



NHS Lanarkshire
ANNUAL REPORT
2022/23

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FOREWORD

As we reflect upon the previous year, we are delighted to present the NHS Lanarkshire Annual Report for 2022/23. This report is not just a collection of facts and figures; it is a testament to the dedication, resilience, and unwavering commitment of our Team Lanarkshire family to the health and well-being of our people.

2022/23 was a year of both achievements and challenges. At the outset, we continued to confront the ongoing global pandemic, and we extend our heartfelt gratitude to our NHS staff who worked tirelessly on the frontlines. Their unwavering dedication and selflessness in the face of adversity have been nothing short of heroic.

During this time, we have made significant strides in safeguarding the health of our population. Our vaccination campaign, one of the largest and most successful in our history, has offered hope to millions and played a pivotal role in curbing the spread of the virus. The expertise and collaboration within our healthcare system have shone brightly, and we salute all those who have played a part, from healthcare workers to volunteers and everyone in between.

While our response to the pandemic remained at the forefront of our efforts for the early part of 2022/23, we continued to make progress in other essential areas.



In early 2023 we launched our Operation FLOW initiative - a whole-system approach to improving the patients' journey and experience through our hospitals and thereby improving outcomes.

In other areas, access to healthcare services was improved, waiting times were reduced, and innovative solutions were implemented to address the backlog of non-Covid care.

We recognise the hard work and dedication of our teams who made these improvements possible.

In 2022/23, we further strengthened our commitment to mental health services, recognising the impact of the pandemic on the mental well-being of our population. We expanded access to mental health support, reduced stigma, and embarked on a journey towards more holistic and integrated care.

Addressing health inequalities has always been at the centre of our mission, and we intensified our efforts in this regard. We recognised that health outcomes are closely linked to socio-economic factors, and we worked to create a more equitable healthcare system, ensuring that everyone, regardless of their background, has the opportunity to live a healthy life.

Workforce pressures remain a significant area of focus, and we acknowledge that our healthcare staff are working tirelessly to meet the growing demands of our population. We are committed to investing in our workforce, providing them with the support and resources they need to continue delivering the best possible care.”

The financial sustainability of our healthcare system remains a complex issue.

We remain determined to ensure that our resources are used efficiently and effectively, striking a balance between meeting immediate needs and planning for the long-term sustainability of the NHS.

This Annual Report offers a comprehensive overview of our achievements and challenges in 2022/23, and it is a testament to the collective effort of our NHS Lanarkshire family. We would like to extend our heartfelt thanks to every member of our healthcare workforce, our partners, and the citizens of Scotland who have shown incredible resilience and support during these challenging times.

Looking forward, we remain committed to our vision of a healthier, fairer Lanarkshire, where every person has access to the highest quality healthcare. Together, we can overcome the challenges that lie ahead and continue to build a healthcare system that we can all be proud of.

Thank you for your unwavering support, and let us stride into the future with hope and determination.



INTRODUCTION

Welcome to the NHS Lanarkshire Annual Report for the year 2022/23, providing a comprehensive insight into the operations, accomplishments, and challenges encountered by NHS Lanarkshire.

As one of Scotland's territorial Health Boards, NHS Lanarkshire is deeply committed to fulfilling its mission of providing the highest standard of healthcare to the communities it serves.

At NHS Lanarkshire, our mission is clear: to provide high-quality, and innovative health and social care that is person-centered. We are dedicated to delivering exceptional care and striving for excellence in all areas of care delivery.

Our vision for Lanarkshire is one of enhanced well-being, where every individual enjoys equal access to top-tier healthcare.

We aspire to tackle health inequalities head-on and prioritise the overall health of our population. We are an ambitious organisation, committed to being quality-driven and focused on achieving a healthier life for all.

Our values serve as the compass guiding our actions and decisions. Rooted in Fairness, Respect, Working Together, and Quality, these principles are the foundation of our commitment to delivering high-quality healthcare services to our community.

As we delve into this Annual Report, we invite you to explore the progress we've achieved, the challenges we've encountered, and the strategies we've implemented to uphold our mission and bring our vision to life.



This report exemplifies our unwavering dedication to these principles.

Through the tireless efforts of our healthcare professionals, support staff, and partners, we aim to make a meaningful impact on the health and well-being of Lanarkshire's residents. We are eager to share our journey, accomplishments, and future aspirations with you in the pages that follow.

The demographic landscape of Lanarkshire presents unique challenges:

- Almost 52% of Lanarkshire's population live in areas classified as the most deprived, falling within SIMD zones 1 and 2. In particular, over a quarter of our population (26%) resides in zone 1, characterised by the highest level of deprivation.
- Lanarkshire ranks third among Scottish regions in terms of the proportion of data zones falling within the 20% most deprived areas in the country.

- Individuals in the most deprived areas have more than three times the number of multiple long-term health conditions when compared to those in the least deprived areas.

NHS Lanarkshire, with a dedicated workforce of approximately 14,000 staff members, serves an estimated total population of 664,000. Our healthcare network comprises:

- 98 GP practices
- 12 community hospitals
- 3 acute hospitals
- 99 opticians
- 144 pharmacies
- 139 dental practices
- 2 Health and Social Care Partnerships

These statistics underscore the scope and reach of NHS Lanarkshire's role as an anchor organisation with a vital role at the heart of our diverse and dynamic community. We acknowledge the unique challenges posed by our demographic landscape and remain steadfast in our commitment to addressing health inequalities and promoting the well-being of all our residents.



YEAR IN REVIEW

Operation FLOW 1: Implementation of a rapid improvement plan

NHS Lanarkshire initiated Operation FLOW 1, a proactive plan aimed at alleviating service pressures and enhancing patient care. This comprehensive strategy was swiftly rolled out across the Lanarkshire health and care system, focusing on optimising patient flow within acute hospitals.

Hospital flow, encompassing patient movement from admission to discharge, was central to this initiative. Enhancing flow leads to improved patient outcomes, increased capacity, higher staff satisfaction, and enhanced patient safety. It also reduces wait times and boost overall patient satisfaction.

