

Guy's and St Thomas' Elective Care Recovery

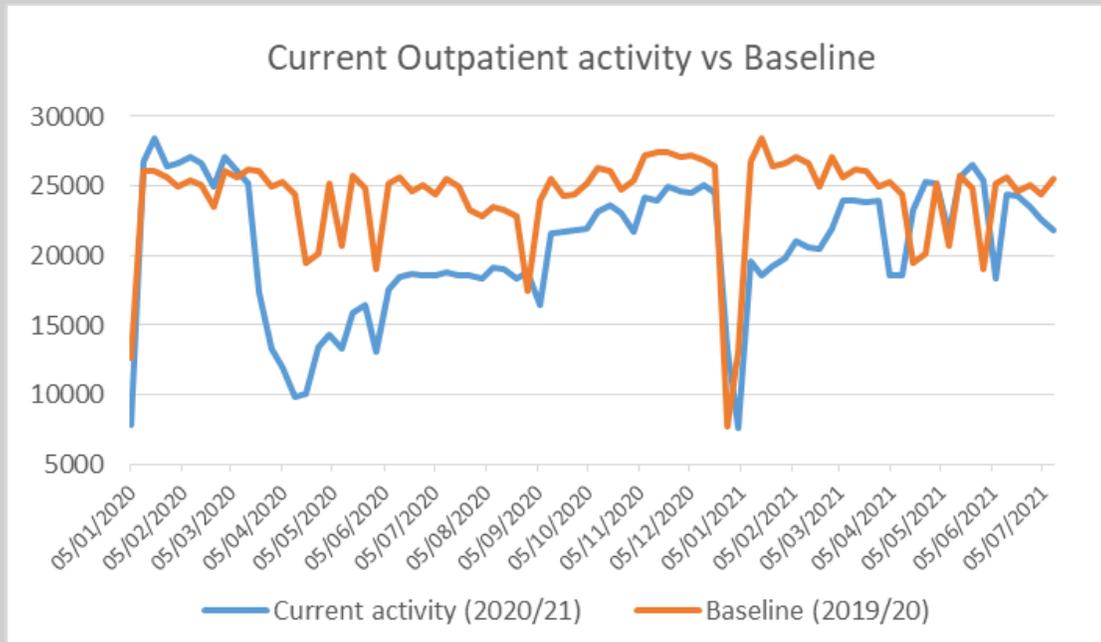
Southwark's Health and Social Care Scrutiny Commission

