Background
Our Planned Care Improvement Programme established a single system of Pre-Admission Assessment for all planned surgical procedures that facilitated consistent, standardised assessment and preparation at each of the Acute sites for any procedure. This included:
- Consistent Pre-Admission Pathways
- Standardised Clinical Protocols and Documentation
- Equity of resources in terms of staffing, equipment and physical environment.

The work undertaken to date has improved risk management pre-operatively with the ability to identify high-risk patients and ensure adequate resources and preparation. It has put in place the building blocks for the 18-week total journey but we recognise that there is still much that can be done to standardise and streamline the Service.

Our Aspirations
- 100% Pre-Admission Assessment for all elective surgical patients by August 2009.
- Develop a balanced scorecard for Pre-Admission Assessment
- Increase our % of day case rates across all specialties.
- Increase our % of day of surgery admissions
- Further develop one-stop clinics where patients come directly to Pre-Admission Assessment from the Out Patient Clinic.

Balanced Scorecard for Pre-Admission Assessment

<table>
<thead>
<tr>
<th>Financial</th>
<th>Patient experience/quality</th>
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<tbody>
<tr>
<td>Cost of lost theatre capacity</td>
<td>Cancellations</td>
</tr>
<tr>
<td>Cost of poor risk assessment</td>
<td>Complaints</td>
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<tr>
<td>Cost of additional in patient stays</td>
<td>Delays</td>
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<tr>
<th>Efficiency</th>
<th>Future/capability</th>
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<tr>
<td>Avoid lost theatre time from cancellations and repeat assessments</td>
<td>Predictable need for resources</td>
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<tr>
<td>Avoid duplication of effort Reduced out patient slots Reduced LoS</td>
<td>Focused workforce planning</td>
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Financial
Cost of lost theatre capacity
Cost of poor risk assessment
Cost of additional in patient stays

Efficiency
Avoid lost theatre time from cancellations and repeat assessments
Avoid duplication of effort Reduced out patient slots Reduced LoS
Best use of ward staff time

Future/capability
Predictable need for resources
Focused workforce planning

Discharge Planning
Work is ongoing to look at the input into the Pre-Admission Assessment Service from Occupational Therapy, Physiotherapy and Dietetics and how this can be further developed to allow earlier input for those elective patients who may require input/additional support after surgery. Links have also been established with Medicine for the Elderly who have received funding to put in place a 9 month pilot to improve elective surgery for older people. The aim was that with better assessment and care management in theatre this would result in a shorter, less complicated lengths of stays, for older patients admitted for elective surgery. It is anticipated that this will have an impact on bed day usage post operatively and improve surgical outcomes.

The pilot will focus on patients over 65 who are identified as at risk and will concentrate on a range of procedures which have still to be identified.

The Early Supported Discharge Team have also been involved in these discussions and are part of the Working Group set up to look at the improvement of discharge planning at the time of Pre-Admission Assessment.

Scottish Patient Safety Programme
The Pre-Admission Assessment Service is assisting in the delivery of the Scottish Patient Safety Programme by identifying patients on beta-blockers, diabetic patients, patients who require antiobotic cover peri-operatively and those at risk of DVT/PTIs - see undernoted Risk Stratification Tool which has been developed in order to assess all patients being admitted prior to surgery. The opportunities to integrate these parameters/alerts into existing paperwork/systems has made the work of the SPSF Perioperative Group slightly easier.

New Pre-Admission Assessment Unit at Monklands Hospital
Investment has been provided to develop a dedicated Pre-Admission Assessment Unit on the Monklands site. The new Unit provides better accommodation and physical space to take forward the further development of the service bringing together ENT, Day Surgery and Inpatient pre-admission assessment into one location.

Future Developments
The next steps in the development of the Pre-Admission Assessment Service will be further informed by the Lean process in the Perioperative environment. The Kilcaven site for Hairmyres Hospital will be due in the first week in December.

It has become clear as we have worked through the development of the Pre-Admission Assessment service that there will always be a group of patients for whom a second visit to the Pre-Admission Assessment department will be necessary; for example: repeat bloods, MRSA screening, etc.

Lean in the Perioperative Environment
NHS Lanarkshire is actively involved in applying Lean Improvement Methodology to the Perioperative Environment and has recently completed Kaizen work on two of the three acute hospital sites with the third just commencing.

Wisbear General Hospital
Projects have been undertaken to look at the journey for orthopaedic patients through theatre. One of the outcomes of this work was the introduction of one-stop clinics for Orthopaedic patients at Wishaw General Hospital. It is hoped that these visits will reduce the number of times the patient has to visit the hospital, but also that they will leave the visit with all of the information required to allow them to make an informed decision around whether they wish to proceed with the proposed surgery.

Monklands Hospital
A project was also undertaken to look at the journey of General Surgical patients through theatre. During the work, it became clear that only 53% of General Surgery inpatients had been pre-assessed meaning that some patients were being admitted the day before surgery, and in some cases, were found to be unfit for surgery. Although this appears to be mostly urgent cases who cannot wait for a formal appointment at Pre-Admission Assessment, this had an adverse impact on the ability to effectively plan lists and was not offering the same quality of services to this particularly vulnerable patient group.

As a result, a pilot is being undertaken for this group of patients to go straight from the outpatient clinic to Pre-Admission Assessment. Funding has been granted to increase the nurse staffing and anaesthetic input to the Pre-Admission Assessment service to provide the capacity to deliver 100% Pre-Admission Assessment. All patients coming for surgery at Monklands hospital will be pre-assessed allowing enough time for appropriate tests and further investigations to take place before the date of their procedure.