Operation FLOW 1 (Focused, Lanarkshire, Optimal, Whole System) was the first of three phases of this initiative to reform our system to provide robust and resilience care.

A crucial component of Operation FLOW 1 was the coordinated effort to prepare for a short-term firebreak in February/March 2023. This involved a package of actions that quickly relieved pressure in the three acute hospitals over nine days.

Operation FLOW 1 adopted a whole-system approach, involving close collaboration between NHS Lanarkshire, South Lanarkshire Health and Social Care Partnership, Health and Social Care North Lanarkshire, and the Scottish Ambulance Service. The primary objective was to expedite patient treatment and discharge in emergency departments while prioritising patient and staff safety.

Operation FLOW is a positive response to circumstances not only in Lanarkshire, but also in healthcare services nationwide. It uses tried-and-tested approaches, emphasising coordination and focus to benefit patients and staff.

The initiative's ultimate goal is to make the healthcare system more resilient in the face of future pressures by introducing a new flow model and maintaining good flow, ensuring a positive experience for patients and staff.

Upon completing Operation FLOW 1, we reviewed the gathered information. This involved identifying common themes, evaluating what was working well, pinpointing areas in need of improvement, and determining service gaps.

The insights from phase one have helped shape our priorities and guided our Operation FLOW 2 workstreams to develop a new model of care for Lanarkshire, supported by additional workforce resources.

The work of Operation FLOW has continued into 2023/24 with a focus on ensuring we are better prepared for the pressures of the winter period.

Operation FLOW 2 will lay the groundwork for reform of our system through the next phase Operation FLOW 3 from 2024.

We are proud of the tremendous hard work and commitment staff have shown throughout this process to making a real difference to the patient and staff experience through Operation FLOW.

There is considerable work underway and ahead during 2023/24. Working together as Team Lanarkshire we are committed to realising the full benefits of Operation FLOW to deliver high quality and safe patient care while ensuring staff wellbeing, even when our system is at its busiest.



Monklands Replacement Project

The new hospital, set to be Scotland's first fully digital and net-zero carbon healthcare facility, promises significant benefits for the region and Scotland as a whole. The Monklands Replacement Project (MRP) emphasizes sustainability, biodiversity, and outdoor connections, aiming to enhance the well-being of patients, the public, and staff.

The Monklands Replacement Project, aimed at constructing a new hospital in Wester Moffat, Airdrie, achieved a significant milestone. In November 2022, the NHS Lanarkshire Board convened to review a draft outline business case (OBC) for the proposed hospital. Subsequently, the Board made the decision to forward the OBC to the Scottish Government, marking the next step in the official approval process.

Acknowledging the prevailing financial uncertainties at both the UK and Scottish levels, the Board approved the business case. Colin Lauder, NHS Lanarkshire's Director of Planning, Performance, and Property, expressed gratitude to the multitude of individuals and stakeholders whose extensive efforts brought the project to this juncture.

Colin emphasised the robust rationale for pursuing this major capital development despite the ongoing fiscal challenges.

To optimise the chances of advancing through the funding approval process, the OBC introduced a modified schedule for the ground works at Wester Moffat.

Plans to replace University Hospital Monklands are rapidly advancing, following Scottish Government approval of the outline business case. NHS Lanarkshire has now submitted a planning application to North Lanarkshire Council for this groundbreaking capital project.

The project is a result of extensive engagement and collaboration with various stakeholders, with the goal of transforming healthcare delivery in Lanarkshire. The formal planning process will include opportunities for public input, with the hospital expected to open in 2031, following further development of the Full Business Case throughout 2023 and 2024.



Hospital project looks to the future

The MRP team held their first 'Future Fridays' event – with 30 young people from local schools attending to find out more about plans for the new hospital.

Fiona Cowan, MRP clinical lead for nursing, said: "It was a really exciting day for the project. We would like to bring our local young people into the project where possible, to help us design and plan the new hospital.

"Going forward, we would love the young people of our local communities to get employment opportunities, either in the construction of the new hospital or by becoming NHS staff who will work in the new hospital."

The Monklands Replacement Project has various specialists that contribute to the design, development and the planning of the hospital. As well as the doctors, nurses and other healthcare staff, the project also includes architects, engineers and accountants. The Future Friday event gave the young people a chance to see the wide range of career options that are available in the NHS.

Andrew Hamilton (13), student at Airdrie Academy said: "I wanted to come along to get a better understanding about what's happening with the replacement hospital.

"We had a lot of fun. We talked to some of the people that were in the project and we got to learn a lot about them and their jobs."

Martin Anderson, head teacher of Airdrie Academy, said: "It was terrific to be part of the MRP Future Fridays launch event. This is a key opportunity for us to be involved in the design of the hospital, to support our local residents to have a fantastic new health care facility and to be part of the regeneration of the Monklands area.

"Moreover, it is a chance to engage local employers in the life of the school and to show our young people how a massive project is brought to life and to inspire the next generation."

Future Fridays is a North Lanarkshire Council initiative that aims to give young people greater opportunities to be job ready and better equipped for life once they leave school.



Patients Home Same Day After Orthopaedic Surgery

In Lanarkshire, patients were offered the option of 'Reverse Total Shoulder Replacement' surgery, allowing them to return home on the same day of the procedure, sleeping in their own beds.

Surgeons at University Hospital Wishaw achieved a groundbreaking milestone by becoming the first in Scotland to perform this surgery and discharge patients on the same day.

