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A New Geographic Model of Care to Manage the Post-COVID-19 Elective Surgery Aftershock in England: A Retrospective Observational Study

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3 **A New Geographic Model of Care to Manage the Post-COVID-19 Elective Surgery**
4 **Aftershock in England: A Retrospective Observational Study**
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9 behalf of the PanSurg Collaborative.
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ABSTRACT

Objectives

The suspension of elective surgery during the COVID pandemic is unprecedented and has resulted in record volumes of patients waiting for operations. Novel approaches that maximise capacity and efficiency of surgical care are urgently required. This study applies Markov Multiscale Community Detection (MMCD), an unsupervised graph-based clustering framework, to identify new surgical care models based on pooled waiting lists delivered across an expanded network of surgical providers.

Design

Retrospective observational study using Hospital Episode Statistics.

Setting

Public and private hospitals providing surgical care to National Health Service (NHS) patients in England.

Participants

All adult patients resident in England undergoing NHS-funded planned surgical procedures between 1st April 2017 and 31st March 2018.

Main outcome measures

The identification of the most common planned surgical procedures in England (High Volume Procedures – HVP) and proportion of low, medium and high-risk patients undergoing each HVP. The mapping of hospitals providing surgical care onto optimised groupings based on patient usage data.

Results

A total of 7,811,891 planned operations were identified in 4,284,925 adults during the one-year period of our study. The 28 most common surgical procedures accounted for a combined 3,907,474 operations (50.0% of the total). 2,412,613 (61.7%) of these most

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3 common procedures involved 'low risk' patients. Patients travelled an average of 11.3 km
4 for these procedures. Based on the data, MMCD partitioned England into 45, 16 and 7
5 mutually exclusive and collectively exhaustive natural surgical communities of increasing
6 coarseness. The coarser partitions into 16 and 7 surgical communities were shown to be
7 associated with balanced supply and demand for surgical care within communities.
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13 **Conclusions**

14 Pooled waiting lists for low risk elective procedures and patients across integrated,
15 expanded natural surgical community networks have the potential to increase efficiency
16 by innovatively flexing existing supply to better match demand.
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24 **Article Summary:**

25 **Strengths and Limitations of this Study**

- 26 • The COVID-19 pandemic has significantly disrupted the provision of planned
27 surgical care in hospitals across the world. Addressing the accumulated backlog
28 of cases requires a new model of care whereby procedures are carried out at pace,
29 while also responding to the dynamic risk of further COVID-19 outbreaks.
- 30 • This study finds that half of planned procedures in England are accounted for by
31 only 28 types of procedure. Of these procedures 62% occur in low risk patients,
32 and on average patients receive surgery only 11 km from their homes.
- 33 • We find that partitioning hospitals in England into 16 surgical communities
34 balances local supply and demand for planned surgery, while allowing the
35 hospitals to collaborate to share capacity.
- 36 • While this study advances the potential role of collaboration between surgical
37 centres to address the surgical backlog resulting from COVID-19, it does not
38 address issues relating to local financial or logistical barriers to implementation of
39 such a strategy.
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Introduction

The COVID-19 pandemic put a global halt to the majority of elective surgery in order to manage the surge in patients requiring acute hospital services and ITU care¹⁻⁴. It has been estimated that 28 million elective operations worldwide have been cancelled or postponed due to the pandemic⁵. Although the focus of public health organisations globally was rightly mounting an effective emergency response to the COVID-19 pandemic, the surgical ‘aftershock’ will therefore be unprecedented and yet to be fully appreciated. Millions of patients in the UK are already waiting for treatment and numbers increase daily as the diversion of resources continues.⁶ Elective surgical services are gradually being re-introduced, aiming to treat waiting patients without risking the spread of COVID. Management strategies in the UK are currently focused on undertaking life-saving cancer operations in “clean” COVID-free hospitals or in hospital sites away from the acute care sites where COVID is more prevalent^{7 8}. An immediate response to “catch up” and clear caseload will need to be undertaken, as well as adjusting to a “new normal”.

Waiting list numbers vary widely across the country and waiting times have increased in recent years⁹. To add complexity, there is also regional variation in the number of COVID infections and burden of COVID-related workload^{10,11}. Therefore, in order to respond to the needs of a particular population, dynamic, flexible, regional solutions will be required to balance the reintroduction of services with careful COVID management.

Flexibility in the location where care is provided, according to patients’ clinical needs, has the potential to better match supply of services where there is appropriate demand. Patients can be treated more promptly if surgeons, hospitals and hospital delivery systems work together across provider networks, managing a centrally pooled workload. While some patients will need to be treated at specific locations (particularly high-risk patients or those requiring complex cancer care), there are other less complex procedures that could feasibly be performed by a range of qualified providers for patients who are able to travel.¹²

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3 As the National Health Service (NHS) in England moves towards greater integration,
4 there is an opportunity to break down arbitrary geographic boundaries and funding
5 barriers, and bring together multiple providers of surgical care into 'surgical communities'.
6 In such configurations, hospitals share a centrally managed waiting list for routine surgical
7 procedures, and patients may receive surgery at any centre within the community of
8 providers with the capacity to do so. There is a precedent for this approach, as a similar
9 scheme was successfully piloted on a small scale in London ¹³. Pooling available capacity
10 between communities of surgical care providers may enable the efficient use of their
11 collective available resources.
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20 In this study we explore the potential of using flexible locations of care as a strategy to
21 manage waiting lists. Firstly, we categorize the types of elective procedures and eligible
22 patients into groups that would be amenable to undergoing surgery in any suitable
23 location. Secondly, we identify from patient data existing community networks of surgical
24 providers ('surgical communities') that collectively provide planned surgical care to similar
25 geographic patient populations. Thirdly, we map these surgical communities against
26 existing organizational configurations and model the effect on supply and demand when
27 patients travel further for care.
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36 **Methods**

37 All planned inpatient admissions to hospitals in England involving a surgical procedure
38 were identified for adults resident in England from Hospital Episode Statistics from the 1st
39 April 2017 to 31st March 2018. NHS-funded procedures conducted in non-NHS hospitals
40 were included. For each admission, the first operative day was defined as the first day
41 within an admission in which a surgical procedure was recorded. Procedures performed
42 after the first operative day were excluded from the analysis.
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50 All procedure codes describing diagnostic imaging, testing or rehabilitation (OPCS-4
51 codes beginning with U), the method of a procedure (Y) and site of a procedure (Z) were
52 removed in addition to miscellaneous operations (X)¹⁴. Procedures involving the
53 concurrent extraction of a lens (C71) and insertion of a prosthetic lens (C75) were treated
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3 as a single procedure. Lower gastrointestinal diagnostic and therapeutic endoscopies
4 frequently occurred concurrently or under codes with similar descriptions and were
5 therefore grouped together. Conversely, diagnostic upper GI endoscopy (G45) was far
6 more common than therapeutic endoscopies and was therefore treated separately.
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10 11 12 **Classification of Operative Risk**

13 For each procedure, the age of the patient at the time of surgery was extracted. The
14 modified Charlson comorbidity score of each patient was determined based on the
15 presence of ICD-10 diagnosis codes extracted from their operative admission and all
16 other recorded admissions to hospital for each patient in the 6 months prior to surgery¹⁵.
17 Patients were then classified according to low, medium or high risk (for potential morbidity
18 and mortality) by virtue of their age and Charlson Score (Table 1).
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26 **Identification of high-volume procedures**

27 The total number of procedures performed for each 3-digit OPCS-4 code was calculated
28 and sorted in descending order by volume. Those top procedures collectively accounting
29 for more than 50% of the overall number of procedures were selected, and hereafter
30 referred to as 'High Volume Procedures' (HVP).
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36 **Identification of hospital sites**

37 The site in which a procedure was performed was identified from the SITETRET code of
38 its associated admission. The postcodes of all sites in which procedures were performed
39 were extracted from the site-level Estates Returns Information Collection.¹⁶ Postcodes
40 were converted to latitude and longitude coordinates. For all sites, the straight-line
41 distance between all sites was calculated using the Haversine formula.¹⁷ Where sites
42 were within 1 km of one another, they were treated as a single merged site under the
43 code and coordinates of the highest volume provider.
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51 **Calculation of Distance Travelled for Surgery**

52 For each patient, the approximate location of their home was determined using the
53 coordinates of the population-weighted centroid of their Lower Layer Super Output Area
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(LSOA) of residence¹⁸. LSOAs are mutually exclusive, collectively exhaustive geographic census divisions defined by the UK Office for National Statistics, of which there are 32,844 in England, with a mean population of 1,704 people, and is therefore similar in scale to Census Block Groups in the United States. The straight-line distance between the population-weighted centroid of the LSOA of residence of the patient and the site in which the procedure was performed was calculated according to the Haversine formula.

For each HVP, the total number of procedures performed was calculated. The number of patients classified as low, medium and high risk was calculated, along with the total number of sites undertaking the procedure and the average distance travelled for surgery. For each HVP, the total number of procedures performed by each site was calculated. To exclude providers who rarely perform a procedure, the highest volume providers who collectively accounted for 99% of procedures were identified and classified as providers of the HVP.

Identification of Surgical Communities

The proportion of patients presenting from each LSOA in England to each Regular Provider site for a HVP was calculated and a normalised cosine similarity matrix of LSOAs was computed (Equation 1).

$$\text{similarity}_{AB} = \frac{\sum_{i=1}^n A_i B_i}{\sqrt{\sum_{i=1}^n A_i^2} \sqrt{\sum_{i=1}^n B_i^2}} \quad (1)$$

Equation 1: Calculation of cosine similarity between LSOAs. A_i is the proportion of patients presenting to hospital site i resident in LSOA A; B_i is the proportion of patients presenting to hospital site i resident in LSOA B; and n is the total number of hospital sites in the dataset.

This matrix quantifies the similarity of patterns of presentation for HVPs between all LSOAs in England. It can be understood as the adjacency matrix of a dense, weighted network connecting LSOAs to one another according to the similarity in their patterns of

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3 presentation to hospital for HVPs.¹⁹ This network was sparsened using the Relaxed
4 Minimum Spanning Tree (RMST) technique, a method used elsewhere in applied network
5 science to sparsen a dense, inhomogeneous network to preserve both local and global
6 connectivity within a network.^{20 21} This sparsened network was subsequently partitioned
7 using Markov Multiscale Community Detection (MMCD) to produce partitions of the
8 LSOAs according to shared patterns of presentation to hospital sites for HVPs.^{22,23}
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15 **Description of Surgical Communities**

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17 The total number of procedures performed in each surgical community, and the total
18 number of hospital sites was calculated. For each Sustainability and Transformation
19 Partnership (STP - NHS organisational divisions of England into 44 regions responsible
20 for developing local integration between primary and secondary care providers), the
21 effective number of surgical communities active within its boundary was calculated using
22 the Equivalent Market Size (the reciprocal of the Herfindahl Hirschman Index of market
23 concentration) (Equation 2)²⁴
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$$30 \quad EMS_i = 1 / \sum_{j=1}^N s_{ij}^2 \quad (2)$$

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34 **Equation 2:** The Equivalent Market Size of of STP_{*i*}. Here s_{ij} is the proportion of LSOAs
35 in STP *i* contained within surgical community *j*, and *N* is the number of surgical
36 communities in the partition.
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41 **Calculation of the Balance Between Supply and Demand Within Surgical** 42 **Communities**

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44 Surgical communities were modelled as self-contained subdivisions of England
45 containing LSOAs contributing cases requiring surgery (demand) and hospitals providing
46 finite surgical capacity for those services (supply).²⁵ In this configuration, surgical
47 procedures for patients resident within a surgical community would be performed at a
48 hospital site spatially located within the same surgical community. Within each surgical
49 community, surgical demand was calculated as the total number of HVP cases performed
50 for patients resident in LSOAs within the surgical community. Supply was calculated as
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3 the total number of HVP cases performed by sites located within the geographic boundary
4 of the surgical community. The supply-demand mismatch was calculated as the
5 percentage difference between supply and demand for each community. The median of
6 the absolute value of the supply-demand mismatch was determined.
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10 11 **Patient and Public Involvement**

12 We did not directly include PPI in this study, but the database used in the study was
13 released following review by a panel including patient representatives.
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18 19 20 **Results**

21 A total of 7,811,891 planned interventional procedures corresponding to 5,718,031
22 admissions involving 4,284,925 adult patients resident in England from 1st April 2017 to
23 31st March 2018 were identified. These procedures were performed at 530 NHS hospital
24 sites and 162 different private provider sites. 1,210 different 3-digit OPCS codes were
25 used.
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32 28 types of procedure in Table 2 accounted for 3,907,474 operations, over half of all
33 planned surgical procedures during the study period. These are denoted as High Volume
34 Procedures (HVPs). Of these HVPs, 3,553,649 (90.9%) were performed in an NHS site,
35 while 353,825 (9.9%) were performed in a non-NHS site. Collectively, diagnostic or
36 therapeutic upper and lower gastrointestinal endoscopy accounted for 1.6 million
37 procedures (20.3%). On average, procedures were performed on patients aged 61.4
38 years (SD = 16.7 years). 2,636,559 procedures were performed on patients with a
39 Charlson comorbidity score of 0 (67.5%), while 997,765 procedures were performed on
40 patients with a Charlson score of 1 or 2 (25.5%) and 273,150 procedures were performed
41 on patients with a Charlson score of 3 or more (7.0%).
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51 The mean distance travelled from a patient's residence to hospital for surgery was on
52 average 11.3 km. Mean distances for the 28 HVPs ranged from 9.4 km for upper GI
53 endoscopy to 16.2 km for spinal nerve root injection. 2,412,613 (61.7%) HVPs were
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3 performed in 'low risk' patients, 988,067 (25.3%) in 'medium risk' patients and 506,794
4 (13.0%) in 'high risk' patients. The proportion of procedures being performed on 'high risk'
5 patients ranged from 1% for meniscal procedures to 52% for cystoscopy and resection of
6 bladder lesions. In 22 out of 28 HVPs, more than 80% of patients were classified as 'low'
7 or 'medium' risk.
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13 Markov Multiscale Community Detection identified (see Figure 1b in the appendix) three
14 robust community conformations of LSOAs consisting of 45 (Partition A), 16 (Partition B)
15 and 7 (Partition C) surgical communities (Table 3 and Figure 1). Stable spatial motifs are
16 observed across the three partitions.
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22 Overlaid STP boundaries show variable agreement with surgical communities (Figure 1).
23 Lower agreement is observed, for example in East Anglia, where surgical communities
24 consistently partition in 'north-south' direction, while the STP boundary runs 'east to west'.
25 Close agreement can be seen in Cornwall, where STPs are adjoining, based around
26 surgical communities. The Hampshire and Isle of Wight STP, in the south of England,
27 remains divided between more than three surgical communities in Partition C.
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34 The median number of HVP cases performed in each community ranges from 78,998 in
35 the finest partition (A) to 574,403 in the coarsest partition (C). In Partition A, the median
36 number of surgical sites per community is 9, with an interquartile range from 9-17. In
37 Partition B the median number of surgical sites per community in Partition B is 25, with
38 an interquartile range of 19-44, while in Partition C, a median of 84 surgical sites are
39 present per community, with an interquartile range of 56 to 98. In Partition A, STPs
40 involved a median of 1.7 surgical communities, compared to 1.1 for Partition B and 1.0
41 for Partition C. Only the Hampshire and the Isle of Wight STP remains divided between
42 more than three surgical communities in Partition C (Figure 2).
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52 **Supply and Demand Relationships within Surgical Communities**

53 In Partition A, median absolute percentage difference between supply and demand for
54 HVPs within surgical communities is 5.1%. 12 communities (27%) had absolute
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3 mismatches between supply and demand of more than 10%. These communities were
4 located around conurbations in the North West of England and Greater London, with
5 supply exceeding demand within cities, and demand exceeding supply in suburban
6 communities. In Partition B, a supply demand mismatch exceeding 10% is only observed
7 for the surgical community on the south of the Thames Estuary, where demand exceeds
8 supply by 25%, indicating a role for nearby surgical sites in East London which lie outside
9 of the community (Figure 3). In Partition C the percentage difference between supply and
10 demand does not exceed 5% in any community.
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19 Discussion

20 Hospital providers, policy makers and clinicians urgently require solutions for managing
21 the COVID-19 elective surgical aftershock. This describes a state where COVID cases
22 are in decline, in the context of strategically halted elective surgery and exponentially
23 growing waiting lists. The extra-ordinary levels of demand for operations now requires
24 radical new solutions to the way we organize and deliver surgical services. This study
25 showed that there are existing hospital networks performing high volumes of low risk
26 procedures for low risk, local patients. When we compare supply and demand for planned
27 surgical care across England, the degree of mismatch varies widely, particularly around
28 conurbations. Importantly, these data demonstrate that variation is reduced significantly
29 when provider networks expand and smaller surgical communities coalesce into 16 larger
30 geographic regions. We have identified a large group of potentially eligible, fit, lower risk
31 patients who could be asked to travel greater distances than the existing median of 13
32 kms for their more minor surgery in order to shorten waiting times.
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45 Central management of pooled waiting lists across an increased number of both NHS
46 and non-NHS providers offers an opportunity for greater collaboration between surgical
47 centres and a better distribution of workload. It would provide enhanced system resilience
48 in the context of future COVID outbreaks to continue planned surgery in dedicated clean
49 sites.^{8,26,27} The scheme may have additional benefits including increased patient choice,
50 greater workforce flexibility and maximization of teams across areas, with increasing
51 efficiency. There is a paucity of high quality data on the effects of pooled waiting lists²⁸.
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3 Some evidence for their potential success has come from smaller, single site initiatives
4 piloting internal pooling of cases distributed to consultants in the same department.^{29 30}
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7 ³⁰ Surgical pooling has been used successfully in crises to achieve waiting-list targets
8 with work done by non-consultant grade surgeons and cases shifted to the private sector.
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10 Surgical pooling has also been successful in matching existing supply to demand across
11 transplant networks where donors are matched to recipients across larger regions, and
12 sometimes between countries.³¹ Greater choice and increased competition between
13 providers for patients can be associated with reduced waiting times ³².

