

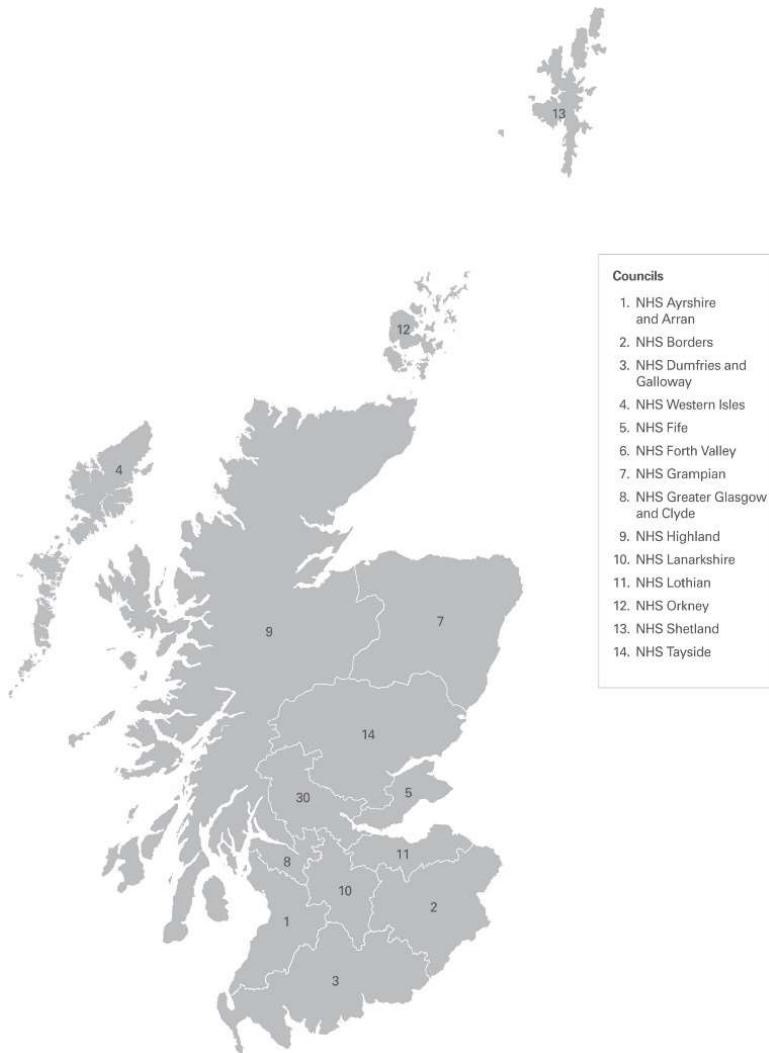
National Health Service in Scotland: Recovery and reform

Derek Hoy, Audit Manager

Eva Thomas-Tudo, Audit Manager



The NHS in Scotland



- The NHS in Scotland is comprised of 14 territorial boards and eight non-geographical national boards.
- The eight national boards provide services across Scotland and include the Scottish Ambulance Service, NHS24, NHS National Services Scotland and NHS Education for Scotland.
- The total Scottish Government budget for health in 2020/21 was £18bn, £2.9bn of which was additional Covid-19 funding.

NHS in Scotland 2021



AUDITOR GENERAL 

Prepared by Audit Scotland
February 2022

- Each year, Audit Scotland publishes a performance audit report on the NHS in Scotland on behalf of the Auditor General for Scotland.
- It usually covers overall financial and operational performance of the NHS.
- Our 2020 and 2021 reports focussed on the response to the Covid-19 pandemic.
- Our 2022 report will focus on the backlog of care that has built up, and on the Scottish Government's NHS Recovery Plan.
- The Auditor General for Scotland is also responsible for the annual financial audit of all 22 NHS boards.

The situation in Scotland's hospitals...