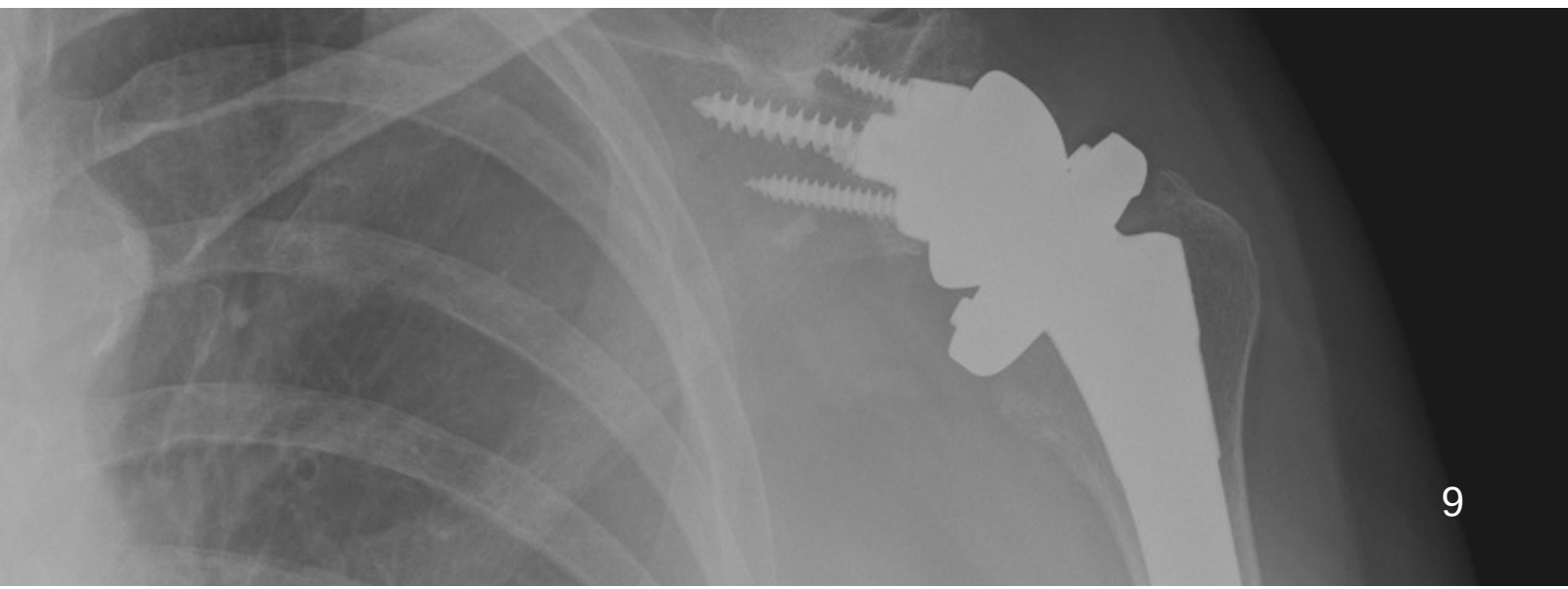
The inaugural patient to undergo this innovative approach was Anne Stillman, a resident of Lanark, who had her surgery in December. Anne had been grappling with rheumatoid arthritis since her teenage years, enduring numerous procedures as her condition deteriorated.

Anne's need for shoulder replacement surgery arose from severe wear and tear of the normal ball-and-socket structure, necessitating an artificial shoulder to restore mobility and alleviate persistent

pain. Typically, patients spent a night in the hospital and underwent a morning review before discharge. However, Mr. Stephen Hannah, Consultant Trauma & Orthopaedic Surgeon – Shoulder & Elbow Service, was at the forefront of efforts to expedite the post-surgery recovery process for eligible patients.

In Anne's case, she was discharged by dinnertime, equipped with the necessary medication, and returned to Wishaw the following morning for a check-up.

Mr. Hannah emphasised the potential benefits of this approach, saying, "This has massive potential benefits for both the health service and the patients. Nobody wants to stay in the hospital any longer than necessary, and being able to perform shoulder replacement surgery and send the patient home on the same day is remarkable. We are extremely proud of the team for offering this option to suitable patients."



Lanarkshire retains UNICEF baby friendly accreditation

Our health visitors and family nurses celebrated after once again being awarded 'Baby Friendly' accreditation from the UNICEF Baby Friendly Initiative.

The re-accreditation recognises the high standard of their work supporting breastfeeding and helping parents form close, loving relationships with their children during the critical early years.

UNICEF confirmed that it 'was clear to the assessment team that pregnant women and new mothers receive a very high standard of care.' They also found that 'staff demonstrated how they would have open, mother centred conversation with mothers and the team are commended for the training offered in this aspect and were extremely knowledgeable.'

Trudi Marshall, nurse director, Health & Social Care North Lanarkshire, said: "This is huge achievement has been a real team effort by health visitor and family nurse teams across Lanarkshire. Its successful delivery has completely depended on the hard work and commitment of the teams,

who work on a daily basis with breastfeeding women and really do go the extra mile to offer high quality support when it's needed.

"The assessors praised staff for showing excellent and sensitive communication skills and a clear ability to describe and demonstrate information in a clear and effective way. This has stemmed from the skills and knowledge they have developed to support infant feeding and parent-infant relationship building."

Lesley Thomson, nurse director, South Lanarkshire Health & Social Care Partnership, said: "The re-accreditation team at UNICEF confirmed staff are extremely skilled and knowledgeable, very supportive to mums and approach them in a kind and reassuring manner.

"Ultimately, this enables families to make infant feeding choices that are right for them, with full understanding of what is in their child's best interest. This helps to give babies the best possible chance to grow, develop and flourish in their critical foundation years."



New digital strategy – improving our online service for patients

NHS Lanarkshire developed a new five-year digital strategy to reflect the needs of the people of Lanarkshire and its organisation.

Significant progress has now been made and the strategy has been launched following extensive work.