July 2021

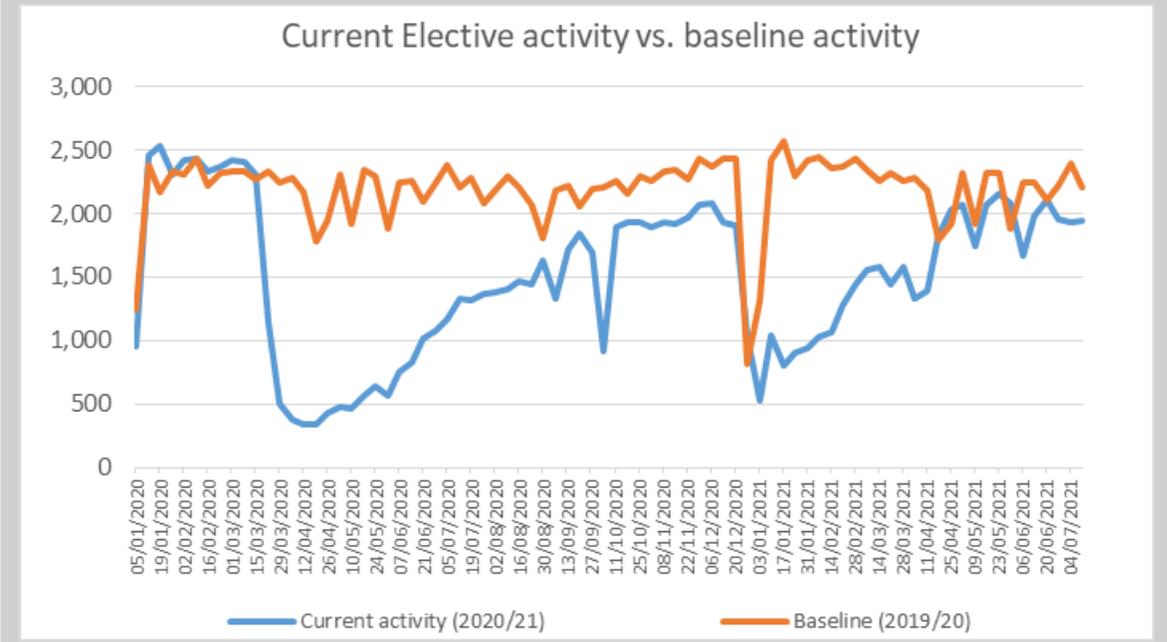
Outpatient and Elective activity

COVID-19 has had a significant impact on our activity volumes throughout the first and second waves of the pandemic

Outpatient activity: 4 week rolling average: 91% of baseline activity Pre-Covid (19/20*)



Elective activity: 4 week rolling average: 85% of baseline activity pre-Covid (19/20*)

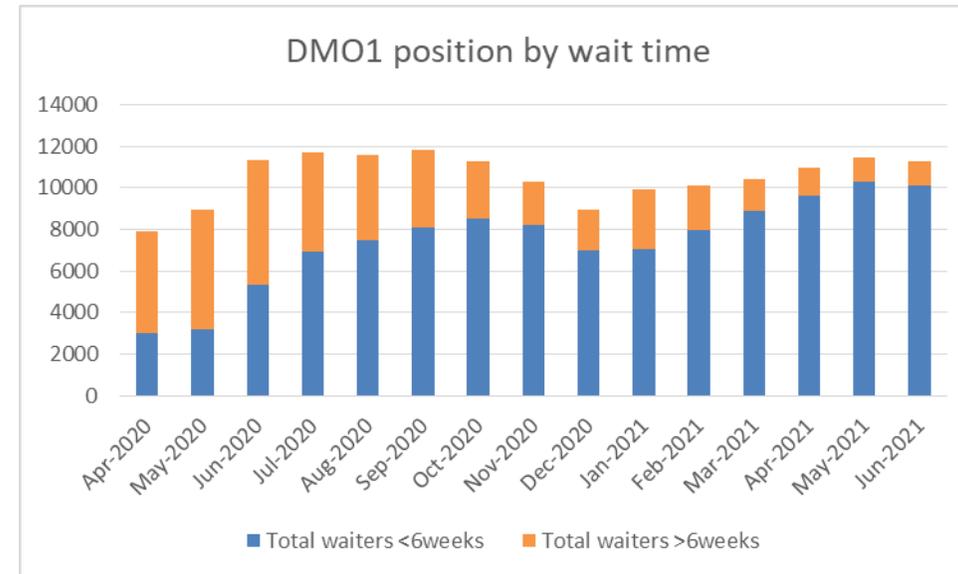
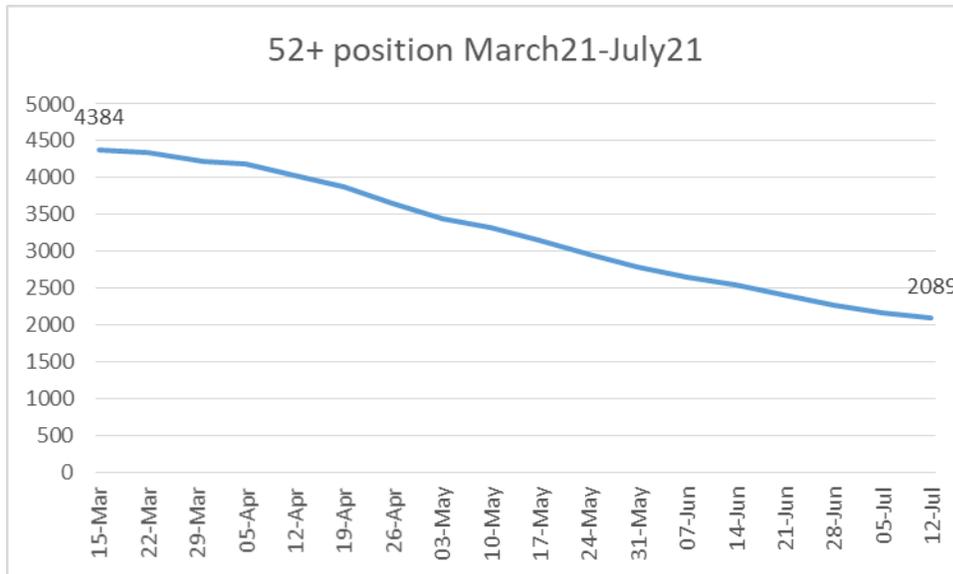


