

Elective orthopaedics engagement guide



The Lanarkshire trauma and orthopaedic service

The orthopaedic service provided for the people of Lanarkshire has several parts.

The service is divided into orthopaedic **trauma** - which is urgent and emergency care for people who have broken bones – and the **elective** orthopaedics – which is planned surgery mainly to replace the main bony joints, such as hip, knee and shoulders, and for repairs to the associated tissue.

People with orthopaedic trauma generally present at the emergency department (A&E) following an accident or an urgent referral from their general practitioner. This, typically, includes people with fractured hips after falling, torn ligaments and more major trauma following road accidents.

Generally, an operation will be required for such cases. Lanarkshire created a single, highly specialist team of surgeons and other clinicians to manage trauma surgery and they are based in a specialist unit at University Hospital Wishaw (UHW), working as part of the west of Scotland Major Trauma Network.

However, many people who have fractures don't need an operation and all three of Lanarkshire's general hospitals provide fracture clinics for patients who can be managed by the clinicians in the three local emergency departments.

Lanarkshire also has a specialist team of surgeons and other clinicians who provide elective (planned) surgery. People who may require elective orthopaedic care are referred through their general practitioner (or from specialist physiotherapists) to the elective team and are assessed at their local outpatient department. If surgery is needed, then the patient will be placed on a waiting list for an operation. Patients are assessed as to the urgency of the need for an operation which determines how long they might wait for their surgery.

Most, but not all, of the elective orthopaedic surgery for Lanarkshire residents takes place at University Hospital Hairmyres (UHH). However, there is not enough capacity at UHH to meet all of the demand for operations, and so some patients have their operations at the Golden Jubilee National Hospital at Clydebank (an NHS Scotland facility), and some will go to independent hospitals under contracts agreed between NHS Lanarkshire and independent hospital orthopaedic teams (generally at the Nuffield and Ross Hall Hospitals in Glasgow). For shoulder and upper body orthopaedic surgery, the team of clinicians is based at UHW due to lack of capacity at UHH and these operations therefore take place at Wishaw.

Elective orthopaedic treatment (2018/19)	Number of patients
Elective inpatients treated in Lanarkshire	1544
Day cases treated in Lanarkshire	1998
NHS Golden Jubilee National Hospital	810
Independent hospitals	237
Total	4589

Separating trauma and elective surgery

The “gold standard” for orthopaedic surgery is to have a clear split between the two specialist teams: trauma and elective. This allows the skills of all of the clinicians within the respective teams to be focussed on their specialist area of expertise, and has proven to improve the quality of care which can be provided: patients spend much less time in hospital, there are fewer wound infections, the wards and theatres are more productive and it’s a better working environment for the doctors, nurses and other health professionals who make up the team. This applies to both the trauma and to the elective parts of the service.

Recognising this, and in light of a advice from outside clinical review teams, NHS Lanarkshire has made a series of changes to the orthopaedic service over the past 10 years with the aim of getting closer to that “gold standard” service model. The first step was to move to only two, bigger, teams of surgeons and clinicians, which improved the clinical cover for trauma cases and reduced the intensity of the workloads on individual surgeons. These two teams were established at UHH and UHW in 2016 where all operations in Lanarkshire have since taken place. University Hospital Monklands (UHM) was too small to fit the number beds and operating theatres required for the bigger orthopaedic teams. However, this still meant that trauma and elective services were “mixed” and whilst this was a more stable service with shorter waiting times, we couldn’t achieve all of the patient benefits.

It should be noted that fracture clinics and orthopaedic outpatient clinics are provided at each of the three Lanarkshire hospitals, and will be in the future; the changes discussed here only affect the surgical operations.

The next step was to move closer to that split between the trauma and the elective surgery. This did require some building work to the wards in UHW and the theatres at UHH, which involved several millions of pounds of investment. When this was completed, the trauma surgery specialist team was created at UHW as part of the new West of Scotland regional Major Trauma Network, and the orthopaedic elective team was focussed at UHH (though with some compromises, as described earlier).