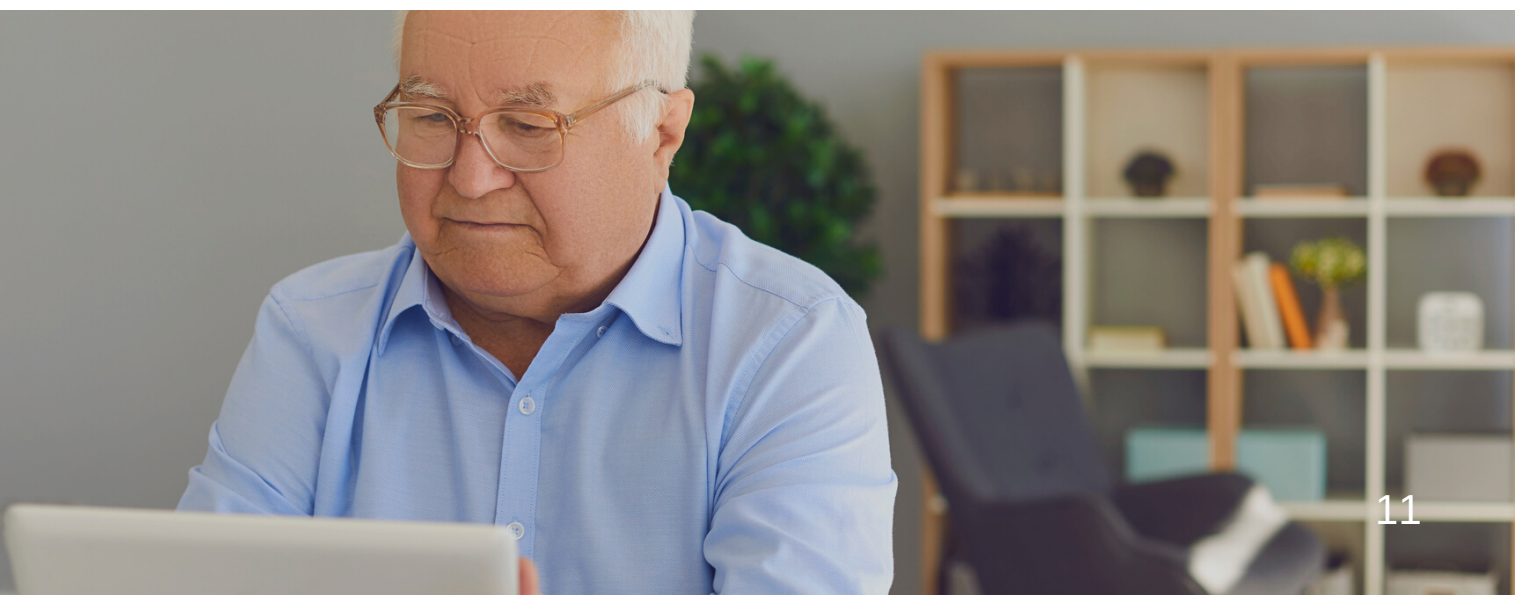
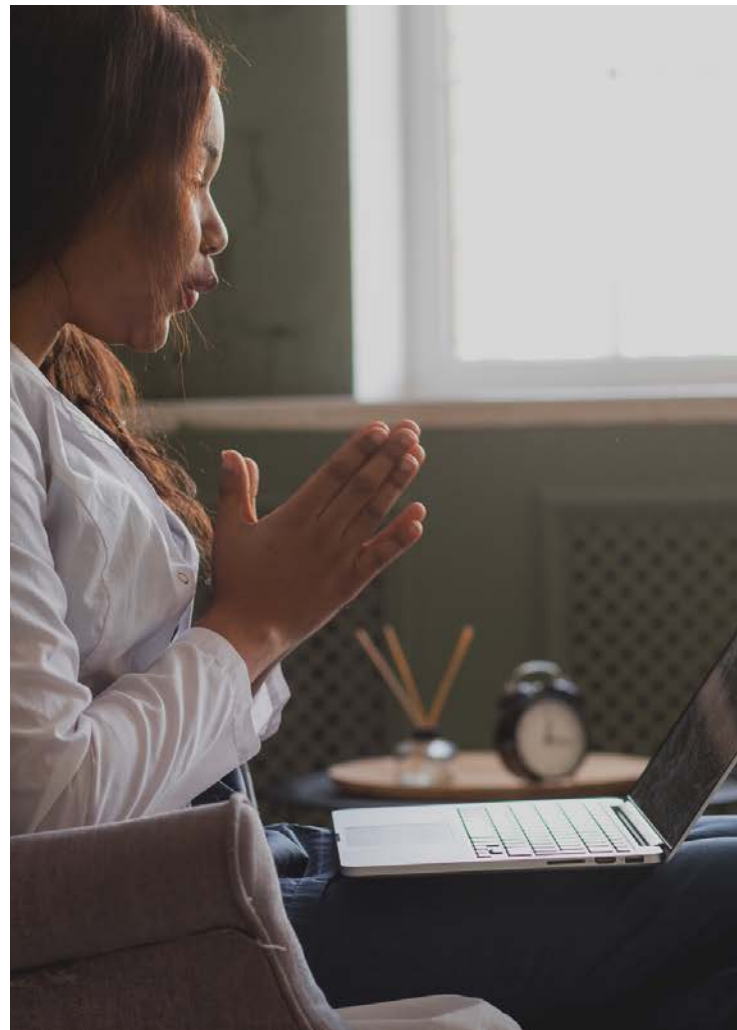
The strategy was made public-facing, and patients and local residents were asked to provide their feedback on how NHS Lanarkshire could improve its online services by completing a short survey.

Donald Wilson, director of digital services, said, “NHS Lanarkshire is preparing for the next five years to consider how online technologies can improve its health and social care services.”

Donald highlighted how the COVID-19 pandemic had introduced technology such as smartphones, laptops, and tablets for the first time.

He had said, “This might have included their first video consultation, increased

use of health apps, self-assessment questionnaires, or, in some cases, medical devices used at home.



New legislation providing smoke-free perimeter outside NHS hospitals

In September 2022 the Scottish Government introduced The Prohibition of Smoking Outside Hospital Buildings (Scotland) Regulations 2022, which banned smoking within a 15-metre perimeter of NHS Lanarkshire hospital buildings.

NHS Lanarkshire had an existing No Smoking Policy where smoking and e-cigarettes were not allowed at or around doorways or anywhere on hospital grounds, which was recognised as being followed by the majority of staff and hospital visitors.

The Quit Your Way Team offered free Nicotine Replacement Therapy (NRT) to anyone who smoked to help them manage their nicotine withdrawal or quit smoking during their hospital visit. Information about referring patients for stop smoking support and NRT was available before, or the referrer helpline could be called at 07813 569289.