*Activity is measured against the 2019/2020 financial year. March 2021 activity uses March 2019 activity as a baseline as the pandemic was declared 11/03/20 and so March 2020 is not accurate BAU.

Waiting Lists

We have recovered well and quickly between waves, and are starting to reduce the number of very long waiters

- The number of patients waiting over a year for routine treatment, a key headline metric, has reduced by 52% in the last 4 months, a reduction of over 2000 patients compared to the peak March 2021 position. We are ahead of our plans to reduce this number to 0 over the coming 2 years.
- Waits for diagnostic procedures (DMO1) have also reduced



*June 2020 DMO1 position does not include RBH modalities as this position was prior to the merger.

Care Redesign

We are mindful that we still have a long way to go and that waiting times pre-COVID were not where we would have wanted, and so we are underway with major programmes of redesign and recovery

Ambulatory Care Programme

Transforming outpatients including:

- Improved management of referrals between primary and secondary care;
- Improving our communications with patients;
- Using new initiatives to improve access – about 30% of our outpatient consultations are now undertaken virtually this was about v3% pre-Pandemic. Some follow up appointments have now been moved to be patient initiated (PIFU)

Working with our acute partners across SEL

- Our recovery needs to be inclusive across SEL and so we are working collectively with KCH and LGT to provide mutual aid to each other where one trust has capacity or there is significant inequity of wait times.

Use of the Independent Sector

We are investing significantly as a trust to use IS facilities and staff where clinically appropriate to fast track treatment for patients including:

- HCA London Bridge partnership
- Use of smaller hospitals for minor surgery, for example BMI sites across SEL
- 'Insourcing' additional staff to treat outpatient and diagnostic patients on evenings and weekends

Urgent and Cancer Care

We continued to treat patients requiring Cancer and other urgent surgery during the first and second waves.

In the period 23rd March 2020 – 30th April 2021, a total of 3,645 surgeries were undertaken on NHS patients through a collaboration across South East London providers and London Bridge Hospital.

The graph below highlights the cancer cohort of these surgeries.