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18 The London Patient Choice Project (LPCP) was set up to reduce long waiting times for
19 patients awaiting ophthalmic and minor general surgery procedures. Waiting lists were
20 centrally pooled, managed and funded, with patients then given a choice on site of care
21 in order to obtain earlier treatment. This led to a convergence of waiting times across
22 providers by relieving those hospitals with longer lists^{33 13} Central purchasing of services
23 was likely key to its success. On the strength of this pilot project, the English NHS
24 undertook a national roll-out of patient choice, but without the central purchasing or
25 coordination. 'Choose & Book' offered patients a choice of at least four hospitals which
26 led some patients to attend a hospital other than the nearest one. Unpicking the effect of
27 Choose and Book on waiting lists separately to other initiatives piloted at the time is
28 complex, but it is likely that the setting of targets and strong performance management
29 were key drivers on reducing waiting times rather than patient choice alone. ³⁴

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41 In the UK patients generally favour the convenience and familiarity of a local provider.
42 However, a MORI poll for the BMA showed that if faced with a long wait, 27% of people
43 would travel anywhere in the United Kingdom for treatment by the NHS³⁵. 78% of patients
44 surveyed in the Isle of Wight were willing to travel to the mainland for elective surgery
45 where the wait was shorter ³⁶. Greater patient travel has the potential to alleviate focal
46 strain on services, but it's practical application will require careful consideration. There
47 are a number of barriers to travel – including patient mobility, age and risk as well as the
48 cost of travel and the need for nearby family and friend support. In this study, selection of
49 "low-risk patients and procedures" acts to mitigate some of these concerns, although the
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3 identification of operative risk based on procedure, age and Charlson score may be
4 limited, and clearly in practice a patient-specific, case-by-case approach would be
5 required. Government subsidization of travel would be an important intervention to reduce
6 inequalities based on socio-economic status, education level, vulnerability or social
7 exclusion³⁵. However, in the London pilot there was no evidence of inequalities in uptake
8 of the pooled list scheme by social class, educational attainment, income or ethnicity¹³.
9 In the UK, with increasing centralization of complex care, particularly cancer care, patients
10 are often already asked to travel further.³⁷
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19 In this study we identified a degree of variation in the extent to which demand for planned
20 surgery within a community is met by the capacity of hospitals located in the same
21 community. This is in addition to the current variation in waiting list lengths and COVID
22 infection and hospitalisation rates. If variability could be reduced, or eliminated, then
23 capacity planning is simplified.³⁸ This strategy fits with NHS England's broader integration
24 strategy as outlined in the Five Year Forward view and continued in the expansion of
25 STPs to become larger integrated delivery systems.
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32 There are a number of limitations to the study. The COVID-19 epidemic is without
33 precedent in recent history, so it was not possible to make substantially data-driven
34 assumptions. The government have previously advised reducing national travel as a
35 public health tool to limit COVID spread ³⁹. While our model does encourage patient
36 mobility and could be criticized for the risk of further spread, it also facilitates more
37 effective regional strategies to dedicate sites as COVID clean or dirty. Stringent infection
38 control measures will be an essential part of any reintroduction of routine services.
39 Currently there is mounting evidence that patients are not seeking out routine care due
40 to the perceived risk of COVID infection ⁴⁰. There is therefore a possibility that patients
41 will choose not to undergo any elective procedures in the current climate, nor travel to an
42 unknown hospital for that care. Pooled waiting lists are often disliked by surgeons who
43 site the lack of autonomy and patient ownership with an increased risk of mis-diagnosis,
44 unnecessary procedures listed, and unaddressed patient complexities ^{41,42}. These risks
45 can, and should, be mitigated by ensuring clear standardised patient pathways, patient
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3 triage and suitability assessments, clarity in the named responsible surgeon and
4 pathways for ongoing continuity of care. Virtual platforms have become increasingly
5 available during COVID allowing remote consultation and triaging of patients prior to any
6 procedures⁴³. Finally, while we have identified a mismatch between current policy (STP
7 boundaries) and practice (the natural networks of surgical providers), we appreciate that
8 implementation of new integrated networks on a larger scale would require significant
9 new resources and planning. A new system of funding flows, mechanisms for regional
10 waiting list coordination and a cost per case mechanism or other financial incentive would
11 be required to support this new model.
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20 The NHS, despite being centrally funded, functions as a disparate collection of separate
21 providers with their own priorities and resource constraints. In the COVID-19 pandemic,
22 pre-existing structures of service delivery within the NHS were temporarily transformed.
23 Primary care providers collaborated at a regional level to provide COVID care through a
24 network of hubs while hospitals collaborated with one another to ensure some cancer
25 care could continue at a smaller number of 'clean' hospital sites. As health systems across
26 the world look to address an ever-growing backlog for planned care created by COVID-
27 19, this trend of enhanced collaboration must continue. If the NHS is to overcome this
28 backlog and cope with further waves of COVID, providers of surgical care must develop
29 the means by which they may share a collective caseload for low-risk patients. What is
30 certain is that the NHS, along with most other healthcare delivery systems, is having to
31 make seismic changes to the way it works in order to best manage ongoing complexities.
32 This study provides a solution with greater regional capacity flexibility with which to
33 respond and adapt. Re-designing arbitrary geographical boundaries to follow expanded
34 natural surgical community networks has the potential to increase efficiency by flexing
35 existing supply to meet demand. This, in addition to other key strategies, could have a
36 profound effect on tackling the massive backlog of cases accruing during this deadly
37 pandemic, thereby preventing further death, disability and reduced productivity from
38 delayed surgery.
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Author Contributions

JC and AM were involved in all aspects of the study. SM, MB and JK were involved in the conceptualization of the study and in the reviewing and editing of the draft. JC has had access to all the data in the study and all authors had final responsibility for the decision to submit for publication. JC attests that all listed authors meet authorship criteria and that no others meeting the criteria have been omitted.

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Dissemination declaration

Data as to hospital allocation to putative surgical communities will be made publicly available on www.healthdatascience.co.uk and will be disseminated to local care providers and commissioners.

Data Sharing Statement

Data used in this study were obtained from NHS Digital for the purpose of this work and may only be accessed through direct application to NHS Digital. Patient-level data is required for the analyses conducted, and therefore sharing of data pertaining to this study

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3 is not possible. Data for surgical community assignments are available from the authors
4 on request.
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8 **Transparency declaration**

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10 The lead author affirms that this manuscript is an honest, accurate, and transparent
11 account of the study being reported; that no important aspects of the study have been
12 omitted; and that any discrepancies from the study as planned have been explained.
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16 **Statement of Ethical Approval**

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18 This study received local ethical approval through the Imperial College Research Ethics
19 Committee (17IC4178).
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3 **Figure captions:**
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6 **Figure 1:** Division of England into 45, 16 and 7 surgical communities (in colour).
7 according to Markov Stability. STP boundaries are overlaid (black lines).
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11 **Figure 2:** The equivalent number of surgical communities active in each STP as
12 determined by the EMS. Areas of darker blue, 4 (e.g. East Anglia), represent those areas
13 with greatest difference between surgical communities and STPs, whereas lighter blue
14 shows greater agreement (e.g. Cornwall).
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20 **Figure 3:** The absolute percentage difference between the number of patients
21 undergoing surgery resident within a surgical community (demand) and the number of
22 procedures performed by hospitals within the community (supply). Areas in blue represent
23 those surgical communities where procedures performed on patients outnumber those
24 performed by the local providers.
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		Charlson Score		
		0	1-2	3+
Age	< 60	Low	Low	Medium
	60 - 74	Low	Medium	High
	75+	Medium	High	High

Table 1: Classification of low, medium and high-risk patients based on age and Charlson score.

For peer review only

Procedure	Total no. of cases	Patient risk			Mean distance travelled, Kms
		Low risk (%)	Medium risk (%)	High risk (%)	
Lower GI endoscopy	937,616	74.8	17.9	7.3	9.8
Upper GI endoscopy	650,133	66.9	22.1	10.9	9.4
Lens extraction + replacement	395,445	33.5	46.5	20.0	10.9
Excision of skin lesion	215,608	55.0	29.5	15.5	12.7
Injection/aspiration joint	142,562	71.6	20.9	7.5	12.6
Vitrectomy	132,938	39.9	44.1	16.1	13.2
Cystoscopy	130,114	56.4	26.2	17.4	11.8
Insertion central venous catheter	109,864	24.3	38.3	37.4	14.0
Coronary angiography	105,620	56.2	30.0	13.8	13.9
Dental extraction	101,435	91.6	5.8	2.5	11.5
Knee replacement	78,773	53.3	34.4	12.3	13.4
Bladder catheterisation or irrigation	71,552	42.5	32.7	24.8	12.8
Injection to bladder	67,167	34.3	29.8	35.9	11.5
Spinal facet joint injection	64,154	70.4	21.9	7.7	14.0
Cholecystectomy	61,790	80.5	13.8	5.7	11.8
Lymph node biopsy	60,674	34.8	34.4	30.8	14.9
Epidural or spinal injection	60,656	69.2	22.6	8.1	12.9
Inguinal hernia repair	58,943	72.6	19.9	7.5	10.9
Spinal nerve root injection	58,212	77.0	17.5	5.5	16.2
Knee meniscectomy/ meniscal repair	57,871	93.2	5.9	0.8	12.4
Hysteroscopy	52,360	90.9	6.4	2.7	9.9
Carpal tunnel release	48,245	70.7	22.2	7.1	11.0
Application/ removal of internal fixation of bone	46,771	84.6	11.9	3.5	15.7
Dental clearance	43,463	82.3	11.7	5.9	11.1
Partial breast excision	41,827	50.1	31.4	18.5	11.5
Bone marrow biopsy	38,369	39.8	34.8	25.5	15.6
Primary joint resurfacing	37,854	59.3	30.1	10.5	14.0
Cystoscopy + resection of bladder lesion	37,458	17.7	29.8	52.5	11.2

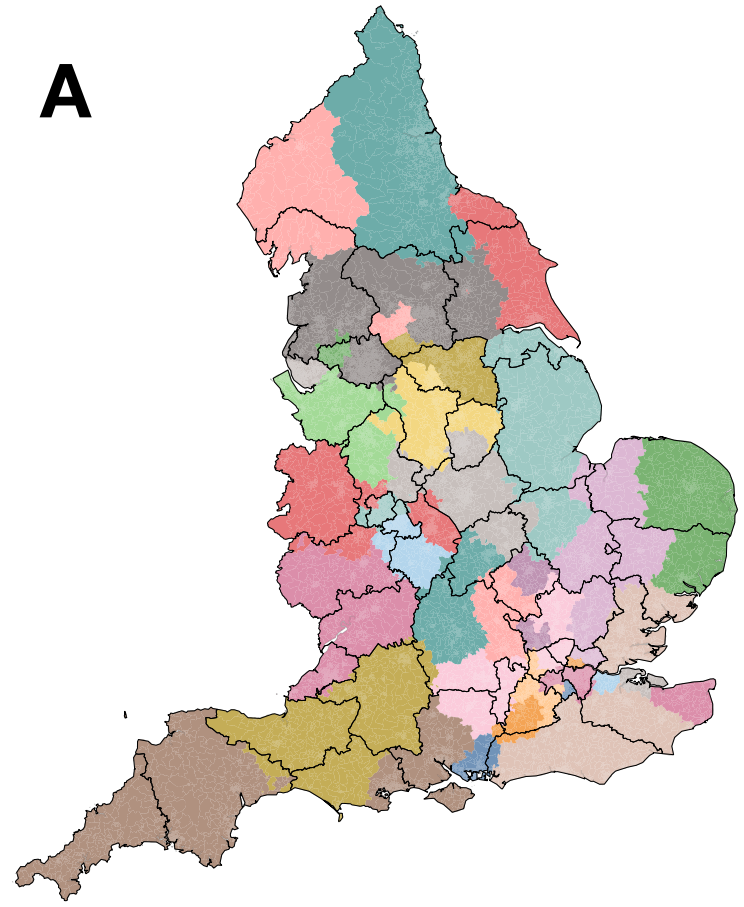
Table 2: The 28 procedures accounting for more than half of all elective surgical activity in England. The proportion of patients classified as low, medium and high risk according to Table 1 are shown, along with the mean distance travelled from a patient's LSOA of residence to the hospital site in which the procedure is performed.

Partition	A	B	C
Number of communities	45	16	7
Median number of cases per community	78998 (43628 - 118087)	214216 (122823 - 314022)	574403 (406465 - 679703)
Median number of treatment sites per community	9 (5 - 17)	25 (19 - 44)	84 (56 - 98)
Absolute supply:demand mismatch (%)	5.1 (2.9 - 10.2)	4.1 (1.0 - 5.7)	2.2 (1.0 - 2.9)

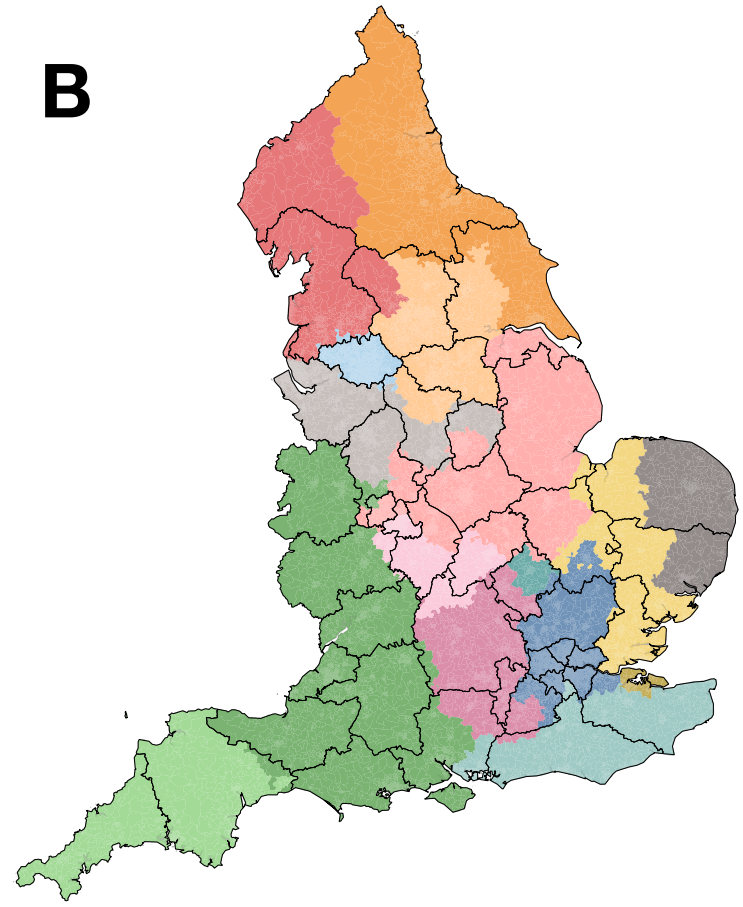
Table 3: Descriptive statistics for the three optimal partitions produced. Interquartile ranges are shown in parentheses where appropriate.