Shirley Mitchell, senior health improvement manager – Tobacco Control Team, NHS Lanarkshire, said: “Although we had a current no smoking policy within NHS Lanarkshire, which the majority of people who visited our hospitals followed, we welcomed this new legislation to further support public health.

“This new regulation helped protect patients and visitors who didn’t smoke from second-hand smoke, including our staff, but it also encouraged those who smoked to give NRT a try and seek support from our Quit Your Way service.

“We understood that giving up smoking was not an easy thing to do, and all patients were welcome to call Quit Your Way for more information and support prior to their hospital visit to help settle any worries they had about managing their nicotine withdrawals during their time there.”



SERVICE IMPROVEMENTS

Project gets underway to expand University Hospital Wishaw Emergency Department

In 2022/23, NHS Lanarkshire approved the expansion of the emergency department at University Hospital Wishaw (UHW).

The program of work aims to expand the clinical space within the department, ultimately creating a more conducive environment for both patients and staff.

The existing space in the emergency department at University Hospital Wishaw posed challenges for our staff and adversely affected waiting times. This investment underscored NHS Lanarkshire's unwavering commitment to enhancing urgent care for our patients and dedicated healthcare professionals.

Originally designed to accommodate 150 patients daily, University Hospital Wishaw's emergency department had seen an average of 190 patients per day, with a higher influx of patients with major injuries since its establishment as the Board's Trauma Unit.

The improvement initiative entailed expanding the number of clinical assessment bays, along with upgrading existing ones, thereby creating more space and optimising the department's workflow.

The comprehensive improvement plan was carried out in phases to minimise disruptions and enable the emergency department to function smoothly during construction.



Lanarkshire CAMHS waiting list patients offered first appointment

A first appointment was made available to every young person who was in queue for a first evaluation with a clinician from our Child and Adolescent Mental Health Service (CAMHS).

Appointments would, whenever possible, be held the week following their video or phone scheduling.

Dr Lisa Sigouin, the newly appointed clinical director for CAMHS in 2022, said: "We're dedicated to ensuring we deliver services that make a positive impact on our young peoples' lives. "We know a number of young people have waited longer for their first appointment than we would have liked. Over the coming weeks we're arranging appointments for everyone waiting for a first CAMHS appointment."

Anyone on the waiting list who had not yet seen a physician was contacted by CAMHS. Young people were guaranteed appointments at a time and date that worked for them since appointments were available at flexible times, including nights and weekends.

This happened prior to the opening of Hamilton's new, £1.5 million CAMHS specialist centre in 2023/24. Young people with mental health concerns under the age of 18 are treated at the new outpatient facility.

The specially created centre, which is based at Udston Hospital, provides services such as CAMHS assessment, neurodevelopmental treatments, talking treatments, psychiatry, and medication.



PATIENT STORIES

Quit Your Way success

Protecting a mother and baby's health from tobacco smoke is one of the best ways to give newborns a healthy start in life.

NHS Lanarkshire's Quit Your Way service offers free, specialist support to pregnant women, their partners and families who want to quit smoking.

Dedicated advisers work with pregnant women to provide tailored support, encouragement and free nicotine replacement therapy which are safe during pregnancy, as well as one-to-one video or phone appointments.

There are many benefits of stopping:

- reduced risk of having a miscarriage or the baby being stillborn
- reduced risk of sudden unexpected death in infancy (SUDI), previously known as cot death
- saving money

Alexandra Usurelu from Motherwell successfully quit smoking with support from NHS Lanarkshire's Quit Your Way service: "There were three reasons I wanted to quit smoking, first of all because I was pregnant and my baby could be born smaller, secondly because cigarettes are expensive and third, because I wanted to be healthier."

I didn't smoke during my first pregnancy, but after I had my baby I started smoking again because of stress. I found out about Quit Your Way through my midwife during my second pregnancy and I've now been smoke-free for over 12 months since having my baby.

"From all my heart I'd recommend this service to everyone. "It was a very nice experience and great result for my health and that of my children."



Special visit was ‘neigh’ bother

Staff at University Hospital Hairmyres organised a very special visit. Physiotherapist, Fiona MacDonal, arranged for two police horses to visit Eleanor Dempster.

This is because Eleanor was one of the first female officers appointed to the mounted branch of Glasgow Police in 1974.

Fiona said: “We like to find out about each individual’s likes and interests to see if we can incorporate anything into their therapy and recovery programme.

“We learned about Eleanor’s career and her love of horses. One of our nurses brought in a saddle to help with Eleanor’s rehabilitation by getting her to polish the saddle to build up her arm strength. You could see the positive effect this had on Eleanor.

“As this was such a success, I emailed the mounted police to find out if there was anything else we could do and they were more than happy to help.”

Eleanor, who lives in East Kilbride, had a stroke just before Christmas and spent some time as an inpatient at the hospital in the town.

She joined City of Glasgow Police in 1967 as a constable and was given the opportunity to become one of the first women officers to join the mounted police branch.

Already a keen horse rider, Eleanor completed the necessary training before she and fellow colleague Avril Dempsey took to the streets of Glasgow in 1974.



Teenager gets revolutionary hearing device at University Hospital Monklands

Teenager Ross Paterson became the first person in Scotland to get a revolutionary hearing implant after he lost hearing in his right ear.

Ross, 15, started getting frequent ear infections in 2020 and was referred to an ear, nose and throat (ENT) specialist. It turned out he had a cholesteatoma, which is a pocket of skin growing into the ear that required urgent surgery to avoid complications such as meningitis.

During the operation to get the cholesteatoma skin growth removed, Ross ended up losing his hearing in his right ear aged 13 which can happen rarely in these types of operations.

Ross was then referred to Mr Arun Iyer, the ENT clinical lead at University Hospital Monklands who specialises in hearing implants. Ross was offered a ground-breaking Cochlear Osia system and the implant was carried out in April 2022 at University Hospital Monklands.

Ross said: "I was pulling away from social situations as it was difficult to hear my friends and I was getting tired at the end of each day. It's much better now. I can be in bigger groups and hear conversations really well.