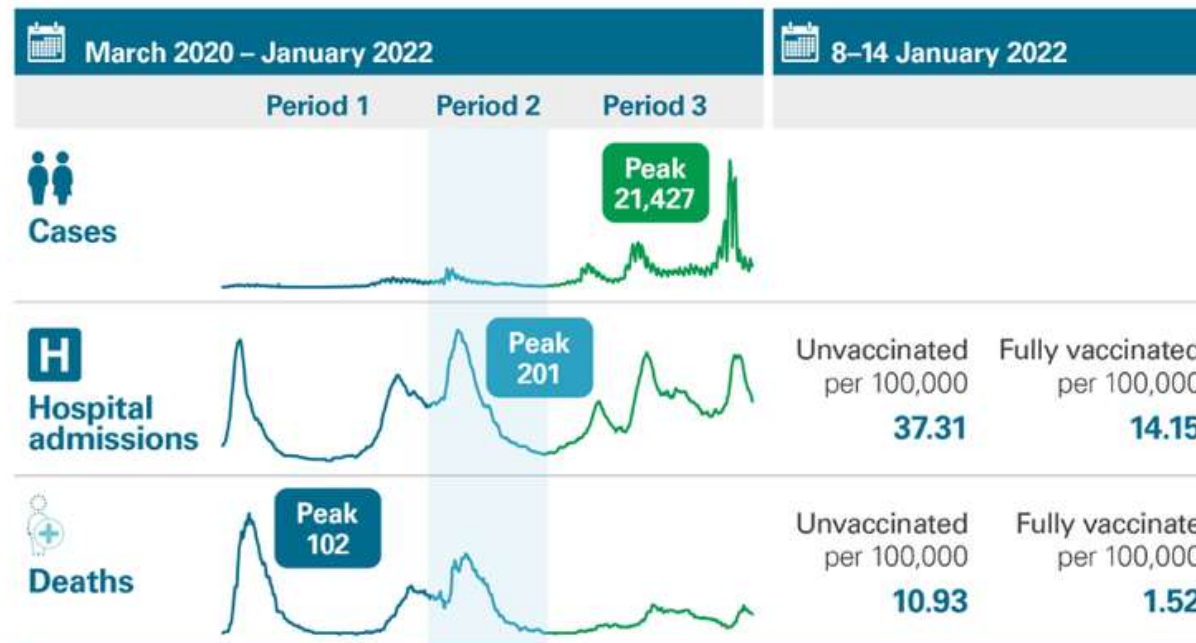
The way Scotland's hospitals were run before the pandemic was already unsustainable. The pandemic exacerbated the existing financial and operational challenges in the NHS:

- Non-urgent planned services were paused at the start of the pandemic and activity levels in many services are not yet back to pre-Covid levels.
- A huge backlog of patients waiting for planned care has built up during the pandemic.
- There are significant waiting times at accident and emergency (A&E) departments and for ambulances.
- Workforce capacity in hospitals is extremely stretched
- Covid-19 had a considerable impact on NHS boards' ability to achieve efficiency savings.

System under severe pressure

Covid-19 cases, deaths and hospital admissions – March 2020 to January 2022

The Covid-19 vaccination programme has helped to reduce the number of people needing hospital treatment or dying from Covid-19.



