

## 2019/20 Performance Overview: Hospitals Directorate

### 2019/20 high-level summary

Throughout the 2019/20 year hospital services continued their journey towards an Integrated Care service delivery model with individual specialties piloting projects geared to achieve closer collaboration with Primary Care, Mental Health, Social Care and Community Services whilst still undertaking work to reduce historic waiting lists.

In 2019, the Directorate understood the need to prepare for the significant transformation work required over the years to come, by first addressing the current problems and building a strong service platform upon which to build further.

Unfortunately, late in this reporting year, as many plans for the transformation to future state were forming, the world was hit by the spread of Covid-19. With this, the focus for service provision was redirected to support the management of the impact of the virus.

The response to Covid-19 naturally impacted on some of the desired service improvements for the 2019/20 year and therefore particularly Q4 performance. However, the measures the Directorate had to take in order to manage the impact of the virus also acted as the catalyst for changes that were planned for years ahead. The key goal now of the Directorate is to seize the opportunities ahead to continue to build a better healthcare system for the Isle of Man population.

### Nobles Hospital

During this reporting period Noble's Hospital had a total of 230 beds across 18 wards including:

- Medical
- Surgical
- Intensive Care
- Coronary Care
- Stroke
- Oncology
- Orthopaedics
- Women and Children's Services including maternity and neo-natal provision, which became an integrated service across hospital and community during this period

## Ramsey Cottage District Hospital

The hospital provides the following services:

- Martin Ward, a 31 bedded unit providing step-down, rehabilitation and respite care
- Dermatology Clinic
- Minor Injuries Unit
- Wound Management Clinic
- Oral Surgery Day Cases
- Plastic Surgery Day Cases
- Assessment & Treatment Unit
- Outpatients
- Anti-Coagulation Clinics
- Blood Clinics

## The Ambulance Service

The Service employs 42 full time team members, made up of registered paramedics and emergency medical technicians who respond to emergency calls across the Island. The Service operates four front line ambulances during the day and three at night.

This is supported by an Air Ambulance Service that is operated 24/7 to ensure patients are transferred off Island to specialist centres for investigations and treatment in emergency situations.

## 2019/20 Performance against targets and objectives

- **Combined 4-hour compliance**

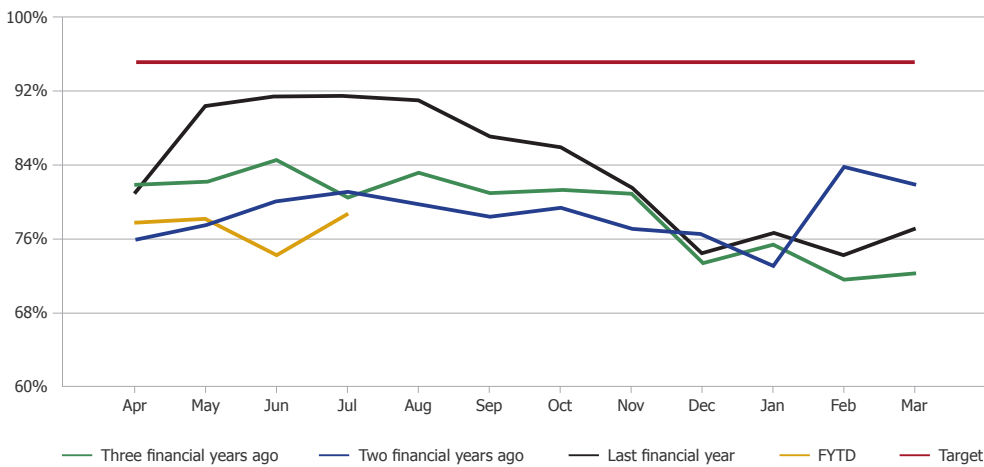
Due to a significant focus of hospital services in supporting the Emergency Department, significant improvements in the four-hour target were achieved by the Emergency Department in this reporting year.

Bed pressures within the hospital through the winter had an impact on these improvements though performance remained higher than previous years.

**Figure 1 4-hour compliance 2019/20**

Year	Month	Breach count	Breach compliance
2020/21	July	818	78.6%
	June	859	74.3%
	May	572	78.1%
	April	434	77.7%
	<b>Total</b>	<b>2683</b>	<b>77.1%</b>
2019/20	March	697	77.2%
	February	850	74.3%
	January	789	76.7%
	December	921	74.4%
	November	654	81.5%
	October	532	85.9%
	September	497	87.0%
	August	358	90.0%
	July	369	91.3%
	June	319	91.4%
	May	370	90.3%
	April	672	80.9%
	<b>Total</b>	<b>7028</b>	<b>83.9%</b>

**Combined 4 hour compliance (3 calendar years)**



- **Performance – appointments**

Pilot programs addressing waiting lists within Dermatology and Diabetes had a positive impact on outpatient waits, however the improvements realised by these initiatives were outweighed by the loss of activity in Q4 brought about by preparations for Covid-19. The directorate therefore finished the year 0.8% behind its performance in 2018/19.

