1% and 30% respectively.
- For Outpatients, the Board is delivering the target of no patients waiting >104 weeks and there are only 16 patients waiting >78 weeks. This is a 100% reduction of those waiting over 104 weeks and a 98.5% reduction in those waiting over 78 weeks. The all-Scotland performance figures are 67% and 47%.

Cancer Performance

The Board has been a consistently strong performer in respect of the 31-day guarantee with performance at 96.1% compared to an all Scotland position of 94.9% at end of February 2023.

The 62-day target has been more challenging for all Boards. Tayside's performance is currently 74.1% compared to a Scotland performance of 65.8%. Management and clinical leads are working together to deliver an improvement plan in respect of the two key cancer sites of colorectal and urology.

The clinical teams measure theatre utilisation performance against established metrics and introduced ways of working which are delivering upper quintile performance and better outcomes for patients:

- NHS Tayside theatre cancellation rate is 6.8% compared to an all Scotland rate of 23%.
- NHS Tayside has the lowest rate of elective operation cancellations at 6.5%, second only to the elective-only Golden Jubilee National Hospital.
- The cataract surgery rate is up to 50 per day list placing the Board the 3rd top performer in the UK.

These better than all-Scotland improvements in waiting times and management of elective activity have been delivered at a time of exceptional pressures on health services.

Key highlights

Success of the Flow Navigation Centre in delivering four-hour unscheduled care performance: NHS Tayside remains the highest performing mainland Board with weekly performance routinely delivering 25 points greater than the Scottish average. In week ending 27 March 2023 the Boards performance was 90.7% compared to the all Scotland position of 63.6%. NHS Tayside has supported unscheduled care teams across the area to deliver this performance providing additional resources where needed. At a time of unprecedented pressure on NHS services in 2022/23, this has ensured that the overwhelming majority of patients in Tayside have been assessed, treated then discharged or admitted within four hours. From 1 January to 2 April 2023, there have been 117 eight-hour breaches in total in Tayside (Scotland = 42,684) and only 12 12-hour breaches (19,455 in Scotland). The Flow

Navigation Centre is the cornerstone of this successful performance. It receives approximately 35,000 to 40,000 contacts per year and, on average, around one third of cases do not require to attend ED following advice. One third are given a scheduled appointment to attend the ED or and MIU, normally at a time when the department is less busy and the other third, are required to attend ED directly. This Tayside Unscheduled Care model has required investment into staffing and premises for the FNC. This was included in the financial plan for NHS Tayside unscheduled care for 2022/2023, however there was a shortfall in the agreed funding for unscheduled care of £2.5m.

Recovery of services - Cataracts Ultra High Volume surgery: Prior to COVID, the ophthalmology team carried out 12 to 14 cataract surgical procedures in a day. However, as part of their recovery plan they wanted to increase that number to reduce waiting times for patients following the pandemic. They drew on all experiences of working differently during COVID, reviewed how theatres were run and how the surgical procedures were carried out. One of the changes which has had a major impact is carrying out simultaneous bilateral surgery. Following the introduction of the new ways of working, the team was able to complete 24 to 32 procedures in one day. Since the start of bilateral surgery in October 2022, the team are now routinely carrying out up to 50 procedures in a day and the last weekly reported waiting times are the lowest they have been in over 2 years. This has placed Tayside as the best performing health board in Scotland for cataract surgery.

Rebuilding Oncology Services: Mutual aid arrangements are continuing for breast oncology, however these have been reduced in the last two months. Patients continue to be seen and treated in Tayside, with the exception of radiotherapy sessions for two patients per week (was 6 to 7 per week). NHS Tayside has successfully recruited a clinical oncologist for breast who is due to start in July (a joint appointment with NHS Lothian) and a medical oncologist for breast is due to be advertised. Two further specialty doctors have been recruited for breast and are already in post. In terms of national support, a focus on whole-Scotland workforce planning and distribution for cancer services would be of assistance.

Thrombectomy: The Thrombectomy Service commenced in November 2020 in Ninewells Hospital and, to date, 71 procedures have been delivered (42 NHS Tayside, 12 NHS Grampian, 14 NHS Fife and 3 NHS Highland patients). All Boards have submitted funding requirements for 2023/24, however there is £3 million shortfall across Scotland. Discussions are ongoing with the National Thrombectomy Advisory Group in funding Board's allocations. If funding is not received for 2023/24 then the service will not be in a position to move to phase 2 of the North of Scotland Implementation Plan offering an 8am – 8pm Monday to Friday service. Scottish Parliamentary support for this service would be of assistance.