

Theatre Performance & Modernisation Programme Update

Trust Board Briefing

Current Theatre Performance

Position at end February 2026

In February, utilisation and run targets were achieved at Antrim site; however, performance remains below target across peripheral sites

Operating Time Performance by Site

Site	Op Time Utilisation Target	Actual - Feb 2026		Status
Antrim Main	85%	92%		Met
Antrim DPU	80%	82%		Met
Causeway Main	85%	82%		Below
Causeway DPU	80%	59%		Below
Whiteabbey	80%	63%		Below
Mid Ulster	80%	54%		Below

Run Time Performance by Site

Site	Run Target	Actual - Feb 2026		Status
Antrim Main	90%	102%		Met
Antrim DPU	90%	95%		Met
Causeway Main	90%	91%		Met
Causeway DPU	90%	81%		Below
Whiteabbey	90%	81%		Below
Mid Ulster	90%	77%		Below

Key Factors Impacting Theatre Utilisation

A number of ongoing challenges continue to impact theatre utilisation, particularly across peripheral sites:

Issues / Challenges	What are we doing about it?
Identification of patients suitable for peripheral sites within long waiting lists, including those for last minute cancellations	- Services currently lack pooled patient lists. Work is underway to encourage consultants to utilise shared patient pools rather than individual lists - IPT bid being completed to secure recurrent funding for pre-op assessment, this will follow GIRFT pathways to identify those suitable for peripheral sites.
All theatres CNA/DNA (on the day by hospital and patient) rates are higher than SOM's target.	- Reports to be developed giving breakdown per site with relevant patient data and reason for on the day cancellation. - Reports to be reviewed at service level to identify themes or other areas for improvement.
Scheduling challenges at Whiteabbey	- A workshop for Whiteabbey identified areas for improvement, a specific action plan was developed. - Collaboration is ongoing with ECT, Gynaecology, Breast, and General Surgery to optimise scheduling.
Data Quality Issues (medium confidence on reporting)	- Monthly meeting established with BI team to work through identified issues and resolve. - Monthly meeting with SPPG to discuss performance and ongoing DQ issues, some of these are regional.

Theatre Utilisation Improvement Plan

Priority Area	Key Action	Lead	Timescale
Governance and Delivery	Service led improvement plans delivered through completion of highlight report	General Managers	End March 2026
	Monthly utilisation data sent to General managers – to share with clinical teams and identify site or person specific improvements	Information Team & GM's	Ongoing
	Risks, issues and performance monitored through Theatre Modernisation Group	Assistant Director	Monthly
Patient Flow and Capacity	Pilot the role of patient scheduler role to review long waiting patients (across all sites) to identify those suitable for peripheral sites.	Assistant Director	End June 2026
	Identify suitable procedures for peripheral site using waiting list analysis, work with Speciality teams to have specific procedures carried out on specific sites by pooling lists.	Assistant Director & Patient Access Manager	End May 2026
Theatre Efficiency	Improve cancellation reporting to identify trends and target improvements	Information Team	End April 2026
	Review of late starts and early finishes to identify trends.	General Managers	Ongoing
Data and Performance	Develop and enhance theatre dashboard with Information Team	Information Team	Ongoing
	Review QA issues monthly with BI team and address emerging issues – meeting held monthly	BI team and GM's	Ongoing
Scheduling	Implement Whiteabbey action plan following dedicated workshop.	Assistant Director	End April 2026
	Review of all theatre schedules to identify what specialties could be moved from acute day case sites to peripheral sites to maximise utilisation.	Assistant Director & teams	End June 2026
	BADS – review compliance against regional data and identify improvements.	Assistant Director	End April 2026