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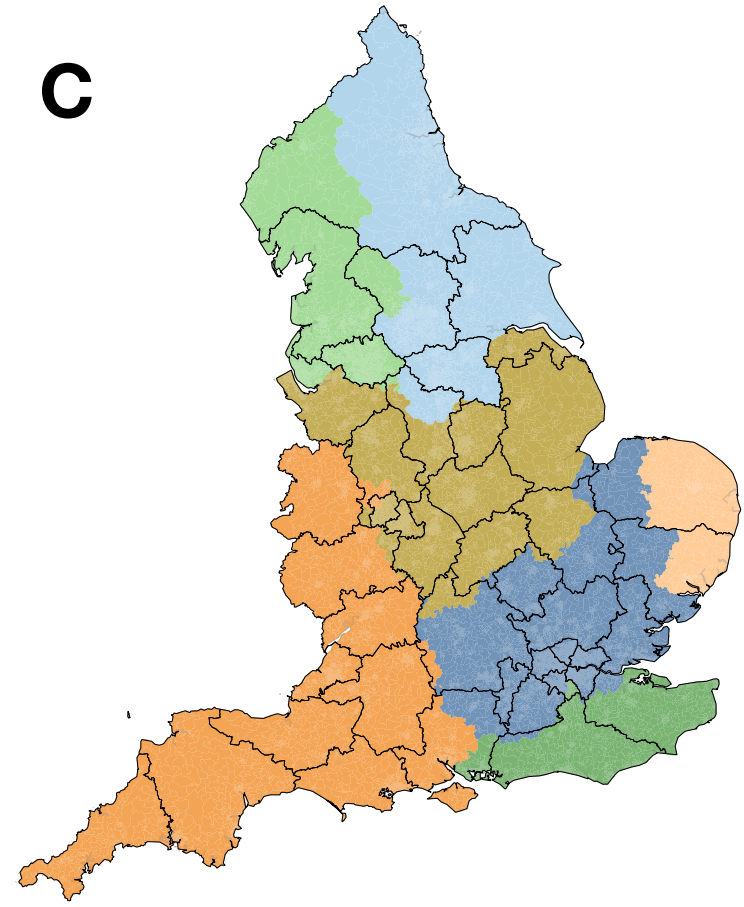
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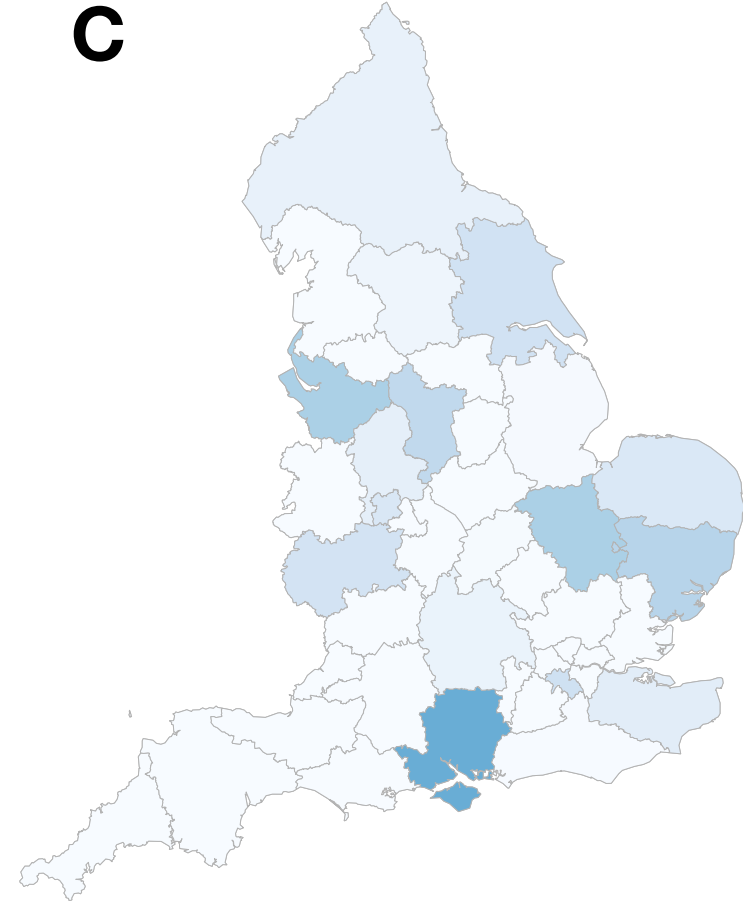
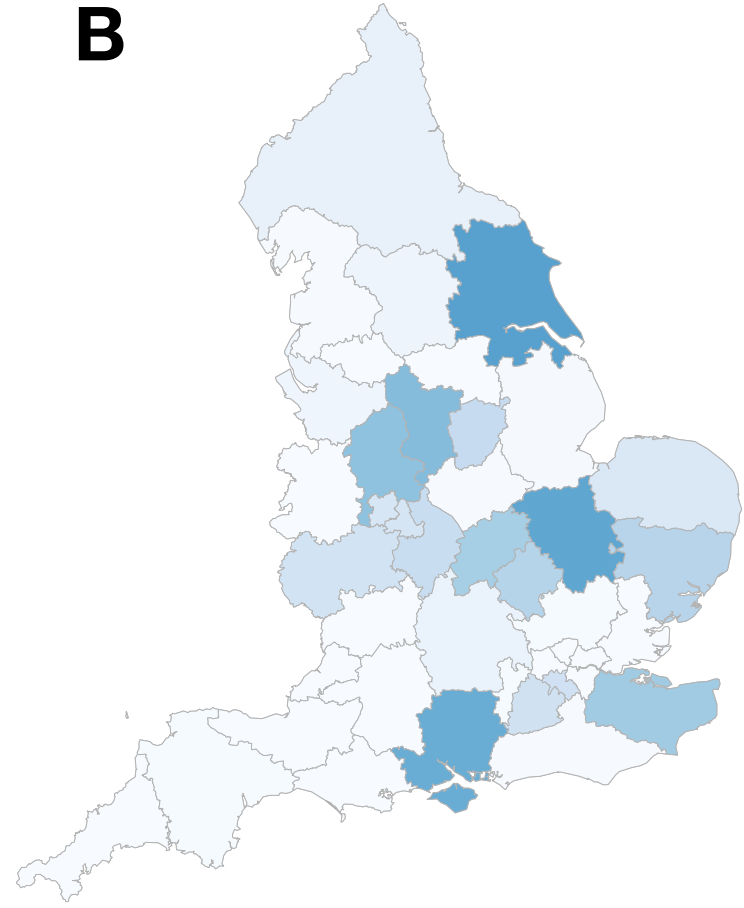
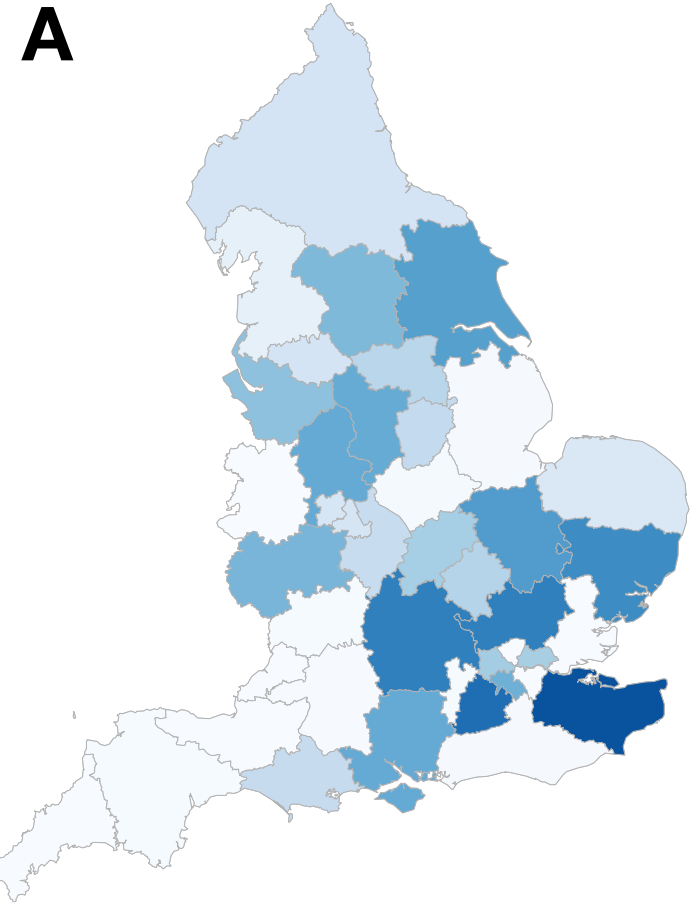
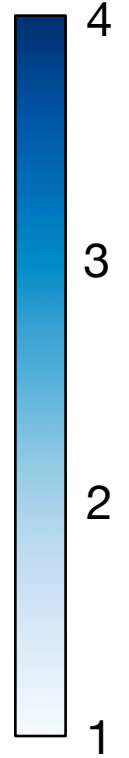


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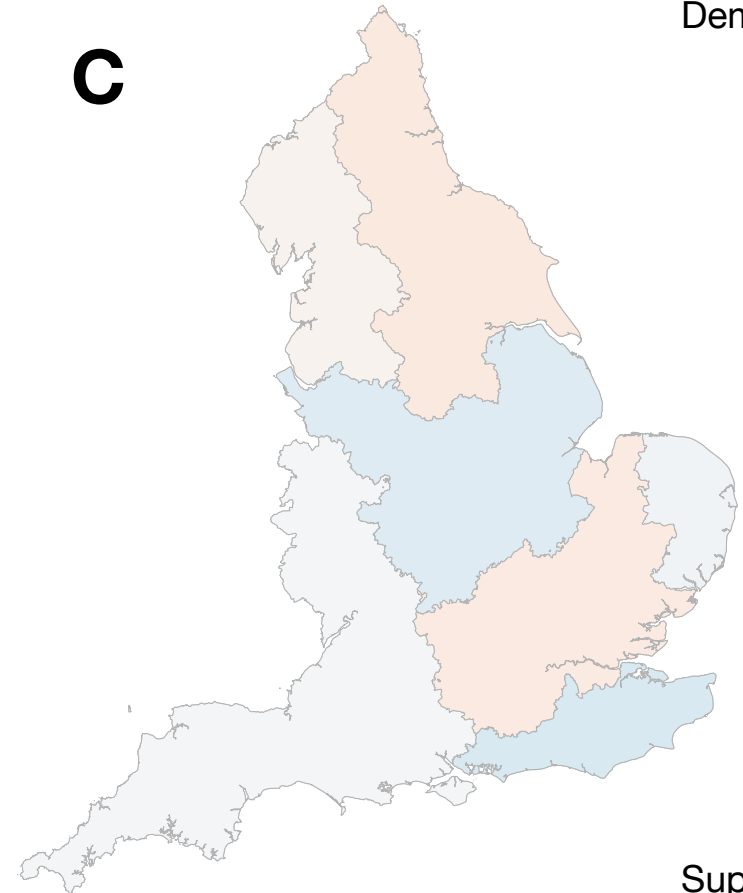
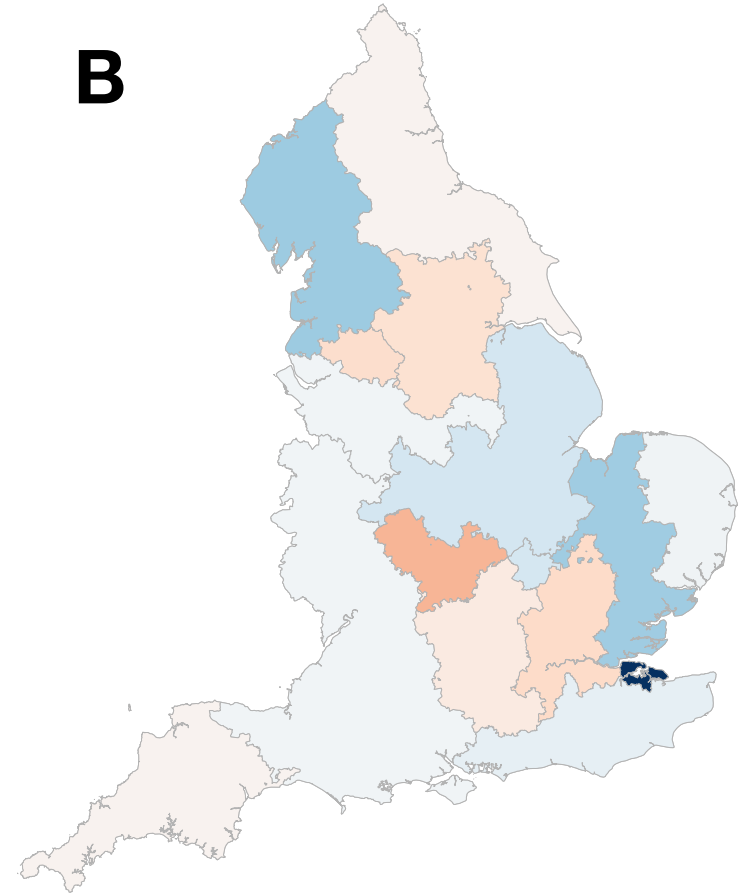
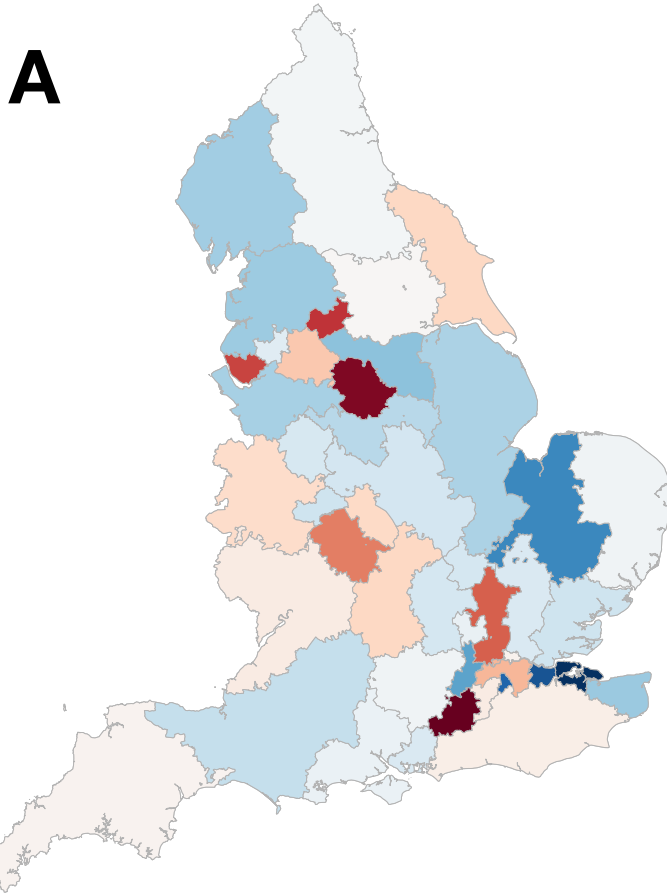
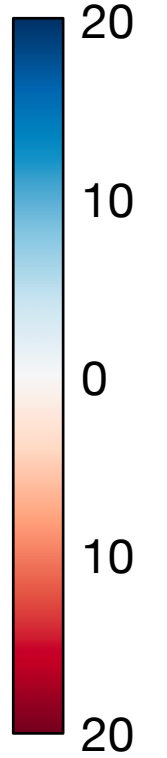
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Demand > Supply