Period 1 – Before the vaccination programme

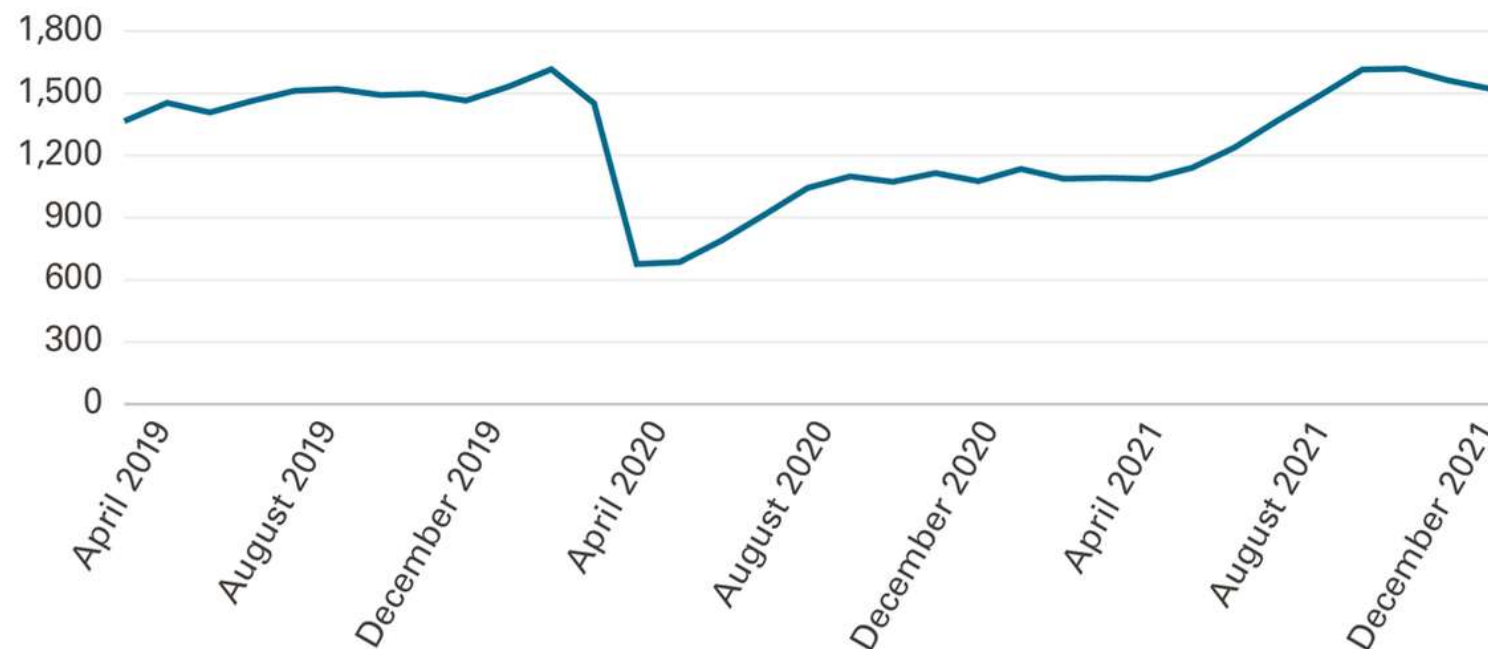
Period 2 – 8 December 2020: Vaccination programme began

Period 3 – 7 May 2021: 98% of priority groups 1–9 had received their first dose of a Covid-19 vaccine

System under severe pressure

Average daily bed days occupied by patients whose discharge from hospital was delayed – April 2019 to December 2021

There was a substantial decrease in delayed discharges at the start of the Covid-19 pandemic, but they have since returned to pre-pandemic levels.



Source: Public Health Scotland

Considerable backlog of patients

National trends in demand for hospital services and activity April 2019 – September/December 2021

- Hospital activity is increasing but remains lower than pre-pandemic levels.
- Demand for services has increased and people are waiting considerably longer for tests and treatment.