"I like to participate in PE as much as possible, go to the gym, do fencing and I'm in the choir and this device helps me do all these sociable things."



STAFF HIGHLIGHTS

Occupational Therapist Awarded Merit Award

An occupational therapist was awarded a Merit Award for her exceptional contributions to occupational therapy.

Janice McClymont, who held the position of Head of Profession, Occupational Therapy Services at NHS Lanarkshire and was an Honorary Fellow at the School of Health and Life Sciences at Glasgow Caledonian University, received the award in recognition of her significant innovations, impressive accomplishments, work related to post-Covid challenges, and the creation of a national-reaching and influential occupational therapy model.

The Royal Society of Occupational Therapists Fellowship and Merit Awards acknowledged individuals who were

nominated by their peers for their outstanding contributions and exceptional dedication to their profession.

Reflecting on the honor, Janice expressed her gratitude, saying, "It was a genuine privilege to have my profession and colleagues recognise my work. I am absolutely thrilled to have received this award. I extend my thanks to Professor

Katrina Bannigan for her nomination and to all my colleagues in NHS Lanarkshire and across various partnerships for their unwavering support and the leadership opportunities they provided over the years."



Lanarkshire Neonatal Team Best in the UK

The Neonatal Multidisciplinary Team at University Hospital Wishaw was named the UK neonatal team of 2023.

The team received the award from The Neonatal Nurses Association after facing tough competition across the UK but were delighted to be named the overall winners.

This award acknowledged the incredible efforts of the team during exceptionally challenging times to improve the neonatal experience for babies and families.

Cheryl Clark, Chief Midwife, Maternity, and Neonatal Services, said, "We were all extremely proud of the team for receiving this prestigious national award.

"It had been a challenging few years, but the team had continued to offer care and support to babies and their families, and this award recognised their hard work and dedication."

The Neonatal Nurses Association was established by Beryl Chadney, a senior

nurse at the Department of Health. Beryl selected a small group of neonatal nurses from across the country to address the inadequacies within neonatal nursing at the time.

The purpose of the Neonatal Nurses Association remained unchanged since then - a national organisation representing neonatal nurses, guided by neonatal nurses to promote neonatal nursing for the benefit of premature and sick newborns and their families throughout the country. For information on the Neonatal Nurses Association, you can visit <https://nna.org.uk/nna-awards/>.



Local students undertake Apprenticeships in NHS Lanarkshire

Six students from South Lanarkshire had joined NHS Lanarkshire in September 2022 to complete placements as part of their Business Skills Foundation Apprenticeship.

They were assigned to various settings across NHS Lanarkshire, including Law House, Lanark Health Centre, Rutherglen Health Centre, and University Hospital Hairmyres. During their one-day-per-week placements, the students received support from their placement supervisors to engage in business or administration activities and complete a significant project contributing to their qualification, which was equivalent to a Scottish Higher.

One of the students, Marcus, who was a current Foundation Apprentice based at Lanark Health Centre, had spoken positively about his placement experience:

"My time spent in the program was wonderful; I couldn't have asked for a

better mentor. I believe that the practical experience gained during my Foundation Apprenticeship helped prepare me for the future better than any class could."

His placement supervisor, Nanette, added, "Having a Foundation Apprentice has been an enlightening experience for both myself and hopefully for Marcus. We formed a good working relationship, and I was able to pass on my extensive admin experience to him. It was a pleasure to work with someone eager to learn the essential skillset for business/admin work. I am confident he will make a wonderful colleague in his future endeavors."

The program concluded at the end of April, equipping the students with the skills and knowledge necessary for their future careers in the world of work.



Local doctors receive prestigious fellowship award

Two local doctors, Dr. Mike Coates and Dr. Kieran Dinwoodie, have received prestigious fellowships from the Royal College of General Practitioners (RCGP) in recognition of their outstanding contributions to general practice and medicine.

Dr. Coates, Clinical Director for the NHS Lanarkshire primary care out-of-hours service, has been a GP since 2004.

He specialised in areas such as drug and alcohol dependency treatment, custodial medicine, and urgent care.

Dr. Dinwoodie, a local GP, obtained his GP qualification in 2012 and later volunteered at Bwindi Community Hospital in East Africa.

He developed interests in dermatology, geriatrics, and pain management, in addition to training GPs. Dr. Dinwoodie also served as the national chronic pain GP advisor for three years.

The fellowships mark a significant achievement for both doctors and highlight their commitment to providing high-quality

healthcare. Soumen Sengupta, Director of Health and Social Care at South Lanarkshire Health and Social Care Partnership, congratulated them, emphasising the vital role local GPs play in delivering healthcare services.

These recognitions reflect the dedication and expertise of healthcare professionals like Dr. Coates and Dr. Dinwoodie who continue to provide exceptional care to the people of Lanarkshire.



Local Hamilton nurse receives prestigious Queen's Nurse award

One of the 20 outstanding clinical nurse leaders who received the distinguished title of Queen's Nurse was a nurse from Hamilton.

Robert Campbell was chosen to participate in the Queen's Nursing Institute Scotland's (QNIS) nine-month development programme.

The senior nurse at NHS Lanarkshire was suggested because of his vast clinical expertise and desire to overcome the difficulties of advanced practice in order to enhance patient care.

At the event conducted in December 2022 at the Sheraton Grand Hotel in Edinburgh, Robert Campbell and 19 other community nurses and midwives who had successfully completed the curriculum received the historic title of Queen's Nurse.

To finish the nine-month plan, which consists of a residential training lasting a week, two more workshops, and one-on-one coaching sessions, 20 community nurses were chosen.

In order to put what they have learned over the course of the nine months into practise, the curriculum challenges them to select a development issue that will have a substantial impact on the people they care for.

Nurses offer a variety of services to the people in their communities, such as complex care for the elderly, assistance with substance abuse, and help for those with learning difficulties. The category also includes individuals who work in district nursing, school nursing, care home nursing, and health visiting.