Financial year	Number of appointments attended	Number having 1st appointment within 52 weeks	Percentage
2014/15	44905	43700	97.3%
2015/16	38076	37056	97.3%
2016/17	37665	36760	97.6%
2017/18	38939	38118	97.9%
2018/19	40636	39335	96.8%
2019/20	43359	41606	96.0%

Data on waiting times for outpatient appointments, operations, or procedures in 2019/20 are outlined below. The Department is committed to reviewing UK waiting time targets, setting appropriate targets for the Island, and then monitoring and publishing performance data. Performance against waiting time targets is published quarterly on the Department pages of the Isle of Man Government website under 'Waiting Times'. It aims to update waiting times within 6 weeks of the end of each financial quarter.

2019/20	Percentage	Number waiting more than 3 months
Q4	65.9%	5710
Q3	67.9%	5784
Q2	63.7%	4854
Q1	78.3%	5492

### Patients that have had their operation or procedure within 52 weeks of being placed on the waiting list

Financial year	Number removed from list	Number removed within 52 weeks	Percentage
2016/17	1373	1151	83.8%
2017/18	1285	1118	87.0%
2018/19	1325	1190	89.8%
2019/20	1159	1092	94.2%

Following the external theatre review in 2018 a project team was formed to deliver efficiencies within theatres and help reduce waiting times for inpatient procedures. This work has helped accelerate previous years' performance leading to a 4.4% improvement in performance against this target.

With significant aspects of this improvement program still to be delivered, the Directorate aims to build on this success and continue to improve.

### Percentage of patients waiting longer than 6 months for their procedure

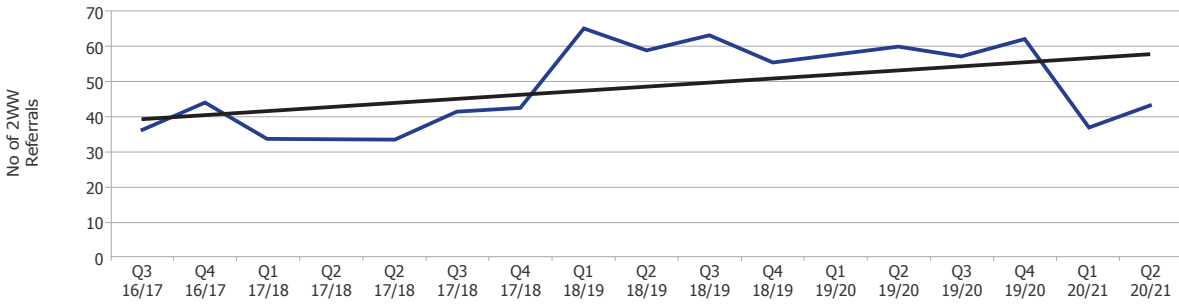
2019/20	Percentage	Number waiting more than 6 months
Q4	33.2%	132
Q3	32.1%	134
Q2	28.1%	139
Q1	47.0%	271

This reporting year also saw a stepwise improvement in performance, due to measures put in place to protect elective surgery. Winter pressures did not have a significant impact on these waiting times.

- **Cancer**

Referrals of patients with suspected cancer on the two-week wait pathway continue to rise with more clinical activity being focused on the delivery against these targets.

**Number of 2WW Referrals received per week reported by Quarterly Average**



• **2019/20 Pilot Programmes**

**1. Plastics & Dermatology Pilot**

Plastics & Dermatology halved their waiting list for outpatients’ appointments between Q1 and Q3 in the 2019/20 year. An Integrated Care Pilot also took place with Primary Care this year. The Dermatology team appointed one GP with specialist interest and one trainee GP. With the support of these members of Primary Care the team validated historic waiting lists and saw routine patients within this ring-fenced clinic capacity.

**2. Diabetes & Endocrine**

The Diabetes & Endocrine services were restructured to increase the number of clinics available within the services. This was combined with an advice and guidance e-mail address, accessible by GPs, designed to help them to manage patients safely in the community. The combination of reduced demand and increased capacity has halted the growing waiting list within this specialty. Plans are being put in place for 2020/21 to address the historic waiting list built over previous years.

**Post consolidation review: Endoscopy**

The consolidation of the Department’s Endoscopy Services on the Noble’s Hospital site took place in May 2017, in order to address a significant patient safety issue associated with the management of the surveillance patients requiring regular endoscopy examinations following bowel cancer or family history of bowel cancer.

In 2018 the Post Implementation Review and Endoscopy Service Review were both completed to monitor its progress and identify improvements. Following recommendations made by the Public Accounts Committee, the Department has completed a report on the performance of the Endoscopy Service. The full report can be found in ‘Key Information and Links’ in the 2019/20 Annual Report Summary.