GSTT Cancer Surgery - numbers split by treatment site

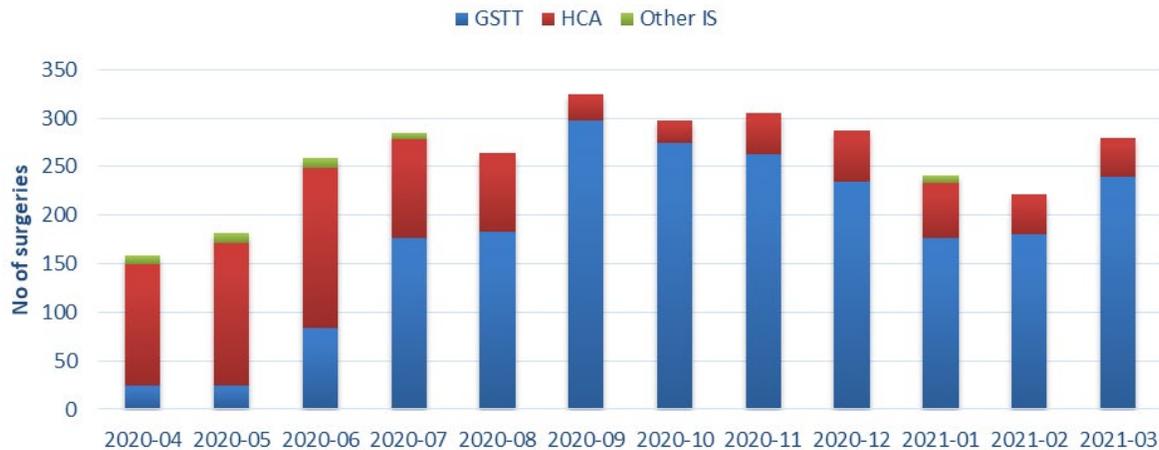


Table below shows all urgent surgeries undertaken on NHS patients at London Bridge Hospital.

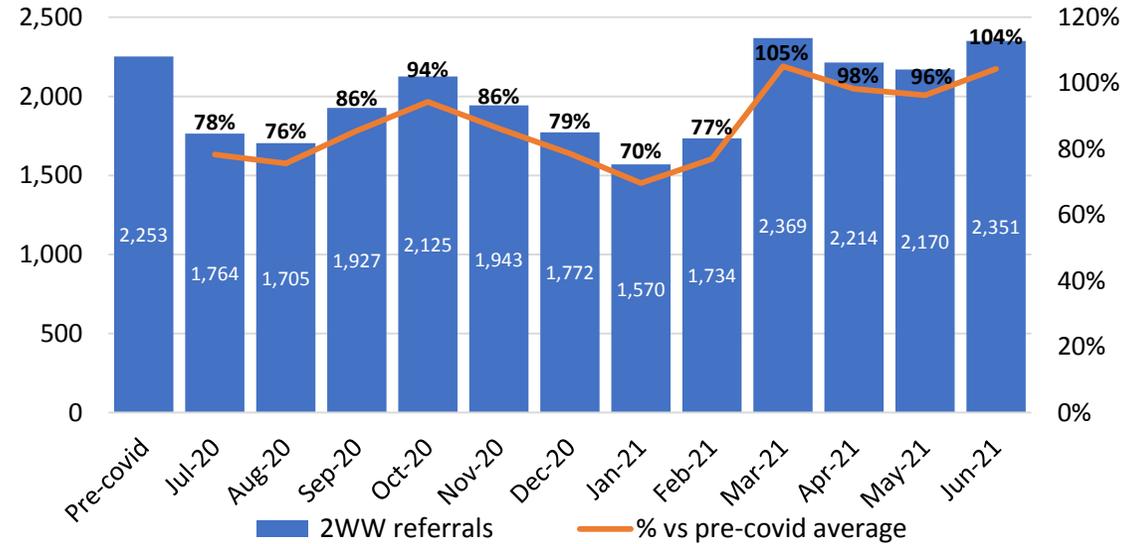
Specialty	Total surgeries at LBH March 20-April 21
Urology	682
General Surgery	518
Gynaecology	422
Cardiology	411
Cardiothoracic	195
Colorectal	166
ENT	142
Hepatology	131
Breast	121
Vascular Surgery	120

- Throughout the first and second waves, Chemotherapy and Radiotherapy also continued at GSTT in a COVID secure facility, in line with required demand.
- Cancer operating has increased since June, using London Bridge Hospital capacity, as well as increased theatre usage on the GSTT sites.

Cancer Referrals

- We are now operating at pre-pandemic levels of cancer referrals and monitoring any 'missing' cohorts of patients very closely.
- We are working with primary care and commissioning colleagues to ensure all tumour group referrals recover to pre-pandemic levels as soon as possible. An example of a local South East London lung cancer campaign can be seen below (Figure 1).