New self-referral access centre decreases waiting times

The Podiatry Hub were praised for their new self-referral access centre which has seen a substantial decrease in waiting times for the service.

The newly formed team, who are based at Coathill Hospital help manage the access to podiatry treatment across Lanarkshire, comprise of four full time administration staff and twelve triaging podiatrists.

Jamie Quin, the head of podiatry, said: “The Hub has made such a big impact on the waiting times for Podiatry. At one point, our waiting times were up to 16 weeks. But, thanks to our new clinical triage system, our longest wait is only four weeks.

“Patients that have got a red hot swollen foot will be seen within two working days. Patients with more routine foot conditions will be seen within four to six weeks at the moment.”

It is estimated that the team have made between 30 and 40 per cent efficiencies, thanks to the high performance of the team.

Claire James, deputy head of podiatry, said: “We’ve used the modern outpatient approach to put in place ACRT patient initiated review and our call centre approach. The impact that it’s had on service is that staff now spend more time with patients than on admin tasks.”

The open referral system is also helping to save time for colleagues in primary care, reducing the need to make referrals.

Peter McCrossan, director for Allied Health Professions, said: “I was most impressed with the dedication and the skills of the staff within the Hub.

“I’m aware of the increase in capacity that this hub has brought and the reduction in the waiting times which has really been quite substantial. And it’s an area where I’m keen to develop the hub approach in other professions.

“I would just like to take this opportunity to thank the Hub team who have been instrumental in bringing this project to life.”



Pre-Assessment team introduce innovative approach to patient care

The Pre-Assessment Team introduced an innovative approach to ensuring excellent patient care while working to address capacity challenges.

Elsie is NHS Lanarkshire's Pre-Assessment app, a digital tool that means most patients are no longer required to attend a one-hour appointment in hospital before their procedure or surgery, whilst actually increasing the care and level of contact they receive.

The app has been developed by the Pre-Assessment Team, with every question asked by the app informed by our expert Pre-Assessment Nurses based on what they know patients need at this stage of their care.

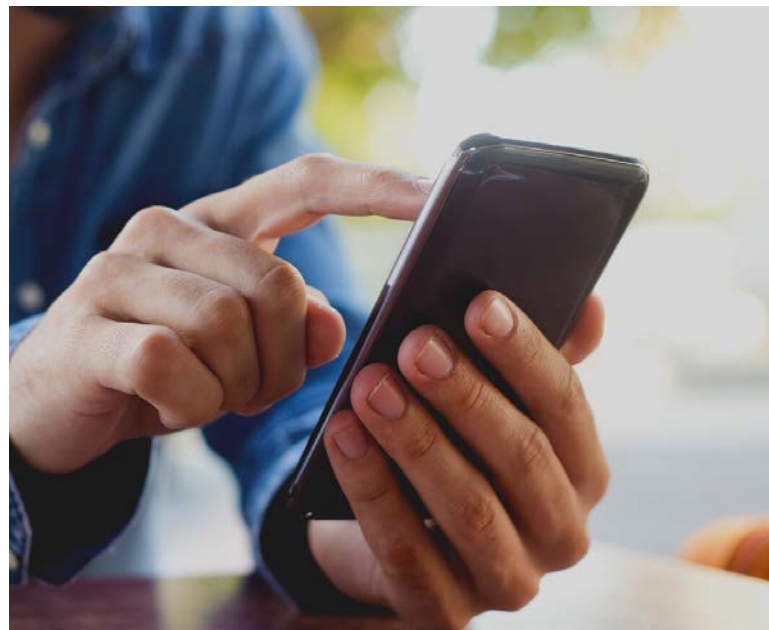
Patients download the app and complete the required information, as they would have previously provided during a hospital appointment.

This information is then checked by the nursing team, and the app allows a greater

level of patient-centred care as the built-in messaging service means patients can ask questions and get a direct response from one of our nurses.

Judith Park, Director of Acute Services said: "The work of the team reaching across Lanarkshire, is absolutely phenomenal.

"Elsie is an incredibly innovative piece of work that shows what we can do with digital innovation to make things better for our patients and staff."





ANNUAL INTEGRATED PERFORMANCE AND QUALITY REPORT 2022/23

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INTRODUCTION

Welcome to the Annual Integrated Performance and Quality Report section of our Annual Report for the year 2022/23.

NHS Lanarkshire introduced a new integrated performance and quality report (IPQR) in August 2023. The reports are considered at our public NHS Lanarkshire Board meetings.

The purpose of the Integrated Performance and Quality Report (IPQR) is to provide assurance on NHS Lanarkshire's performance relating to National Standards and local Key Performance Indicators (KPIs).

It is part of our commitment to transparent and effective governance.

The full Board report includes sections on our objectives, corporate risks, a summary of our key indicators and a detailed assessment of performance, issues and our improvement actions.

This annual IPQR is a high level look back at some of these key indicators for 2022/23.

In the following pages you will find our performance against these indicators, the relevant targets, and the key actions we are taking to improve our performance.

For the latest performance data and more detailed analysis please visit our website where you can find the papers for our Board meetings, including the IPQR: www.nhslanarkshire.scot.nhs.uk/about-us/board/



LANARKSHIRE AT A GLANCE



General Practice (GPs)