The two separate surgical teams have been in place since November 2020, with the benefits of:

- Ensuring the safety and effectiveness of medical staffing;
- Redesigning more effective outpatient pathways;
- Accelerating the shift from inpatient stays to day surgery procedures;
- Improving postoperative rehabilitation through enhanced recovery process;
- Providing better facilities for elective and for emergency inpatients.

One example is in hip joint replacements, where the specialist team of hip surgeons can now undertake a hip operation and send the patient home the same day. This requires a highly focussed and specialised team of doctors, nurses and physiotherapists, and would have been feasible before these changes were made.

A preferred opportunity for further clinical improvements

Alongside these changes, the proposals for the new University Hospital Monklands have been moving forwards. In January 2021 the Scottish Government approved NHS Lanarkshire's proposal that the new hospital should be built on the outskirts of Airdrie. It is expected the new UHM will open in 2028 and the business cases is being prepared to allow this to happen.

NHS Lanarkshire has the opportunity, as part of the new Monklands hospital, to finish the work we started with regard to elective orthopaedic surgery. The new hospital could include a specialist elective orthopaedic unit which would be large enough to conduct all of the surgery currently done at UHH and (to a smaller extent) at UHW, and also reduce or even remove the need for independent sector treatment, *and* to also to cope with the growing need of the people of Lanarkshire for joint replacements as we live longer lives.

The new hospital will also have other benefits for orthopaedic patients. Every patient will have a large room with shower and toilet facilities. These rooms are designed to be ideal for exercise and rehabilitation on an individual basis, and this has been shown in other hospitals to reduce the time spent in hospital and reduces the risk of an infection in the replaced joint.

NHS Scotland have committed to continue the national orthopaedic centre at the GJNH and so Lanarkshire will continue to send some patients there for the foreseeable future.

NHS Lanarkshire would wish to take this opportunity and make this move to a specialist elective orthopaedic unit in 2028 with the opening of the new Monklands.

Developing clinical services at University Hospital Hairmyres

The proposed shift of orthopaedics out of UHH also gives a major opportunity for other services to be improved there. These facilities are highly valuable as clinical spaces and will not be left vacant. This could include

- bringing other independent sector surgery back to UHH; and/or
- the desired expansion of the new regional vascular surgery service.

There may be other, better, proposals for the use of these facilities. The exact nature of this will be determined through the development of Lanarkshire's new healthcare strategy, "Our Health Together" in 2021/22, and NHS Lanarkshire expects to be able to engage on these proposals in the near future.

However, the timetable for the new UHM development means a decision must be made this year as to whether we should take the opportunity to create the new Lanarkshire elective orthopaedic surgery unit within the new hospital when it opens.

NHS Lanarkshire sees this as the preferred way forward for this service and would like to hear your views.

Give us your views

Our engagement process is running from 28 July 2021 until 15 September 2021.

- Complete the online survey
<https://nhslanarkshire.engage-360.co.uk/surveys/4>

- Join the virtual public meeting: 26 August 2021, 7-9pm, via Microsoft Teams
- To receive the meeting link, please register to attend, with “public meeting” in the subject line of your email and providing your name, daytime contact number, email address if you have one and the first part of your postcode:
 - email – ortho.engagement@lanarkshire.scot.nhs.uk
 - phone – 01236 713348The meeting, which will be hosted on the Microsoft Teams online platform, will include a presentation and facilitated group discussions

- Contact us direct with your comments or questions – or if you need a paper copy of the survey
 - email – ortho.engagement@lanarkshire.scot.nhs.uk
 - phone – 01236 713348
 - Write to – FREEPOST RTEJ-HZLK-AETZ, Communications Dept, NHS Lanarkshire, Kirklands, Fallside Road, Bothwell, G71 8BB

For full information on the engagement process, including frequently asked questions, visit the dedicated webpage – www.nhslanarkshire.scot.nhs.uk/get-involved/consult-engage/elective-orthopaedics/