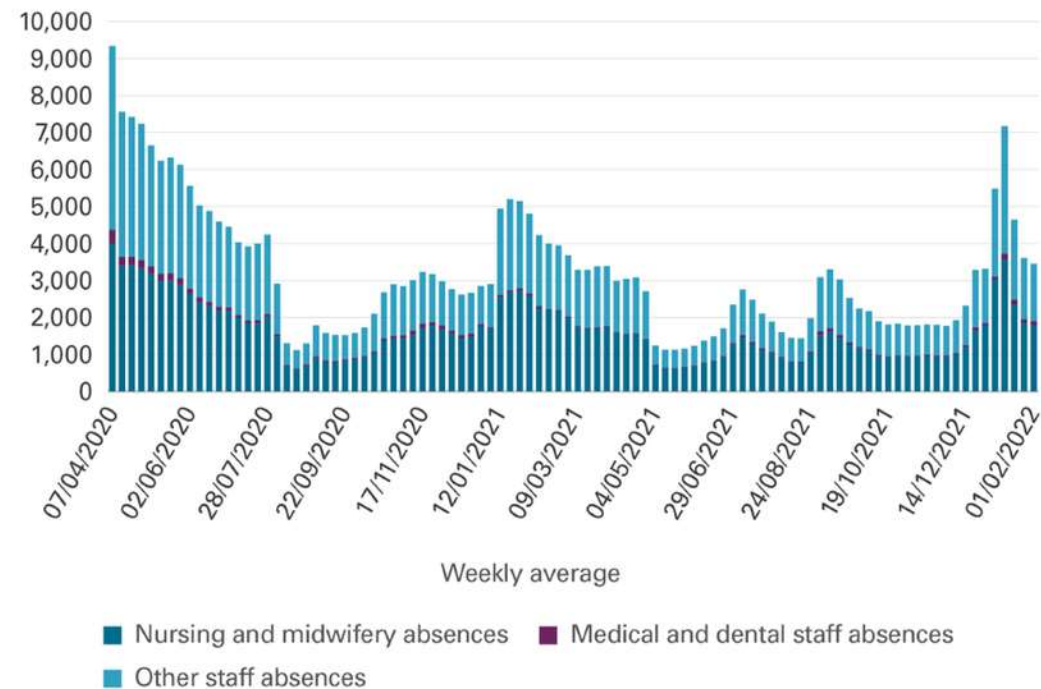
Demand		% change	
April 2019 to September 2021			
Number waiting for diagnostic tests	92,239		125,557 ↑ 36.1%
June 2019 to September 2021			
Number waiting for an inpatient or day case admission	75,608		106,496 ↑ 40.9%
Number waiting for a new outpatient appointment	323,408		425,242 ↑ 31.5%
Activity		% change	
April 2019 to December 2021			
Number of scheduled elective operations in theatre system	27,204		17,836 ↓ -34.4%
April 2019 to September 2021			
Number of inpatient and day case admissions	70,691		45,449 ↓ -35.7%
Number of new outpatient appointments seen	361,944		286,935 ↓ -20.7%
Length of waits		% change	
April 2019 to September 2021			
Number waiting longer than 6 weeks for diagnostic tests	16,446		53,023 ↑ 222.4%
June 2019 to September 2021			
Number waiting longer than 12 weeks for an inpatient or day case admission	23,930		66,602 ↑ 178.3%
Number waiting longer than 12 weeks for a new outpatient appointment	86,450		220,888 ↑ 155.5%