Supply > Demand



Appendix

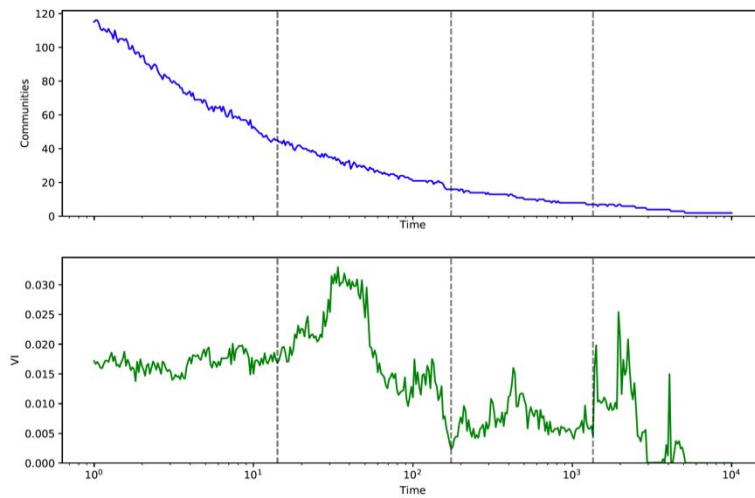


Figure 1b: Markov Multiscale Community Detection output showing the number of communities in the optimal network partition (top) and variation of information between partitions produced for Markov times from 1 to 10,000. Vertical lines indicate the three partitions of surgical communities selected for further review.

The RECORD statement – checklist of items, extended from the STROBE statement, that should be reported in observational studies using routinely collected health data.

	Item No.	STROBE items	Location in manuscript where items are reported	RECORD items	Location in manuscript where items are reported
Title and abstract					
	1	(a) Indicate the study's design with a commonly used term in the title or the abstract (b) Provide in the abstract an informative and balanced summary of what was done and what was found	Abstract and title (pages 1 and 3)	RECORD 1.1: The type of data used should be specified in the title or abstract. When possible, the name of the databases used should be included. RECORD 1.2: If applicable, the geographic region and timeframe within which the study took place should be reported in the title or abstract. RECORD 1.3: If linkage between databases was conducted for the study, this should be clearly stated in the title or abstract.	Abstract (page 3) Abstract (page 3) N/A
Introduction					
Background rationale	2	Explain the scientific background and rationale for the investigation being reported	Introduction (pages 5 and 6)		
Objectives	3	State specific objectives, including any prespecified hypotheses	Introduction (page 6)		
Methods					
Study Design	4	Present key elements of study design early in the paper	Methods (pages 6 and 7)		
Setting	5	Describe the setting, locations, and relevant dates, including periods of recruitment, exposure, follow-up, and data collection	Methods (pages 6 and 7)		

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27	Participants	6	<p>(a) <i>Cohort study</i> - Give the eligibility criteria, and the sources and methods of selection of participants. Describe methods of follow-up</p> <p><i>Case-control study</i> - Give the eligibility criteria, and the sources and methods of case ascertainment and control selection. Give the rationale for the choice of cases and controls</p> <p><i>Cross-sectional study</i> - Give the eligibility criteria, and the sources and methods of selection of participants</p> <p>(b) <i>Cohort study</i> - For matched studies, give matching criteria and number of exposed and unexposed</p> <p><i>Case-control study</i> - For matched studies, give matching criteria and the number of controls per case</p>	Methods (pages 6 and 7)	<p>RECORD 6.1: The methods of study population selection (such as codes or algorithms used to identify subjects) should be listed in detail. If this is not possible, an explanation should be provided.</p> <p>RECORD 6.2: Any validation studies of the codes or algorithms used to select the population should be referenced. If validation was conducted for this study and not published elsewhere, detailed methods and results should be provided.</p> <p>RECORD 6.3: If the study involved linkage of databases, consider use of a flow diagram or other graphical display to demonstrate the data linkage process, including the number of individuals with linked data at each stage.</p>	<p>Methods (pages 6 and 7)</p> <p>N/A</p>
28 29 30 31 32 33 34	Variables	7	Clearly define all outcomes, exposures, predictors, potential confounders, and effect modifiers. Give diagnostic criteria, if applicable.	Methods (page 7)	RECORD 7.1: A complete list of codes and algorithms used to classify exposures, outcomes, confounders, and effect modifiers should be provided. If these cannot be reported, an explanation should be provided.	N/A
35 36 37 38 39 40 41 42	Data sources/ measurement	8	For each variable of interest, give sources of data and details of methods of assessment (measurement). Describe comparability of assessment methods if there is more than one group	Methods (page 7)		

1 2 3 4 5 6 7 8 9 10	Bias	9	Describe any efforts to address potential sources of bias	Methods (pages 6, 7 and 8)	
11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34	Study size	10	Explain how the study size was arrived at	Methods (page 6)	
35 36 37 38 39 40 41 42 43 44	Quantitative variables	11	Explain how quantitative variables were handled in the analyses. If applicable, describe which groupings were chosen, and why	Methods (pages 7, 8 and 9)	
45 46 47	Statistical methods	12	(a) Describe all statistical methods, including those used to control for confounding (b) Describe any methods used to examine subgroups and interactions (c) Explain how missing data were addressed (d) <i>Cohort study</i> - If applicable, explain how loss to follow-up was addressed <i>Case-control study</i> - If applicable, explain how matching of cases and controls was addressed <i>Cross-sectional study</i> - If applicable, describe analytical methods taking account of sampling strategy (e) Describe any sensitivity analyses	Methods (pages 7, 8 and 9)	
	Data access and cleaning methods		..	RECORD 12.1: Authors should describe the extent to which the investigators had access to the database population used to create the study population.	Methods (pages 6 and 7)

				RECORD 12.2: Authors should provide information on the data cleaning methods used in the study.	Methods (pages 6 and 7)
Linkage		..		RECORD 12.3: State whether the study included person-level, institutional-level, or other data linkage across two or more databases. The methods of linkage and methods of linkage quality evaluation should be provided.	N/A
Results					
Participants	13	(a) Report the numbers of individuals at each stage of the study (<i>e.g.</i> , numbers potentially eligible, examined for eligibility, confirmed eligible, included in the study, completing follow-up, and analysed) (b) Give reasons for non-participation at each stage. (c) Consider use of a flow diagram	Results (page 10)	RECORD 13.1: Describe in detail the selection of the persons included in the study (<i>i.e.</i> , study population selection) including filtering based on data quality, data availability and linkage. The selection of included persons can be described in the text and/or by means of the study flow diagram.	Methods (pages 6 and 7)
Descriptive data	14	(a) Give characteristics of study participants (<i>e.g.</i> , demographic, clinical, social) and information on exposures and potential confounders (b) Indicate the number of participants with missing data for each variable of interest (c) <i>Cohort study</i> - summarise follow-up time (<i>e.g.</i> , average and total amount)	Results (pages 10 and 11)		
Outcome data	15	<i>Cohort study</i> - Report numbers of outcome events or summary measures over time <i>Case-control study</i> - Report numbers in each exposure			

		category, or summary measures of exposure <i>Cross-sectional study</i> - Report numbers of outcome events or summary measures	Results (pages 10 and 11)		
Main results	16	(a) Give unadjusted estimates and, if applicable, confounder-adjusted estimates and their precision (e.g., 95% confidence interval). Make clear which confounders were adjusted for and why they were included (b) Report category boundaries when continuous variables were categorized (c) If relevant, consider translating estimates of relative risk into absolute risk for a meaningful time period	Results (pages 10 and 11)		
Other analyses	17	Report other analyses done— e.g., analyses of subgroups and interactions, and sensitivity analyses	Results (pages 10 and 11)		
Discussion					
Key results	18	Summarise key results with reference to study objectives	Discussion (page 12)		
Limitations	19	Discuss limitations of the study, taking into account sources of potential bias or imprecision. Discuss both direction and magnitude of any potential bias	Discussion (page 14)	RECORD 19.1: Discuss the implications of using data that were not created or collected to answer the specific research question(s). Include discussion of misclassification bias, unmeasured confounding, missing data, and changing eligibility over time, as they pertain to the study being reported.	Discussion (page 14)
Interpretation	20	Give a cautious overall interpretation of results considering objectives,	Discussion (page 14)		

		limitations, multiplicity of analyses, results from similar studies, and other relevant evidence			
Generalisability	21	Discuss the generalisability (external validity) of the study results	Discussion (pages 12, 13 and 14)		
Other Information					
Funding	22	Give the source of funding and the role of the funders for the present study and, if applicable, for the original study on which the present article is based	Page 16		
Accessibility of protocol, raw data, and programming code		..		RECORD 22.1: Authors should provide information on how to access any supplemental information such as the study protocol, raw data, or programming code.	Page 17

*Reference: Benchimol EI, Smeeth L, Guttman A, Harron K, Moher D, Petersen I, Sørensen HT, von Elm E, Langan SM, the RECORD Working Committee. The REporting of studies Conducted using Observational Routinely-collected health Data (RECORD) Statement. *PLoS Medicine* 2015; in press.

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A New Geographic Model of Care to Manage the Post-COVID-19 Elective Surgery Aftershock in England: A Retrospective Observational Study

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3 **A New Geographic Model of Care to Manage the Post-COVID-19 Elective Surgery**
4 **Aftershock in England: A Retrospective Observational Study**
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9 behalf of the PanSurg Collaborative.
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ABSTRACT

Objectives

The suspension of elective surgery during the COVID pandemic is unprecedented and has resulted in record volumes of patients waiting for operations. Novel approaches that maximise capacity and efficiency of surgical care are urgently required. This study applies Markov Multiscale Community Detection (MMCD), an unsupervised graph-based clustering framework, to identify new surgical care models based on pooled waiting lists delivered across an expanded network of surgical providers.

Design

Retrospective observational study using Hospital Episode Statistics.

Setting

Public and private hospitals providing surgical care to National Health Service (NHS) patients in England.

Participants

All adult patients resident in England undergoing NHS-funded planned surgical procedures between 1st April 2017 and 31st March 2018.

Main outcome measures

The identification of the most common planned surgical procedures in England (High Volume Procedures – HVP) and proportion of low, medium and high-risk patients undergoing each HVP. The mapping of hospitals providing surgical care onto optimised groupings based on patient usage data.

Results

A total of 7,811,891 planned operations were identified in 4,284,925 adults during the one-year period of our study. The 28 most common surgical procedures accounted for a combined 3,907,474 operations (50.0% of the total). 2,412,613 (61.7%) of these most

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3 common procedures involved 'low risk' patients. Patients travelled an average of 11.3 km
4 for these procedures. Based on the data, MMCD partitioned England into 45, 16 and 7
5 mutually exclusive and collectively exhaustive natural surgical communities of increasing
6 coarseness. The coarser partitions into 16 and 7 surgical communities were shown to be
7 associated with balanced supply and demand for surgical care within communities.
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13 **Conclusions**

14 Pooled waiting lists for low risk elective procedures and patients across integrated,
15 expanded natural surgical community networks have the potential to increase efficiency
16 by innovatively flexing existing supply to better match demand.
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24 **Article Summary:**

25 **Strengths and Limitations of this Study**

- 26 • The COVID-19 pandemic has significantly disrupted the provision of planned
27 surgical care in hospitals across the world. Addressing the accumulated backlog
28 of cases requires a new model of care whereby procedures are carried out at pace,
29 while also responding to the dynamic risk of further COVID-19 outbreaks.
- 30 • This study utilises national, retrospective hospital administrative data relating to
31 7.8 million interventional procedures in 4.2 million adults.
- 32 • Markov Multiscale Community Detection, an unsupervised network clustering
33 technique, is applied to understand how providers of surgical care may collaborate
34 with one another based on prior patterns of surgical care delivery.
- 35 • The relative imbalances in supply and demand for surgical care within the identified
36 surgical communities is quantified in order to determine the potential applicability
37 of different scales of collaboration between care providers.
- 38 • While this study advances the potential role of collaboration between surgical
39 centres to address the surgical backlog resulting from COVID-19, it does not
40 address issues relating to local financial or logistical barriers to implementation of
41 such a strategy.
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Introduction

The COVID-19 pandemic put a global halt to the majority of elective surgery in order to manage the surge in patients requiring acute hospital services and ITU care.¹⁻⁴ It has been estimated that 28 million elective operations worldwide have been cancelled or postponed due to the pandemic.⁵ Although the focus of public health organisations globally was rightly mounting an effective emergency response to the COVID-19 pandemic, the surgical ‘aftershock’ will therefore be unprecedented and yet to be fully appreciated. Millions of patients in the UK are already waiting for treatment and numbers increase daily as the diversion of resources continues.⁶ Elective surgical services are gradually being re-introduced, aiming to treat waiting patients without risking the spread of COVID. Management strategies in the UK are currently focused on undertaking life-saving cancer operations in “clean” COVID-free hospitals or in hospital sites away from the acute care sites where COVID is more prevalent.^{7 8} An immediate response to “catch up” and clear caseload will need to be undertaken, as well as adjusting to a “new normal”.

Waiting list numbers vary widely across the country and waiting times have increased in recent years⁹. To add complexity, there is also regional variation in the number of COVID infections and burden of COVID-related workload.^{10,11} Therefore, in order to respond to the needs of a particular population, dynamic, flexible, regional solutions will be required to balance the reintroduction of services with careful COVID management.