Monthly 2WW referral volumes vs. pre-pandemic referral average



June 2021 2WW referrals by tumour group vs. pre-pandemic levels

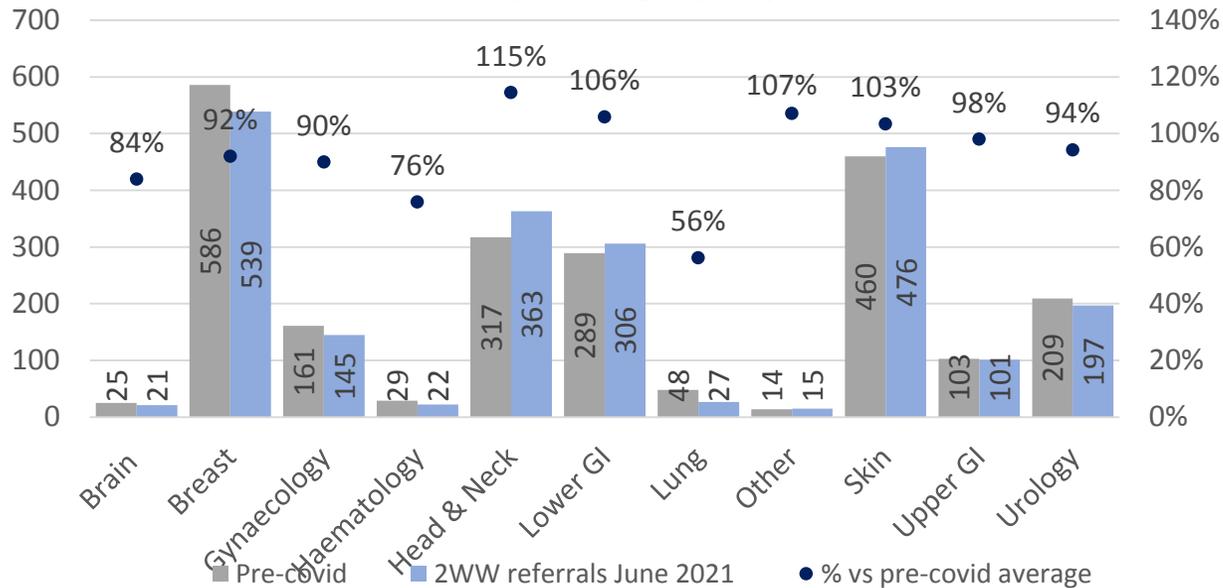


Figure 1

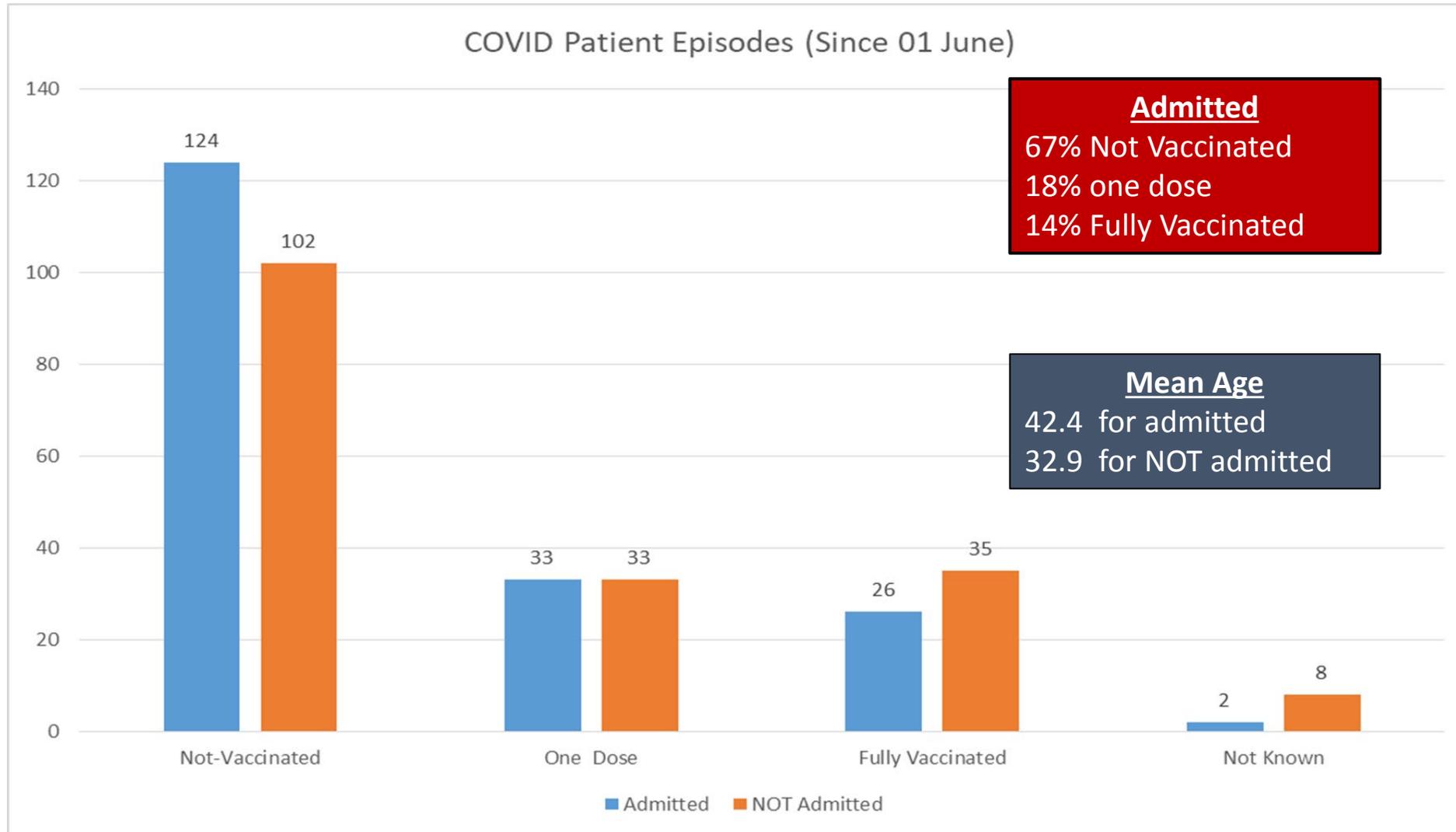


Covid-19 Vaccination Programme



- Guy's and St Thomas started providing Covid-19 vaccinations on the very first day of the national vaccine programme.
- All 3 currently approved vaccines are available across both of our hospital sites.
- Over 500 staff have been deployed to support the rapid roll out of Covid-19 vaccinations.
- We have expanded the programme in line with the JCVI guidance and to date we have given over 570,000 vaccines.
- As we move into the third wave the vaccinations are making a big difference to the numbers of people who become seriously unwell with Covid.
- Since 1 June 20 Covid positive patients have been admitted to critical care of these 15 were unvaccinated 2 had one dose and 3 had been fully vaccinated.
- Final guidance on the next phase is awaited but we are planning to start booster vaccinations along with flu vaccination from 6 September 2021.

Vaccinations Programme



Wave Three Planning

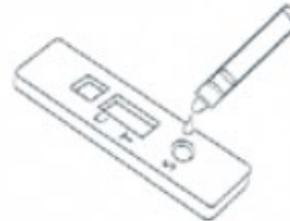
- We are prepared for the third wave and have detailed plans in place which involve:
 - In-depth monitoring, early warning triggers and modelling to enable us to be on the front foot in term of planning for the scale of the third wave;
 - Training and refreshing wide groups of staff to enable them to be redeployed to wards and critical care if and when required
 - Safeguarding as much elective care as we can through partnership working, continued use of the Independent Sector and separation of 'green' (non-COVID) and other pathways on our sites.
- Despite relaxing of COVID regulations in the wider community, the trust continues the following Infection Prevention approach:



Wear a face mask (and other PPE where required) on all our sites



Clean your hands regularly and use the gel as you enter and exit our buildings



Self-test twice a week using the lateral flow testing devices



Keep a safe distance from others wherever possible