Source: Public Health Scotland

Workforce capacity & wellbeing

The number of NHS staff absent because of Covid-19 – April 2020 to February 2022

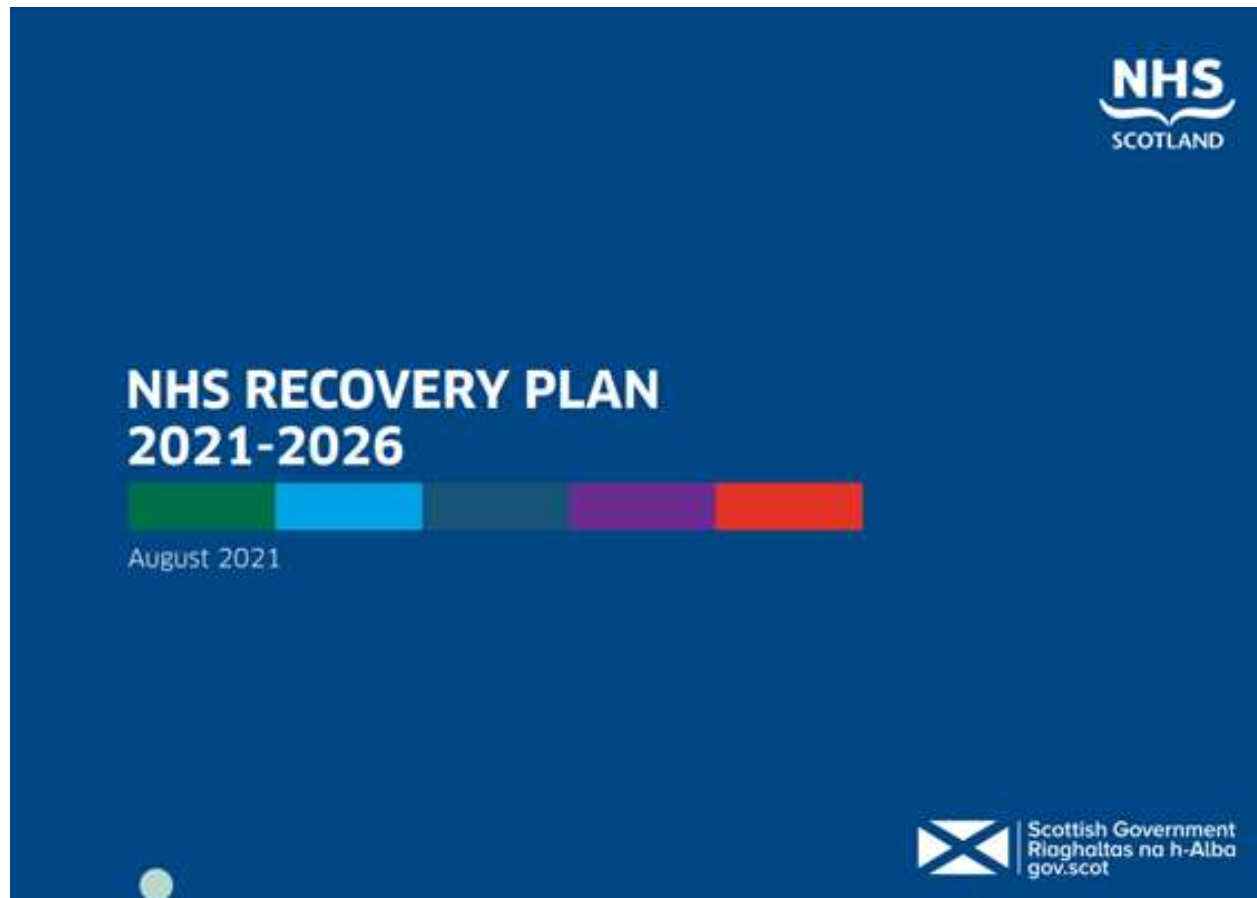
Staff absence due to Covid-19 has varied but has been high throughout the pandemic.



Note: This graph shows the weekly average of daily absences.

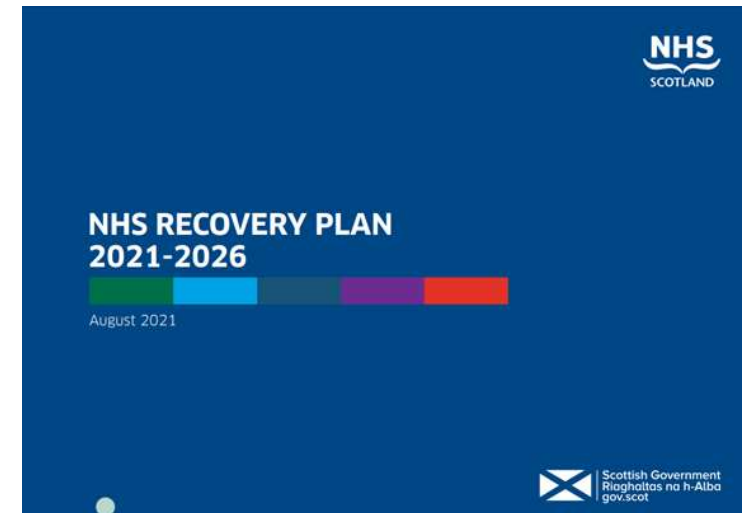
Source: Scottish Government

NHS recovery and reform



The risks to successful recovery

- Existing and emerging financial pressures
- New Covid-19 variants could derail recovery plans
- Addressing workforce availability challenges must be a priority
- Meeting ambitious targets must not come at the expense of staff wellbeing
- Supporting and developing NHS leaders is vital
- Need to ensure that new ways of delivering services are clearly communicated
- Need to prioritise prevention, early intervention and equity in recovery plans
- The collection and use of health and social care data must improve to support decision-making
- Meeting net zero targets could make the recovery process more challenging