Flexibility in the location where care is provided, according to patients’ clinical needs, has the potential to better match supply of services where there is appropriate demand. Patients can be treated more promptly if surgeons, hospitals and hospital delivery systems work together across provider networks, managing a centrally pooled workload. While some patients will need to be treated at specific locations (particularly high-risk patients or those requiring complex cancer care), there are other less complex procedures that could feasibly be performed by a range of qualified providers for patients who are able to travel.¹²

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3 As the National Health Service (NHS) in England moves towards greater integration,
4 there is an opportunity to break down arbitrary geographic boundaries and funding
5 barriers, and bring together multiple providers of surgical care into 'surgical communities'.
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7 In such configurations, hospitals share a centrally managed waiting list for routine surgical
8 procedures, and patients may receive surgery at any centre within the community of
9 providers with the capacity to do so. There is a precedent for this approach, as a similar
10 scheme was successfully piloted on a small scale in London.¹³ Pooling available capacity
11 between communities of surgical care providers may enable the efficient use of their
12 collective available resources.
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20 In this study we explore the potential of using flexible locations of care as a strategy to
21 manage waiting lists. Firstly, we categorize the types of elective procedures and eligible
22 patients into groups that would be amenable to undergoing surgery in any suitable
23 location. Secondly, we identify from patient data existing community networks of surgical
24 providers ('surgical communities') that collectively provide planned surgical care to similar
25 geographic patient populations. Thirdly, we map these surgical communities against
26 existing organizational configurations and model the effect on supply and demand when
27 patients travel further for care.
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36 **Methods**

37 All planned inpatient admissions to hospitals in England involving a surgical procedure
38 were identified for adults resident in England from Hospital Episode Statistics from the 1st
39 April 2017 to 31st March 2018. NHS-funded procedures conducted in non-NHS hospitals
40 were included. For each admission, the first operative day was defined as the first day
41 within an admission in which a surgical procedure was recorded. Procedures performed
42 after the first operative day were excluded from the analysis. Where multiple procedures
43 were performed on the first operative day, all of those procedures were counted to capture
44 the fullest reliable representation of planned surgical activity. Inclusion of procedures after
45 the first operative day is likely to include unplanned operations arising from surgical
46 complications which are not identifiable as unplanned procedures in the data available.
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3 All procedure codes describing diagnostic imaging, testing or rehabilitation (OPCS-4
4 codes beginning with U), the method of a procedure (Y) and site of a procedure (Z) were
5 removed in addition to miscellaneous operations (X).¹⁴ Procedures involving the
6 concurrent extraction of a lens (C71) and insertion of a prosthetic lens (C75) were treated
7 as a single procedure. Lower gastrointestinal diagnostic and therapeutic endoscopies
8 frequently occurred concurrently or under codes with similar descriptions and were
9 therefore grouped together. Conversely, diagnostic upper GI endoscopy (G45) was far
10 more common than therapeutic endoscopies and was therefore treated separately.
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19 **Classification of Operative Risk**

20 For each procedure, the age of the patient at the time of surgery was extracted. The
21 modified Charlson comorbidity score of each patient was determined based on the
22 presence of ICD-10 diagnosis codes extracted from their operative admission and all
23 other recorded admissions to hospital for each patient in the 6 months prior to surgery.¹⁵
24 Patients were then classified according to low, medium or high risk (for potential morbidity
25 and mortality) by virtue of their age and Charlson Score (Table 1).
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32 **Identification of high-volume procedures**

33 The total number of procedures performed for each 3-digit OPCS-4 code was calculated
34 and sorted in descending order by volume. Those top procedures collectively accounting
35 for more than 50% of the overall number of procedures were selected, and hereafter
36 referred to as 'High Volume Procedures' (HVP).
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43 **Identification of hospital sites**

44 The site in which a procedure was performed was identified from the SITETRET code of
45 its associated admission. The postcodes of all sites in which procedures were performed
46 were extracted from the site-level Estates Returns Information Collection.¹⁶ Postcodes
47 were converted to latitude and longitude coordinates. For all sites, the straight-line
48 distance between all sites was calculated using the Haversine formula.¹⁷ Where sites
49 were within 1 km of one another, they were treated as a single merged site under the
50 code and coordinates of the highest volume provider.
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Calculation of Distance Travelled for Surgery

For each patient, the approximate location of their home was determined using the coordinates of the population-weighted centroid of their Lower Layer Super Output Area (LSOA) of residence.¹⁸ LSOAs are mutually exclusive, collectively exhaustive geographic census divisions defined by the UK Office for National Statistics, of which there are 32,844 in England, with a mean population of 1,704 people, and is therefore similar in scale to Census Block Groups in the United States. The straight-line distance between the population-weighted centroid of the LSOA of residence of the patient and the site in which the procedure was performed was calculated according to the Haversine formula.

For each HVP, the total number of procedures performed was calculated. The number of patients classified as low, medium and high risk was calculated, along with the total number of sites undertaking the procedure and the average distance travelled for surgery. For each HVP, the total number of procedures performed by each site was calculated. To exclude providers who rarely perform a procedure, the highest volume providers who collectively accounted for 99% of procedures were identified and classified as providers of the HVP.

Identification of Surgical Communities

The proportion of patients presenting from each LSOA in England to each Regular Provider site for a HVP was calculated and a normalised cosine similarity matrix of LSOAs was computed (Equation 1).

$$\text{similarity}_{AB} = \frac{\sum_{i=1}^n A_i B_i}{\sqrt{\sum_{i=1}^n A_i^2} \sqrt{\sum_{i=1}^n B_i^2}} \quad (1)$$

Equation 1: Calculation of cosine similarity between LSOAs. A_i is the proportion of patients presenting to hospital site i resident in LSOA A; B_i is the proportion of patients presenting to hospital site i resident in LSOA B; and n is the total number of hospital sites in the dataset.

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5 This matrix quantifies the similarity of patterns of presentation for HVPs between all
6 LSOAs in England. It can be understood as the adjacency matrix of a dense, weighted
7 network connecting LSOAs to one another according to the similarity in their patterns of
8 presentation to hospital for HVPs.¹⁹ This network was sparsened using the Relaxed
9 Minimum Spanning Tree (RMST) technique, a method used elsewhere in applied network
10 science to sparsen a dense, inhomogeneous network to preserve both local and global
11 connectivity within a network.^{20 21} This sparsened network was subsequently partitioned
12 using Markov Multiscale Community Detection (MMCD) to produce partitions of the
13 LSOAs according to shared patterns of presentation to hospital sites for HVPs.^{22,23}
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22 **Description of Surgical Communities**

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24 The total number of procedures performed in each surgical community, and the total
25 number of hospital sites was calculated. For each Sustainability and Transformation
26 Partnership (STP - NHS organisational divisions of England into 44 regions responsible
27 for developing local integration between primary and secondary care providers), the
28 effective number of surgical communities active within its boundary was calculated using
29 the Equivalent Market Size (the reciprocal of the Herfindahl Hirschman Index of market
30 concentration) (Equation 2).²⁴
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$$38 \quad EMS_i = 1 / \sum_{j=1}^N s_{ij}^2 \quad (2)$$

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41 **Equation 2:** The Equivalent Market Size of STP_i. Here s_{ij} is the proportion of LSOAs in
42 STP i contained within surgical community j , and N is the number of surgical communities
43 in the partition.
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48 **Calculation of the Balance Between Supply and Demand Within Surgical** 49 **Communities**

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51 Surgical communities were modelled as self-contained subdivisions of England
52 containing LSOAs contributing cases requiring surgery (demand) and hospitals providing
53 finite surgical capacity for those services (supply).²⁵ In this configuration, surgical
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3 procedures for patients resident within a surgical community would be performed at a
4 hospital site spatially located within the same surgical community. Within each surgical
5 community, surgical demand was calculated as the total number of HVP cases performed
6 for patients resident in LSOAs within the surgical community. Supply was calculated as
7 the total number of HVP cases performed by sites located within the geographic boundary
8 of the surgical community. The supply-demand mismatch was calculated as the
9 percentage difference between supply and demand for each community. The median of
10 the absolute value of the supply-demand mismatch was determined.
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18 **Patient and Public Involvement**

19 We did not directly include PPI in this study, but the database used in the study was
20 released following review by a panel including patient representatives.
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27 **Results**

28 A total of 7,811,891 planned interventional procedures corresponding to 5,718,031
29 admissions involving 4,284,925 adult patients resident in England from 1st April 2017 to
30 31st March 2018 were identified. These procedures were performed at 530 NHS hospital
31 sites and 162 different private provider sites. 1,210 different 3-digit OPCS codes were
32 used.
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39 28 types of procedure in Table 2 accounted for 3,907,474 operations, over half of all
40 planned surgical procedures during the study period. These are denoted as High Volume
41 Procedures (HVPs). Of these HVPs, 3,553,649 (90.9%) were performed in an NHS site,
42 while 353,825 (9.9%) were performed in a non-NHS site. Collectively, diagnostic or
43 therapeutic upper and lower gastrointestinal endoscopy accounted for 1.6 million
44 procedures (20.3%). On average, procedures were performed on patients aged 61.4
45 years (SD = 16.7 years). 2,636,559 procedures were performed on patients with a
46 Charlson comorbidity score of 0 (67.5%), while 997,765 procedures were performed on
47 patients with a Charlson score of 1 or 2 (25.5%) and 273,150 procedures were performed
48 on patients with a Charlson score of 3 or more (7.0%).
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5 The mean distance travelled from a patient's residence to hospital for surgery was on
6 average 11.3 km. Mean distances for the 28 HVPs ranged from 9.4 km for upper GI
7 endoscopy to 16.2 km for spinal nerve root injection. 2,412,613 (61.7%) HVPs were
8 performed in 'low risk' patients, 988,067 (25.3%) in 'medium risk' patients and 506,794
9 (13.0%) in 'high risk' patients. The proportion of procedures being performed on 'high risk'
10 patients ranged from 1% for meniscal procedures to 52% for cystoscopy and resection of
11 bladder lesions. In 22 out of 28 HVPs, more than 80% of patients were classified as 'low'
12 or 'medium' risk.
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20 Markov Multiscale Community Detection identified (see Figure 1b in the appendix) three
21 robust community conformations of LSOAs consisting of 45 (Partition A), 16 (Partition B)
22 and 7 (Partition C) surgical communities (Figure 1). Stable spatial motifs are observed
23 across the three partitions.
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29 Overlaid STP boundaries show variable agreement with surgical communities (Figure 1).
30 Lower agreement is observed, for example in East Anglia, where surgical communities
31 consistently partition in 'north-south' direction, while the STP boundary runs 'east to west'.
32 Close agreement can be seen in Cornwall, where STPs are adjoining, based around
33 surgical communities. The Hampshire and Isle of Wight STP, in the south of England,
34 remains divided between more than three surgical communities in Partition C.
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41 The median number of HVP cases performed in each community ranges from 78,998 in
42 the finest partition (A) to 574,403 in the coarsest partition (C). In Partition A, the median
43 number of surgical sites per community is 9, with an interquartile range from 9-17. In
44 Partition B the median number of surgical sites per community in Partition B is 25, with
45 an interquartile range of 19-44, while in Partition C, a median of 84 surgical sites are
46 present per community, with an interquartile range of 56 to 98. In Partition A, STPs
47 involved a median of 1.7 surgical communities, compared to 1.1 for Partition B and 1.0
48 for Partition C. Only the Hampshire and the Isle of Wight STP remains divided between
49 more than three surgical communities in Partition C.
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Supply and Demand Relationships within Surgical Communities

In Partition A, median absolute percentage difference between supply and demand for HVPs within surgical communities is 5.1%. 12 communities (27%) had absolute mismatches between supply and demand of more than 10%. These communities were located around conurbations in the North West of England and Greater London, with supply exceeding demand within cities, and demand exceeding supply in suburban communities. In Partition B, a supply demand mismatch exceeding 10% is only observed for the surgical community on the south of the Thames Estuary, where demand exceeds supply by 25%, indicating a role for nearby surgical sites in East London which lie outside of the community. In Partition C the percentage difference between supply and demand does not exceed 5% in any community.

Discussion

Hospital providers, policy makers and clinicians urgently require solutions for managing the COVID-19 elective surgical aftershock. This describes a state where COVID cases are in decline, in the context of strategically halted elective surgery and exponentially growing waiting lists. The extra-ordinary levels of demand for operations now requires radical new solutions to the way we organize and deliver surgical services. This study showed that there are existing hospital networks performing high volumes of low risk procedures for low risk, local patients. When we compare supply and demand for planned surgical care across England, the degree of mismatch varies widely, particularly around conurbations. Importantly, these data demonstrate that variation is reduced significantly when provider networks expand and smaller surgical communities coalesce into 16 larger geographic regions. We have identified a large group of potentially eligible, fit, lower risk patients who could be asked to travel greater distances than the existing median of 13 kms for their more minor surgery in order to shorten waiting times.

Central management of pooled waiting lists across an increased number of both NHS and non-NHS providers offers an opportunity for greater collaboration between surgical centres and a better distribution of workload. It would provide enhanced system resilience

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3 in the context of future COVID outbreaks to continue planned surgery in dedicated clean
4 sites.^{8,26,27} The scheme may have additional benefits including increased patient choice,
5 greater workforce flexibility and maximization of teams across areas, with increasing
6 efficiency. There is a paucity of high quality data on the effects of pooled waiting lists.²⁸
7
8 Some evidence for their potential success has come from smaller, single site initiatives
9 piloting internal pooling of cases distributed to consultants in the same department.^{29 30}
10
11 ³⁰ Surgical pooling has been used successfully in crises to achieve waiting-list targets
12 with work done by non-consultant grade surgeons and cases shifted to the private sector.
13
14 Surgical pooling has also been successful in matching existing supply to demand across
15 transplant networks where donors are matched to recipients across larger regions, and
16 sometimes between countries.³¹ Greater choice and increased competition between
17 providers for patients can be associated with reduced waiting times.³² In this study we
18 remain agnostic as to the means by which providers within a pooled list community should
19 collaborate, and accept that the timing and mechanism of any collaboration should reflect
20 the idiosyncrasies of local contexts over time – and is a determination which is best made
21 by local providers.
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32 The London Patient Choice Project (LPCP) was set up to reduce long waiting times for
33 patients awaiting ophthalmic and minor general surgery procedures. Waiting lists were
34 centrally pooled, managed and funded, with patients then given a choice on site of care
35 in order to obtain earlier treatment. This led to a convergence of waiting times across
36 providers by relieving those hospitals with longer lists.^{33 13} Central purchasing of services
37 was likely key to its success. On the strength of this pilot project, the English NHS
38 undertook a national roll-out of patient choice, but without the central purchasing or
39 coordination. 'Choose & Book' offered patients a choice of at least four hospitals which
40 led some patients to attend a hospital other than the nearest one. Unpicking the effect of
41 Choose and Book on waiting lists separately to other initiatives piloted at the time is
42 complex, but it is likely that the setting of targets and strong performance management
43 were key drivers on reducing waiting times rather than patient choice alone.³⁴
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3 In the UK patients generally favour the convenience and familiarity of a local provider.
4 However, a MORI poll for the BMA showed that if faced with a long wait, 27% of people
5 would travel anywhere in the United Kingdom for treatment by the NHS.³⁵ 78% of patients
6 surveyed in the Isle of Wight were willing to travel to the mainland for elective surgery
7 where the wait was shorter.³⁶ Greater patient travel has the potential to alleviate focal
8 strain on services, but its practical application will require careful consideration. There are
9 a number of barriers to travel – including patient mobility, age and risk as well as the cost
10 of travel and the need for nearby family and friend support. In this study, selection of “low-
11 risk patients and procedures” acts to mitigate some of these concerns, although the
12 identification of operative risk based on procedure, age and Charlson score may be
13 limited, and clearly in practice a patient-specific, case-by-case approach would be
14 required. Government subsidization of travel would be an important intervention to reduce
15 inequalities based on socio-economic status, education level, vulnerability or social
16 exclusion.³⁵ However, in the London pilot there was no evidence of inequalities in uptake
17 of the pooled list scheme by social class, educational attainment, income or ethnicity.¹³
18 In the UK, with increasing centralization of complex care, particularly cancer care, patients
19 are often already asked to travel further.³⁷ The applicability of a pooled-list surgical
20 strategy varies according to the complexity of procedures and the need for in-person
21 longitudinal follow-up with the operating centre. The finding that the majority of HVPs in
22 this study are low complexity procedures, with limited need for onward follow-up supports
23 the suitability of pooled provision for the HVPs identified.
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41 In this study we identified a degree of variation in the extent to which demand for planned
42 surgery within a community is met by the capacity of hospitals located in the same
43 community. This is in addition to the current variation in waiting list lengths and COVID
44 infection and hospitalisation rates. If variability could be reduced, or eliminated, then
45 capacity planning is simplified.³⁸ This strategy fits with NHS England’s broader integration
46 strategy as outlined in the Five Year Forward view and continued in the expansion of
47 STPs to become larger integrated delivery systems.
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3 The extent to which demand for surgical care will change as a result of COVID-19 remains
4 uncertain. General practitioners and patients may prefer strategies of watchful waiting for
5 minor surgical conditions, consequently reducing demand. Similarly, periods of lower
6 community COVID-19 transmission may result in increased referral for surgical services
7 before another wave of the pandemic takes hold. Regional variation in standardised rates
8 of planned surgical procedures indicate that reductions in surgical demand may perhaps
9 be greater in areas of with lower pre-COVID-19 treatment thresholds and associated
10 relative overuse.³⁹
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19 Similarly, the ability of hospitals to maintain pre-COVID-19 surgical capacity during and
20 after the pandemic is uncertain. Recent research has demonstrated that some endoscopy
21 departments in England maintained or even increased activity during the COVID-19
22 pandemic, while others stopped services entirely.⁴⁰ These findings indicate variation in
23 local responses to the first wave COVID-19 and alludes to regional collaboration between
24 surgical centres. In times of lower COVID-19 incidence, it could be expected that surgical
25 supply may increase above pre-COVID-19 rates through provision of additional operating
26 theatre capacity in evenings and weekends or the involvement of private sector care
27 providers.⁴¹ However, safely returning to baseline surgical capacity after a period of
28 unprecedented disruption is a significant challenge in itself, and one where significant
29 uncertainty remains. As a result of these uncertainties in future demand for, and supply
30 of, surgical care, this study assumed future demand for planned surgical care would
31 match historic demand from April 2017 to March 2018.
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43 There are a number of limitations to the study. The COVID-19 epidemic is without
44 precedent in recent history, so it was not possible to make substantially data-driven
45 assumptions. The government have previously advised reducing national travel as a
46 public health tool to limit COVID spread.⁴² While our model does encourage patient
47 mobility and could be criticized for the risk of further spread, it also facilitates more
48 effective regional strategies to dedicate sites as COVID clean or dirty. Stringent infection
49 control measures will be an essential part of any reintroduction of routine services.
50 Currently there is mounting evidence that patients are not seeking out routine care due
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3 to the perceived risk of COVID infection.⁴³ There is therefore a possibility that patients will
4 choose not to undergo any elective procedures in the current climate, nor travel to an
5 unknown hospital for that care. Pooled waiting lists are often disliked by surgeons who
6 site the lack of autonomy and patient ownership with an increased risk of mis-diagnosis,
7 unnecessary procedures listed, and unaddressed patient complexities.^{44,45} These risks
8 can, and should, be mitigated by ensuring clear standardised patient pathways, patient
9 triage and suitability assessments, clarity in the named responsible surgeon and
10 pathways for ongoing continuity of care. Virtual platforms have become increasingly
11 available during COVID allowing remote consultation and triaging of patients prior to any
12 procedures.⁴⁶ Finally, while we have identified a mismatch between current policy (STP
13 boundaries) and practice (the natural networks of surgical providers), we appreciate that
14 implementation of new integrated networks on a larger scale would require significant
15 new resources and planning. A new system of funding flows, mechanisms for regional
16 waiting list coordination and a cost per case mechanism or other financial incentive would
17 be required to support this new model.
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31 The NHS, despite being centrally funded, functions as a disparate collection of separate
32 providers with their own priorities and resource constraints. In the COVID-19 pandemic,
33 pre-existing structures of service delivery within the NHS were temporarily transformed.
34 Primary care providers collaborated at a regional level to provide COVID care through a
35 network of hubs while hospitals collaborated with one another to ensure some cancer
36 care could continue at a smaller number of 'clean' hospital sites. As health systems across
37 the world look to address an ever-growing backlog for planned care created by COVID-
38 19, this trend of enhanced collaboration must continue. If the NHS is to overcome this
39 backlog and cope with further waves of COVID, providers of surgical care must develop
40 the means by which they may share a collective caseload for low-risk patients. What is
41 certain is that the NHS, along with most other healthcare delivery systems, is having to
42 make seismic changes to the way it works in order to best manage ongoing complexities.
43 This study provides a solution with greater regional capacity flexibility with which to
44 respond and adapt. Re-designing arbitrary geographical boundaries to follow expanded
45 natural surgical community networks has the potential to increase efficiency by flexing
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3 existing supply to meet demand. This, in addition to other key strategies, could have a
4 profound effect on tackling the massive backlog of cases accruing during this deadly
5 pandemic, thereby preventing further death, disability and reduced productivity from
6 delayed surgery.
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For peer review only

