Why is reaching targets now a struggle?

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What is happening?
Demand for NHS services has grown significantly since 2015…

![Graph showing rolling 12 month average, indexed to 2015](image-url)

- **Calls to NHS 111**
- **Emergency admissions to hospital**
- **Referrals for psychological therapies**
- **A&E attendances**
- **GP referrals**

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...but resources have grown more slowly,...
...we are seeing the impact on patients...

- More patients are having their operation cancelled:
  - Q4 14/15: 20,464
  - Q4 17/18: 25,475

- More patients are delayed leaving hospital:
  - Apr-15: 138,030
  - Apr-18: 144,997

- More patients are placed on mixed sex wards:
  - Apr-15: 305
  - Apr-18: 1,584
...and on targets.

- Fewer patients are seen within 4 hours at A&E
  - Apr-15: 90%
  - Apr-18: 82%
  - 95% target

- Fewer patients wait less than 18 weeks for their operation
  - Apr-15: 93%
  - Apr-18: 88%
  - 92% target

- Fewer patients receive cancer treatment within 2 months of an urgent GP referral
  - Apr-15: 83%
  - Apr-18: 82%
  - 85% target
Why is it happening?

› Demography

› Demand increases and changes in nature of demand

› Capacity and facilities to manage

› Expectations and changes in society

› A new normal – the cultural impact of the constant challenge

› Not a lack of effort or desire but the next plan is....
A way forward?

› More of the same won’t deliver – best ever planning for 17/18

› Better management of what we know AND system transformation

› Stretch targets versus managing expectations

› Manage demand but also invest to respond to where the demand is

› Changes to the targets?