As at 31 March 2023, NHS Lanarkshire had 98 GP practices



Community Hospitals

As at 31 March 2023, NHS Lanarkshire had 12 Community Hospitals



Dental practices

As at 31 March 2023, NHS Lanarkshire had 139 dental practices



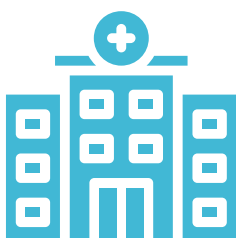
Pharmacies

As at 31 March 2023, NHS Lanarkshire had 144 pharmacies



Opticians

As at 31 March 2023, NHS Lanarkshire had 99 opticians



Acute Hospitals

As at 31 March 2023, NHS Lanarkshire had 3 acute hospitals



Spend on healthcare

£1.893 bn was spent on healthcare by NHS Lanarkshire in 2022/23



Lanarkshire staff

NHS Lanarkshire employs around 14,000



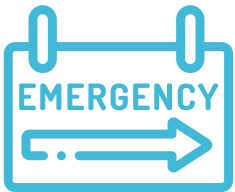
Lanarkshire population

Total (estimated) population of 664,000



Live births

6,309 live births registered in 2022



Emergency Department

195,670 attendances at the 3 emergency departments in 2022/23



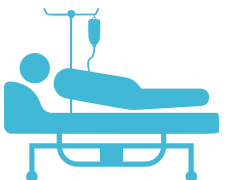
x-rays

849,005 carried out over 2022/23



Paediatrics

119,520 new and return appointments in 2022/23



Beds

Around 1,500 available acute hospitals beds



Outpatients

1010482 total outpatient appointments in 2022/23



Vaccinations

DTP/Po/Hib/HepB - 18,295
Booster DTP/IPV/Hib - 6,731
Rotavirus - 11,801
MMR - 13,200
MenB - 18,457
Hib/MenC - 6483
Pnuemococcal - 12,350
BCG - 435



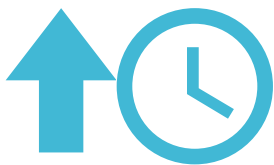
OPERATIONAL PERFORMANCE



Delayed Discharges

In 2022/23, 2.8% of discharges were subject to delay with a resulting 16.2% of bed days lost to delay.

Actions: Implementation of a flow foundation bundle in our hospitals; focus on recruitment of home care support; expansion of Home Assessment/Home First Teams.



Cancer 31 & 62 day RTT

For the quarter ending March 2023, 93.1% patients (target of 95%) began cancer treatment within 31 days of decision being taken to treat. 85.4% of patients waited no more than 62 days from urgent suspicion of cancer to treatment against a target of 95%.

Actions: Recruitment of advanced nurse practitioners to support Active Clinical Referral Triage pathways; work to establish a urology hub in Lanarkshire.



Diagnostics Waiting Times

40.6% of patients waiting at 31 March 2023 had been waiting less than six weeks for any of the eight key diagnostic tests and investigations. The target is 100%.

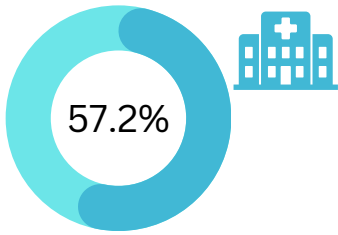
Actions: Additional external and internal capacity used where available to address waits.



New Outpatients

At 31 March 2023, 67.4% of patients seen had waited less than 12 weeks from referral to treatment. The target is 95%.

Actions: Working with National Elective Coordination Unit to support waiting list validation; prioritisation of capacity; increase outpatient capacity wherever possible.



4 Hour Emergency Access

At 31 March 2023, 57.2% of patients had waited less than 4 hours from arrival to admission, discharge or transfer for Accident & Emergency treatment against a target of 95%.

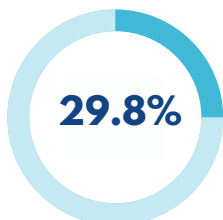
Actions: Operation Flow improvement programme, including additional staffing resources, targeted actions to reduced hospital occupancy, development work to expand University Hospital Wishaw Emergency Department.



Patient TTG

At 31 March 2023, 41.4% of patients had waited less than 12 weeks from referral to treatment. The target is 100%.

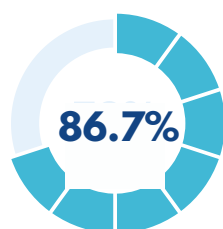
Actions: Working with National Elective Coordination Unit to support waiting list validation; prioritisation of capacity; theatre improvement plans.



CAMHS 18 weeks RTT

At March 2023, 29.8% of young people started treatment within 18 weeks of referral for specialist Child & Adolescent Mental Health Services. This is against a target of 90%.

Actions: Introduction of Choice and Partnership Approach (CAPA) model has allowed refined capacity planning for clinical staff, robust local activity data and a focus on key intervention areas to support routine work.

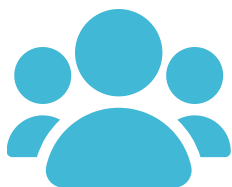


Psychological Therapies 18 weeks Referral to Treatment

In the month to 31 March 2023 86.7% of patients in Lanarkshire started their psychological therapy within 18 weeks of referral. This is against a target of 90%.

Actions: Focus on reducing waits including additional waiting list reduction clinics.

PUBLIC HEALTH OVERVIEW



Population

NHS Lanarkshire employs around 14,000 staff delivering services to a total (estimated) population of 664,000



Level of deprivation

51.7% per cent of Lanarkshire's population live in the most deprived areas - Scottish Index of Multiple Deprivation zones (SIMD) 1&2. More than a quarter of our population (26%) in zone 1 which has the greatest deprivation.



Smoking Cessation

Lanarkshire achieved 50% of it's target for the number of successful quits for the quarter ended September 2022 (the most recent validated data).

Actions: Improvement work to increase referrals and maximise percentage of successful quits.



Cancer Screening

For the quarter ended 31 March 2023, there was a 75% uptake of patients for breast cancer and cervical cancer screening. The target is 80%.

Actions: Screening inequality action plan to improving uptake of targeted at areas of deprivation and groups where evidence suggests lower uptake.



CORPORATE PERFORMANCE



Financial targets

NHS Boards are required to meet three financial targets in-year: a Revenue Resource Limit a Capital Resource Limit and a Cash requirement. NHS Lanarkshire met all three targets for 2022/23. Looking to 2023/24 the financial position is more challenging in common with the position across the public sector as a result of a range rising cost pressures. A deficit is forecast for 2023/24 year end.

Actions: Focus on making best use of use of available resources thorough our Sustainability and Value programme; developing redesign and reform options to best provide services within available funding.



Sickness Absence

At 31 March 2022, sickness absence rate was 7.38% in March 2023 against a target of 4%.

Actions: Dedicated Sustainability and Value workstream focused on reducing sickness absence.