Author Contributions

JC and AM were involved in all aspects of the study. MB was involved in the development of the methodology and assisted in the formal analysis. SM, MB and JK were involved in the planning, conduct and reporting of the study. JC has had access to all the data in the study and all authors had final responsibility for the decision to submit for publication. JC attests that all listed authors meet authorship criteria and that no others meeting the criteria have been omitted.

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Dissemination declaration

Data as to hospital allocation to putative surgical communities will be made publicly available on www.healthdatascience.co.uk and will be disseminated to local care providers and commissioners.

Data Sharing Statement

Data used in this study were obtained from NHS Digital for the purpose of this work and may only be accessed through direct application to NHS Digital. Patient-level data is

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3 required for the analyses conducted, and therefore sharing of data pertaining to this study
4 is not possible. Data for surgical community assignments are available from the authors
5 on request.
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10 **Transparency declaration**

11 The lead author affirms that this manuscript is an honest, accurate, and transparent
12 account of the study being reported; that no important aspects of the study have been
13 omitted; and that any discrepancies from the study as planned have been explained.
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18 **Statement of Ethical Approval**

19 This study received local ethical approval through the Imperial College Research Ethics
20 Committee (17IC4178).
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3 **Figure captions:**
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6 **Figure 1:** Division of England into 45, 16 and 7 surgical communities (in colour).
7 according to Markov Stability. STP boundaries are overlaid (black lines).
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11 **Figure 2:** The equivalent number of surgical communities active in each STP as
12 determined by the EMS. Areas of darker blue, 4 (e.g. East Anglia), represent those areas
13 with greatest difference between surgical communities and STPs, whereas lighter blue
14 shows greater agreement (e.g. Cornwall).
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20 **Figure 3:** The absolute percentage difference between the number of patients
21 undergoing surgery resident within a surgical community (demand) and the number of
22 procedures performed by hospitals within the community (supply). Areas in blue represent
23 those surgical communities where procedures performed on patients outnumber those
24 performed by the local providers.
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		Charlson Score		
		0	1-2	3+
Age	< 60	Low	Low	Medium
	60 - 74	Low	Medium	High
	75+	Medium	High	High

Table 1: Classification of low, medium and high-risk patients based on age and Charlson score.

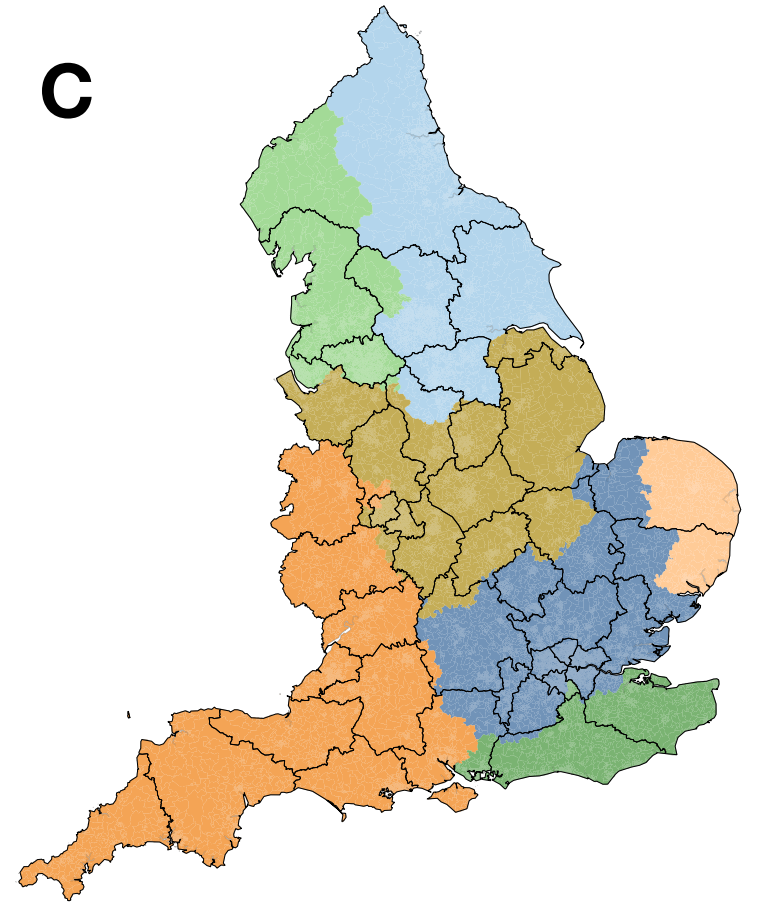
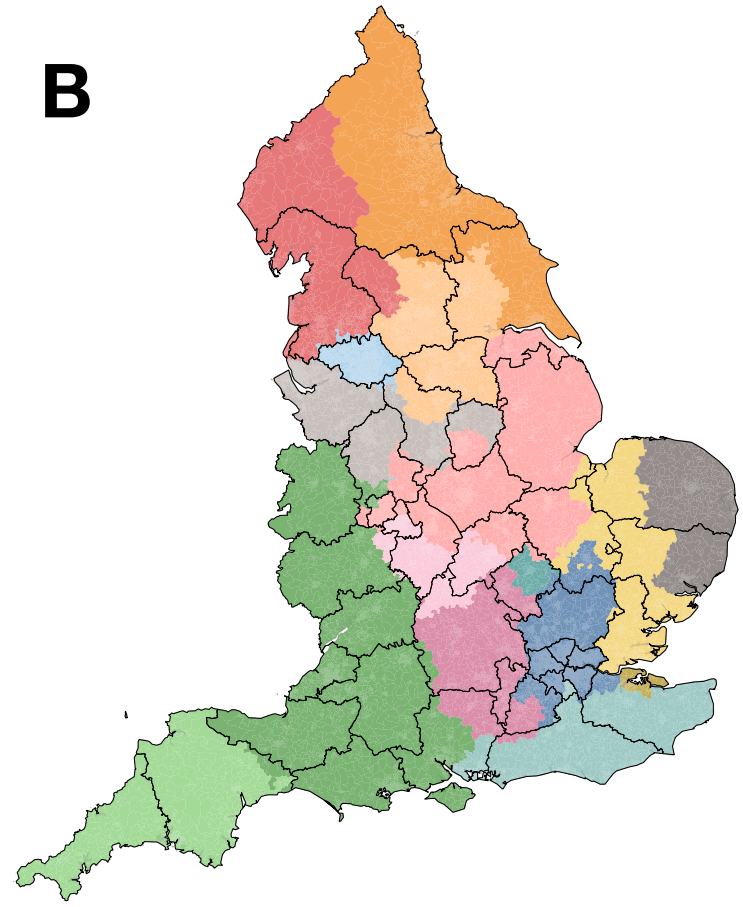
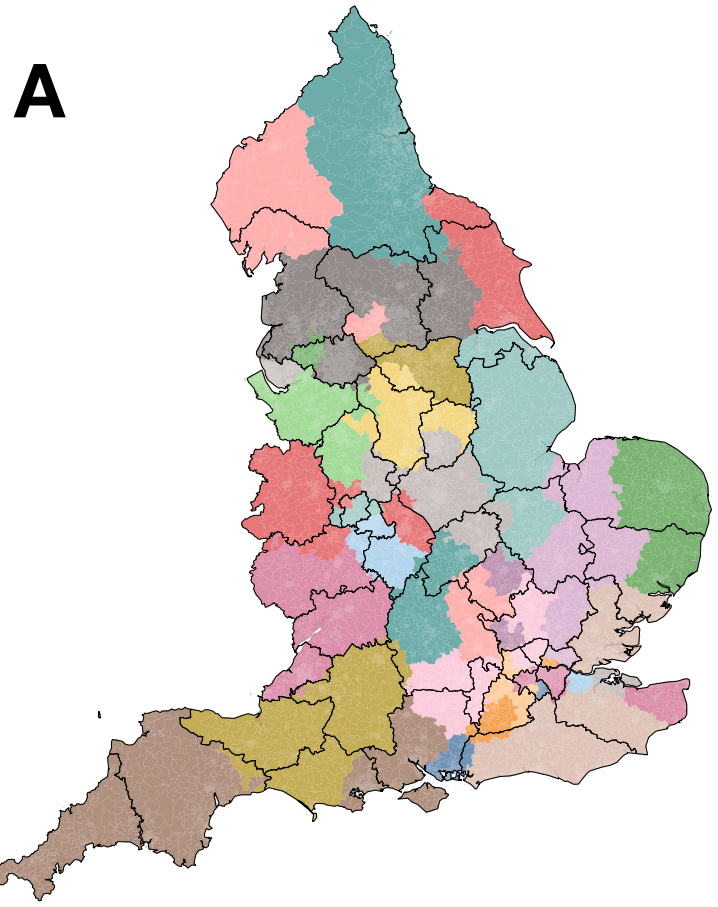
Procedure	Total no. of cases	Patient risk			Mean distance travelled, Kms
		Low risk (%)	Medium risk (%)	High risk (%)	
Lower GI endoscopy	937,616	74.8	17.9	7.3	9.8
Upper GI endoscopy	650,133	66.9	22.1	10.9	9.4
Lens extraction + replacement	395,445	33.5	46.5	20.0	10.9
Excision of skin lesion	215,608	55.0	29.5	15.5	12.7
Injection/aspiration joint	142,562	71.6	20.9	7.5	12.6
Vitrectomy	132,938	39.9	44.1	16.1	13.2
Cystoscopy	130,114	56.4	26.2	17.4	11.8
Insertion central venous catheter	109,864	24.3	38.3	37.4	14.0
Coronary angiography	105,620	56.2	30.0	13.8	13.9
Dental extraction	101,435	91.6	5.8	2.5	11.5
Knee replacement	78,773	53.3	34.4	12.3	13.4
Bladder catheterisation or irrigation	71,552	42.5	32.7	24.8	12.8
Injection to bladder	67,167	34.3	29.8	35.9	11.5
Spinal facet joint injection	64,154	70.4	21.9	7.7	14.0
Cholecystectomy	61,790	80.5	13.8	5.7	11.8
Lymph node biopsy	60,674	34.8	34.4	30.8	14.9
Epidural or spinal injection	60,656	69.2	22.6	8.1	12.9
Inguinal hernia repair	58,943	72.6	19.9	7.5	10.9
Spinal nerve root injection	58,212	77.0	17.5	5.5	16.2
Knee meniscectomy/ meniscal repair	57,871	93.2	5.9	0.8	12.4
Hysteroscopy	52,360	90.9	6.4	2.7	9.9
Carpal tunnel release	48,245	70.7	22.2	7.1	11.0
Application/ removal of internal fixation of bone	46,771	84.6	11.9	3.5	15.7
Dental clearance	43,463	82.3	11.7	5.9	11.1
Partial breast excision	41,827	50.1	31.4	18.5	11.5
Bone marrow biopsy	38,369	39.8	34.8	25.5	15.6
Primary joint resurfacing	37,854	59.3	30.1	10.5	14.0
Cystoscopy + resection of bladder lesion	37,458	17.7	29.8	52.5	11.2

Table 2: The 28 procedures accounting for more than half of all elective surgical activity in England. The proportion of patients classified as low, medium and high risk according to Table 1 are shown, along with the mean distance travelled from a patient's LSOA of residence to the hospital site in which the procedure is performed.

Partition	A	B	C
Number of communities	45	16	7
Median number of cases per community	78998 (43628 - 118087)	214216 (122823 - 314022)	574403 (406465 - 679703)
Median number of treatment sites per community	9 (5 - 17)	25 (19 - 44)	84 (56 - 98)
Absolute supply:demand mismatch (%)	5.1 (2.9 - 10.2)	4.1 (1.0 - 5.7)	2.2 (1.0 - 2.9)

Table 3: Descriptive statistics for the three optimal partitions produced. Interquartile ranges are shown in parentheses where appropriate.