NHS finances

A breakdown of NHS funding in 2020/21 and key areas of spending

Total Scottish Government health budget including Covid-19 funding

£18bn



35%
of total Scottish budget

£2.9bn

Of which is Covid-19 funding



£1.7bn
Central Spend

NHS Scotland including Covid-19 funding

£16.3bn

£15.8bn

Revenue

£13.7bn Territorial boards

£2.1bn National boards

£480m

Capital

£391m Territorial boards

£89m National boards

Examples of key areas of spend



£8.6bn

Staffing costs

£7.6bn in 2019/20



£2.7bn

Drug and medical supplies

£2.4bn in 2019/20

- The Covid-19 pandemic resulted in significant additional expenditure across the NHS in 2020/21
- Covid-19 had a considerable impact on NHS boards' ability to achieve efficiency savings.
- NHS boards face an uncertain and challenging financial position in 2021/22 and beyond.
- Several financial pressures: inflation; energy costs; pay pressures; National Care Service
- Medium-term financial planning should be reintroduced.

Ambitious workforce commitments

New and existing workforce commitments

Existing commitments from the Integrated National Workforce Plan 2018

- 800 new mental health workers by 2022
- 500 advanced nurse practitioners
- Increase the GP workforce by 800 by 2027
- 225 new advanced musculoskeletal practitioners by 2024/25
- 30 new reporting radiographer training places over the next three years
- 30 new training places in cardiac physiology



Staffing commitments – NHS Recovery Plan 2021/26

- 1,500 new clinical and non-clinical staff for National Treatment Centres by 2026
- 1,000 additional staff in primary care mental health
- 100 more undergraduate medical places per annum and more widening access places
- New recruitment campaigns and establish a Centre for Workforce Supply (£11 million)
- Youth employment opportunities through the Young Person's Guarantee
- Additional training opportunities through the NHS Academy

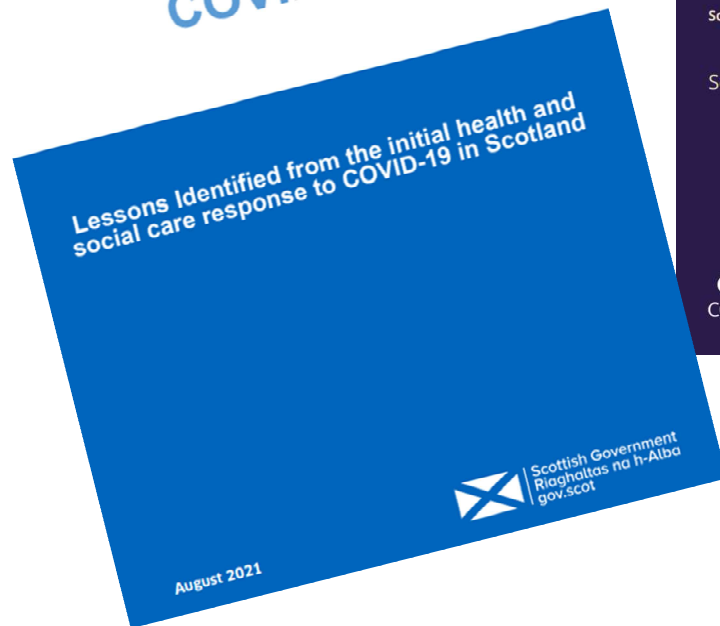
Source: Scottish Government



Maintaining the momentum and innovation



COVID-19





Thank you

Derek Hoy

dhoy@audit-scotland.gov.uk

 AUDIT SCOTLAND