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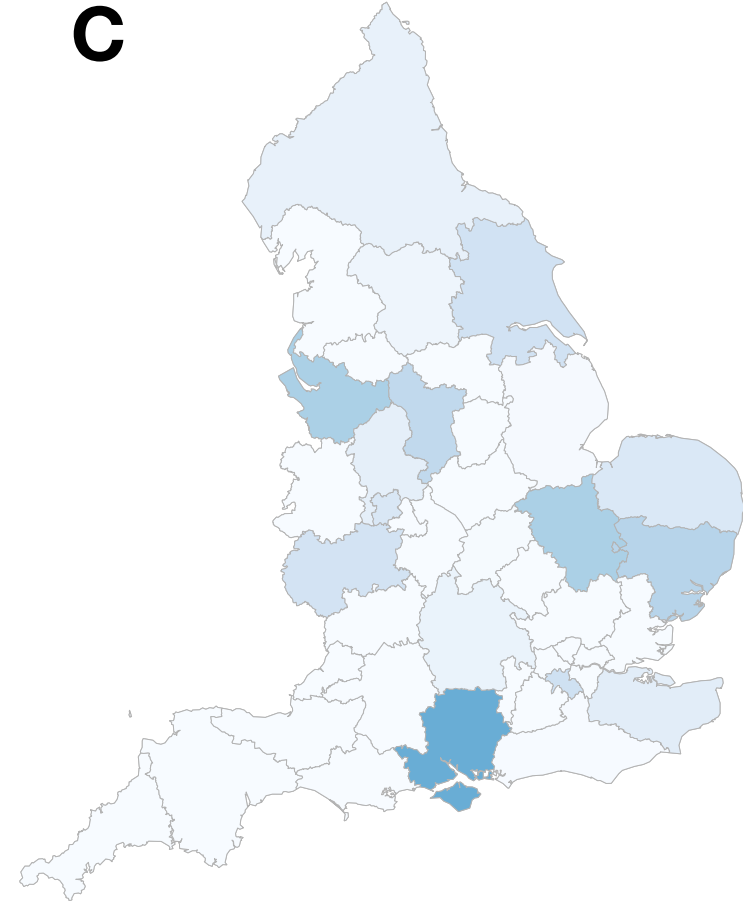
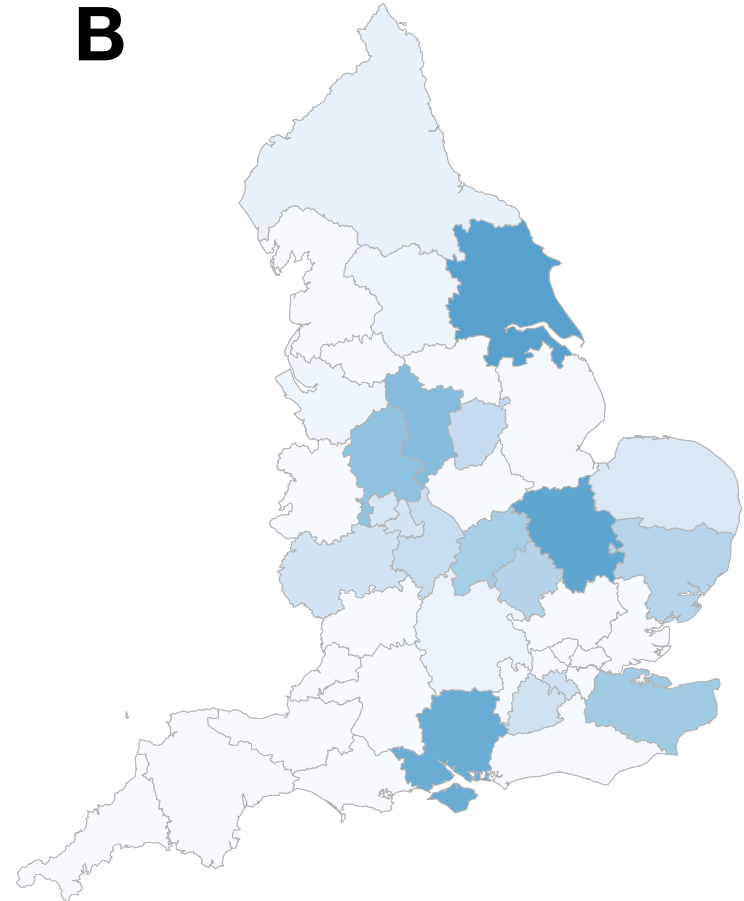
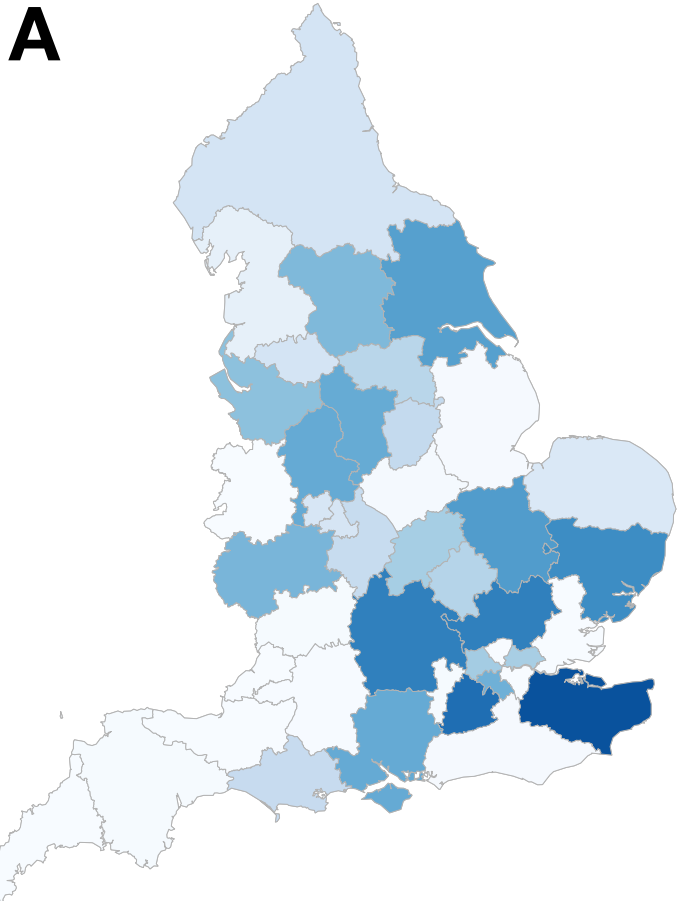
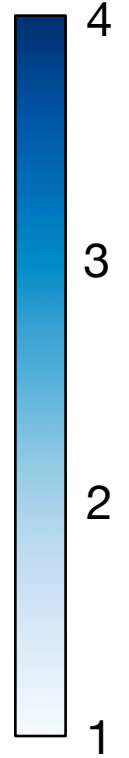


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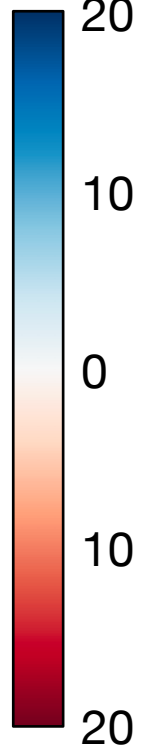
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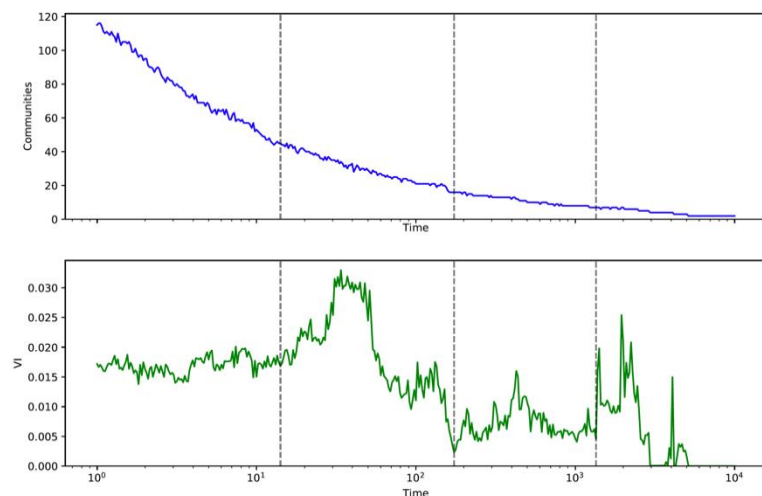
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Demand > Supply



Supply > Demand

Appendix



Supplemental Figure 1: Markov Multiscale Community Detection output showing the number of communities in the optimal network partition (top) and variation of information between partitions produced for Markov times from 1 to 10,000. Vertical lines indicate the three partitions of surgical communities selected for further review.

The RECORD statement – checklist of items, extended from the STROBE statement, that should be reported in observational studies using routinely collected health data.

	Item No.	STROBE items	Location in manuscript where items are reported	RECORD items	Location in manuscript where items are reported
Title and abstract					
	1	(a) Indicate the study's design with a commonly used term in the title or the abstract (b) Provide in the abstract an informative and balanced summary of what was done and what was found	Abstract and title (pages 1 and 3)	RECORD 1.1: The type of data used should be specified in the title or abstract. When possible, the name of the databases used should be included. RECORD 1.2: If applicable, the geographic region and timeframe within which the study took place should be reported in the title or abstract. RECORD 1.3: If linkage between databases was conducted for the study, this should be clearly stated in the title or abstract.	Abstract (page 3) Abstract (page 3) N/A
Introduction					
Background rationale	2	Explain the scientific background and rationale for the investigation being reported	Introduction (pages 5 and 6)		
Objectives	3	State specific objectives, including any prespecified hypotheses	Introduction (page 6)		
Methods					
Study Design	4	Present key elements of study design early in the paper	Methods (pages 6 and 7)		
Setting	5	Describe the setting, locations, and relevant dates, including periods of recruitment, exposure, follow-up, and data collection	Methods (pages 6 and 7)		

Participants	6	<p>(a) <i>Cohort study</i> - Give the eligibility criteria, and the sources and methods of selection of participants. Describe methods of follow-up</p> <p><i>Case-control study</i> - Give the eligibility criteria, and the sources and methods of case ascertainment and control selection. Give the rationale for the choice of cases and controls</p> <p><i>Cross-sectional study</i> - Give the eligibility criteria, and the sources and methods of selection of participants</p> <p>(b) <i>Cohort study</i> - For matched studies, give matching criteria and number of exposed and unexposed</p> <p><i>Case-control study</i> - For matched studies, give matching criteria and the number of controls per case</p>	Methods (pages 6 and 7)	<p>RECORD 6.1: The methods of study population selection (such as codes or algorithms used to identify subjects) should be listed in detail. If this is not possible, an explanation should be provided.</p> <p>RECORD 6.2: Any validation studies of the codes or algorithms used to select the population should be referenced. If validation was conducted for this study and not published elsewhere, detailed methods and results should be provided.</p> <p>RECORD 6.3: If the study involved linkage of databases, consider use of a flow diagram or other graphical display to demonstrate the data linkage process, including the number of individuals with linked data at each stage.</p>	<p>Methods (pages 6 and 7)</p> <p>Methods (pages 6 and 7)</p> <p>N/A</p>
Variables	7	Clearly define all outcomes, exposures, predictors, potential confounders, and effect modifiers. Give diagnostic criteria, if applicable.	Methods (page 7)	RECORD 7.1: A complete list of codes and algorithms used to classify exposures, outcomes, confounders, and effect modifiers should be provided. If these cannot be reported, an explanation should be provided.	N/A
Data sources/ measurement	8	For each variable of interest, give sources of data and details of methods of assessment (measurement). Describe comparability of assessment methods if there is more than one group	Methods (page 7)		

1 2 3 4 5 6 7 8 9 10	Bias	9	Describe any efforts to address potential sources of bias	Methods (pages 6, 7 and 8)	
11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34	Study size	10	Explain how the study size was arrived at	Methods (page 6)	
35 36 37 38 39 40 41 42 43 44	Quantitative variables	11	Explain how quantitative variables were handled in the analyses. If applicable, describe which groupings were chosen, and why	Methods (pages 7, 8 and 9)	
45 46 47	Statistical methods	12	(a) Describe all statistical methods, including those used to control for confounding (b) Describe any methods used to examine subgroups and interactions (c) Explain how missing data were addressed (d) <i>Cohort study</i> - If applicable, explain how loss to follow-up was addressed <i>Case-control study</i> - If applicable, explain how matching of cases and controls was addressed <i>Cross-sectional study</i> - If applicable, describe analytical methods taking account of sampling strategy (e) Describe any sensitivity analyses	Methods (pages 7, 8 and 9)	
	Data access and cleaning methods		..		RECORD 12.1: Authors should describe the extent to which the investigators had access to the database population used to create the study population. Methods (pages 6 and 7)

				RECORD 12.2: Authors should provide information on the data cleaning methods used in the study.	Methods (pages 6 and 7)
Linkage		..		RECORD 12.3: State whether the study included person-level, institutional-level, or other data linkage across two or more databases. The methods of linkage and methods of linkage quality evaluation should be provided.	N/A
Results					
Participants	13	(a) Report the numbers of individuals at each stage of the study (<i>e.g.</i> , numbers potentially eligible, examined for eligibility, confirmed eligible, included in the study, completing follow-up, and analysed) (b) Give reasons for non-participation at each stage. (c) Consider use of a flow diagram	Results (page 10)	RECORD 13.1: Describe in detail the selection of the persons included in the study (<i>i.e.</i> , study population selection) including filtering based on data quality, data availability and linkage. The selection of included persons can be described in the text and/or by means of the study flow diagram.	Methods (pages 6 and 7)
Descriptive data	14	(a) Give characteristics of study participants (<i>e.g.</i> , demographic, clinical, social) and information on exposures and potential confounders (b) Indicate the number of participants with missing data for each variable of interest (c) <i>Cohort study</i> - summarise follow-up time (<i>e.g.</i> , average and total amount)	Results (pages 10 and 11)		
Outcome data	15	<i>Cohort study</i> - Report numbers of outcome events or summary measures over time <i>Case-control study</i> - Report numbers in each exposure			

		category, or summary measures of exposure <i>Cross-sectional study</i> - Report numbers of outcome events or summary measures	Results (pages 10 and 11)		
Main results	16	(a) Give unadjusted estimates and, if applicable, confounder-adjusted estimates and their precision (e.g., 95% confidence interval). Make clear which confounders were adjusted for and why they were included (b) Report category boundaries when continuous variables were categorized (c) If relevant, consider translating estimates of relative risk into absolute risk for a meaningful time period	Results (pages 10 and 11)		
Other analyses	17	Report other analyses done— e.g., analyses of subgroups and interactions, and sensitivity analyses	Results (pages 10 and 11)		
Discussion					
Key results	18	Summarise key results with reference to study objectives	Discussion (page 12)		
Limitations	19	Discuss limitations of the study, taking into account sources of potential bias or imprecision. Discuss both direction and magnitude of any potential bias	Discussion (page 14)	RECORD 19.1: Discuss the implications of using data that were not created or collected to answer the specific research question(s). Include discussion of misclassification bias, unmeasured confounding, missing data, and changing eligibility over time, as they pertain to the study being reported.	Discussion (page 14)
Interpretation	20	Give a cautious overall interpretation of results considering objectives,	Discussion (page 14)		

		limitations, multiplicity of analyses, results from similar studies, and other relevant evidence			
Generalisability	21	Discuss the generalisability (external validity) of the study results	Discussion (pages 12, 13 and 14)		
Other Information					
Funding	22	Give the source of funding and the role of the funders for the present study and, if applicable, for the original study on which the present article is based	Page 16		
Accessibility of protocol, raw data, and programming code		..		RECORD 22.1: Authors should provide information on how to access any supplemental information such as the study protocol, raw data, or programming code.	Page 17

*Reference: Benchimol EI, Smeeth L, Guttman A, Harron K, Moher D, Petersen I, Sørensen HT, von Elm E, Langan SM, the RECORD Working Committee. The REporting of studies Conducted using Observational Routinely-collected health Data (RECORD) Statement. *PLoS Medicine* 2015; in press.

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A New Geographic Model of Care to Manage the Post-COVID-19 Elective Surgery Aftershock in England: A Retrospective Observational Study

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3 **A New Geographic Model of Care to Manage the Post-COVID-19 Elective Surgery**
4 **Aftershock in England: A Retrospective Observational Study**
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8 Jonathan Clarke*, Alice Murray*, Sheraz Markar, Mauricio Barahona, James Kinross on
9 behalf of the PanSurg Collaborative.
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ABSTRACT

Objectives

The suspension of elective surgery during the COVID pandemic is unprecedented and has resulted in record volumes of patients waiting for operations. Novel approaches that maximise capacity and efficiency of surgical care are urgently required. This study applies Markov Multiscale Community Detection (MMCD), an unsupervised graph-based clustering framework, to identify new surgical care models based on pooled waiting lists delivered across an expanded network of surgical providers.

Design

Retrospective observational study using Hospital Episode Statistics.

Setting

Public and private hospitals providing surgical care to National Health Service (NHS) patients in England.

Participants

All adult patients resident in England undergoing NHS-funded planned surgical procedures between 1st April 2017 and 31st March 2018.

Main outcome measures

The identification of the most common planned surgical procedures in England (High Volume Procedures – HVP) and proportion of low, medium and high-risk patients undergoing each HVP. The mapping of hospitals providing surgical care onto optimised groupings based on patient usage data.

Results

A total of 7,811,891 planned operations were identified in 4,284,925 adults during the one-year period of our study. The 28 most common surgical procedures accounted for a combined 3,907,474 operations (50.0% of the total). 2,412,613 (61.7%) of these most

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3 common procedures involved 'low risk' patients. Patients travelled an average of 11.3 km
4 for these procedures. Based on the data, MMCD partitioned England into 45, 16 and 7
5 mutually exclusive and collectively exhaustive natural surgical communities of increasing
6 coarseness. The coarser partitions into 16 and 7 surgical communities were shown to be
7 associated with balanced supply and demand for surgical care within communities.
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13 **Conclusions**

14 Pooled waiting lists for low risk elective procedures and patients across integrated,
15 expanded natural surgical community networks have the potential to increase efficiency
16 by innovatively flexing existing supply to better match demand.
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24 **Article Summary:**

25 **Strengths and Limitations of this Study**

- 26 • The COVID-19 pandemic has significantly disrupted the provision of planned
27 surgical care in hospitals across the world. Addressing the accumulated backlog
28 of cases requires a new model of care whereby procedures are carried out at pace,
29 while also responding to the dynamic risk of further COVID-19 outbreaks.
- 30 • This study utilises national, retrospective hospital administrative data relating to
31 7.8 million interventional procedures in 4.2 million adults.
- 32 • Markov Multiscale Community Detection, an unsupervised network clustering
33 technique, is applied to understand how providers of surgical care may collaborate
34 with one another based on prior patterns of surgical care delivery.
- 35 • The relative imbalances in supply and demand for surgical care within the identified
36 surgical communities is quantified in order to determine the potential applicability
37 of different scales of collaboration between care providers.
- 38 • While this study advances the potential role of collaboration between surgical
39 centres to address the surgical backlog resulting from COVID-19, it does not
40 address issues relating to local financial or logistical barriers to implementation of
41 such a strategy.
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Introduction

The COVID-19 pandemic put a global halt to the majority of elective surgery in order to manage the surge in patients requiring acute hospital services and ITU care.¹⁻⁴ It has been estimated that 28 million elective operations worldwide have been cancelled or postponed due to the pandemic.⁵ Although the focus of public health organisations globally was rightly mounting an effective emergency response to the COVID-19 pandemic, the surgical ‘aftershock’ will therefore be unprecedented and yet to be fully appreciated. Millions of patients in the UK are already waiting for treatment and numbers increase daily as the diversion of resources continues.⁶ Elective surgical services are gradually being re-introduced, aiming to treat waiting patients without risking the spread of COVID. Management strategies in the UK are currently focused on undertaking life-saving cancer operations in “clean” COVID-free hospitals or in hospital sites away from the acute care sites where COVID is more prevalent.^{7 8} An immediate response to “catch up” and clear caseload will need to be undertaken, as well as adjusting to a “new normal”.

Waiting list numbers vary widely across the country and waiting times have increased in recent years⁹. To add complexity, there is also regional variation in the number of COVID infections and burden of COVID-related workload.^{10,11} Therefore, in order to respond to the needs of a particular population, dynamic, flexible, regional solutions will be required to balance the reintroduction of services with careful COVID management.

Flexibility in the location where care is provided, according to patients’ clinical needs, has the potential to better match supply of services where there is appropriate demand. Patients can be treated more promptly if surgeons, hospitals and hospital delivery systems work together across provider networks, managing a centrally pooled workload. While some patients will need to be treated at specific locations (particularly high-risk patients or those requiring complex cancer care), there are other less complex procedures that could feasibly be performed by a range of qualified providers for patients who are able to travel.¹²

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3 As the National Health Service (NHS) in England moves towards greater integration,
4 there is an opportunity to break down arbitrary geographic boundaries and funding
5 barriers, and bring together multiple providers of surgical care into 'surgical communities'.
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7 In such configurations, hospitals share a centrally managed waiting list for routine surgical
8 procedures, and patients may receive surgery at any centre within the community of
9 providers with the capacity to do so. There is a precedent for this approach, as a similar
10 scheme was successfully piloted on a small scale in London.¹³ Pooling available capacity
11 between communities of surgical care providers may enable the efficient use of their
12 collective available resources.
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20 In this study we explore the potential of using flexible locations of care as a strategy to
21 manage waiting lists. Firstly, we categorize the types of elective procedures and eligible
22 patients into groups that would be amenable to undergoing surgery in any suitable
23 location. Secondly, we identify from patient data existing community networks of surgical
24 providers ('surgical communities') that collectively provide planned surgical care to similar
25 geographic patient populations. Thirdly, we map these surgical communities against
26 existing organizational configurations and model the effect on supply and demand when
27 patients travel further for care.
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36 **Methods**

37 All planned inpatient admissions to hospitals in England involving a surgical procedure
38 were identified for adults resident in England from Hospital Episode Statistics from the 1st
39 April 2017 to 31st March 2018. NHS-funded procedures conducted in non-NHS hospitals
40 were included. For each admission, the first operative day was defined as the first day
41 within an admission in which a surgical procedure was recorded. Procedures performed
42 after the first operative day were excluded from the analysis. Where multiple procedures
43 were performed on the first operative day, all of those procedures were counted to capture
44 the fullest reliable representation of planned surgical activity. Inclusion of procedures after
45 the first operative day is likely to include unplanned operations arising from surgical
46 complications which are not identifiable as unplanned procedures in the data available.
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3 All procedure codes describing diagnostic imaging, testing or rehabilitation (OPCS-4
4 codes beginning with U), the method of a procedure (Y) and site of a procedure (Z) were
5 removed in addition to miscellaneous operations (X).¹⁴ Procedures involving the
6 concurrent extraction of a lens (C71) and insertion of a prosthetic lens (C75) were treated
7 as a single procedure. Lower gastrointestinal diagnostic and therapeutic endoscopies
8 frequently occurred concurrently or under codes with similar descriptions and were
9 therefore grouped together. Conversely, diagnostic upper GI endoscopy (G45) was far
10 more common than therapeutic endoscopies and was therefore treated separately.
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19 **Classification of Operative Risk**

20 For each procedure, the age of the patient at the time of surgery was extracted. The
21 modified Charlson comorbidity score of each patient was determined based on the
22 presence of ICD-10 diagnosis codes extracted from their operative admission and all
23 other recorded admissions to hospital for each patient in the 6 months prior to surgery.¹⁵
24 Patients were then classified according to low, medium or high risk (for potential morbidity
25 and mortality) by virtue of their age and Charlson Score (Table 1).
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33 **Identification of high-volume procedures**

34 The total number of procedures performed for each 3-digit OPCS-4 code was calculated
35 and sorted in descending order by volume. Those top procedures collectively accounting
36 for more than 50% of the overall number of procedures were selected, and hereafter
37 referred to as 'High Volume Procedures' (HVP).
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43 **Identification of hospital sites**

44 The site in which a procedure was performed was identified from the SITETRET code of
45 its associated admission. The postcodes of all sites in which procedures were performed
46 were extracted from the site-level Estates Returns Information Collection.¹⁶ Postcodes
47 were converted to latitude and longitude coordinates. For all sites, the straight-line
48 distance between all sites was calculated using the Haversine formula.¹⁷ Where sites
49 were within 1 km of one another, they were treated as a single merged site under the
50 code and coordinates of the highest volume provider.
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Calculation of Distance Travelled for Surgery

For each patient, the approximate location of their home was determined using the coordinates of the population-weighted centroid of their Lower Layer Super Output Area (LSOA) of residence.¹⁸ LSOAs are mutually exclusive, collectively exhaustive geographic census divisions defined by the UK Office for National Statistics, of which there are 32,844 in England, with a mean population of 1,704 people, and is therefore similar in scale to Census Block Groups in the United States. The straight-line distance between the population-weighted centroid of the LSOA of residence of the patient and the site in which the procedure was performed was calculated according to the Haversine formula.

For each HVP, the total number of procedures performed was calculated. The number of patients classified as low, medium and high risk was calculated, along with the total number of sites undertaking the procedure and the average distance travelled for surgery. For each HVP, the total number of procedures performed by each site was calculated. To exclude providers who rarely perform a procedure, the highest volume providers who collectively accounted for 99% of procedures were identified and classified as providers of the HVP.

Identification of Surgical Communities

The proportion of patients presenting from each LSOA in England to each Regular Provider site for a HVP was calculated and a normalised cosine similarity matrix of LSOAs was computed (Equation 1).

$$\text{similarity}_{AB} = \frac{\sum_{i=1}^n A_i B_i}{\sqrt{\sum_{i=1}^n A_i^2} \sqrt{\sum_{i=1}^n B_i^2}} \quad (1)$$

Equation 1: Calculation of cosine similarity between LSOAs. A_i is the proportion of patients presenting to hospital site i resident in LSOA A; B_i is the proportion of patients presenting to hospital site i resident in LSOA B; and n is the total number of hospital sites in the dataset.

This matrix quantifies the similarity of patterns of presentation for HVPs between all LSOAs in England. It can be understood as the adjacency matrix of a dense, weighted network connecting LSOAs to one another according to the similarity in their patterns of presentation to hospital for HVPs.¹⁹ This network was sparsened using the Relaxed Minimum Spanning Tree (RMST) technique, a method used elsewhere in applied network science to sparsen a dense, inhomogeneous network to preserve both local and global connectivity within a network.^{20 21} This sparsened network was subsequently partitioned using Markov Multiscale Community Detection (MMCD) to produce partitions of the LSOAs according to shared patterns of presentation to hospital sites for HVPs.^{22,23}

Description of Surgical Communities

The total number of procedures performed in each surgical community, and the total number of hospital sites was calculated. For each Sustainability and Transformation Partnership (STP - NHS organisational divisions of England into 44 regions responsible for developing local integration between primary and secondary care providers), the effective number of surgical communities active within its boundary was calculated using the Equivalent Market Size (the reciprocal of the Herfindahl Hirschman Index of market concentration) (Equation 2).²⁴

$$EMS_i = 1/\sum_{j=1}^N s_{ij}^2 \quad (2)$$

Equation 2: The Equivalent Market Size of STP_i. Here s_{ij} is the proportion of LSOAs in STP i contained within surgical community j , and N is the number of surgical communities in the partition.

Calculation of the Balance Between Supply and Demand Within Surgical Communities

Surgical communities were modelled as self-contained subdivisions of England containing LSOAs contributing cases requiring surgery (demand) and hospitals providing finite surgical capacity for those services (supply).²⁵ In this configuration, surgical

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3 procedures for patients resident within a surgical community would be performed at a
4 hospital site spatially located within the same surgical community. Within each surgical
5 community, surgical demand was calculated as the total number of HVP cases performed
6 for patients resident in LSOAs within the surgical community. Supply was calculated as
7 the total number of HVP cases performed by sites located within the geographic boundary
8 of the surgical community. The supply-demand mismatch was calculated as the
9 percentage difference between supply and demand for each community. The median of
10 the absolute value of the supply-demand mismatch was determined.
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18 **Patient and Public Involvement**

19 We did not directly include PPI in this study, but the database used in the study was
20 released following review by a panel including patient representatives.
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27 **Results**

28 A total of 7,811,891 planned interventional procedures corresponding to 5,718,031
29 admissions involving 4,284,925 adult patients resident in England from 1st April 2017 to
30 31st March 2018 were identified. There procedures were performed at 530 NHS hospital
31 sites and 162 different private provider sites. 1,210 different 3-digit OPCS codes were
32 used.
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39 28 types of procedure in Table 2 accounted for 3,907,474 operations, over half of all
40 planned surgical procedures during the study period. These are denoted as High Volume
41 Procedures (HVPs). Of these HVPs, 3,553,649 (90.9%) were performed in an NHS site,
42 while 353,825 (9.9%) were performed in a non-NHS site. Collectively, diagnostic or
43 therapeutic upper and lower gastrointestinal endoscopy accounted for 1.6 million
44 procedures (20.3%). On average, procedures were performed on patients aged 61.4
45 years (SD = 16.7 years). 2,636,559 procedures were performed on patients with a
46 Charlson comorbidity score of 0 (67.5%), while 997,765 procedures were performed on
47 patients with a Charlson score of 1 or 2 (25.5%) and 273,150 procedures were performed
48 on patients with a Charlson score of 3 or more (7.0%).
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5 The mean distance travelled from a patient's residence to hospital for surgery was on
6 average 11.3 km. Mean distances for the 28 HVPs ranged from 9.4 km for upper GI
7 endoscopy to 16.2 km for spinal nerve root injection. 2,412,613 (61.7%) HVPs were
8 performed in 'low risk' patients, 988,067 (25.3%) in 'medium risk' patients and 506,794
9 (13.0%) in 'high risk' patients. The proportion of procedures being performed on 'high risk'
10 patients ranged from 1% for meniscal procedures to 52% for cystoscopy and resection of
11 bladder lesions. In 22 out of 28 HVPs, more than 80% of patients were classified as 'low'
12 or 'medium' risk.
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20 Markov Multiscale Community Detection identified (see Supplementary Figure 1 in the
21 appendix) three robust community conformations of LSOAs consisting of 45 (Partition A),
22 16 (Partition B) and 7 (Partition C) surgical communities (Figure 1). Stable spatial motifs
23 are observed across the three partitions.
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29 Overlaid STP boundaries show variable agreement with surgical communities (Figure 1).
30 Lower agreement is observed, for example in East Anglia, where surgical communities
31 consistently partition in 'north-south' direction, while the STP boundary runs 'east to west'.
32 Close agreement can be seen in Cornwall, where STPs are adjoining, based around
33 surgical communities. The Hampshire and Isle of Wight STP, in the south of England,
34 remains divided between more than three surgical communities in Partition C.
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41 The median number of HVP cases performed in each community ranges from 78,998 in
42 the finest partition (A) to 574,403 in the coarsest partition (C) (Table 3). In Partition A, the
43 median number of surgical sites per community is 9, with an interquartile range from 9-
44 17. In Partition B the median number of surgical sites per community in Partition B is 25,
45 with an interquartile range of 19-44, while in Partition C, a median of 84 surgical sites are
46 present per community, with an interquartile range of 56 to 98. In Partition A, STPs
47 involved a median of 1.7 surgical communities, compared to 1.1 for Partition B and 1.0
48 for Partition C. Only the Hampshire and the Isle of Wight STP remains divided between
49 more than three surgical communities in Partition C (Figure 2).
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Supply and Demand Relationships within Surgical Communities

In Partition A, median absolute percentage difference between supply and demand for HVPs within surgical communities is 5.1%. 12 communities (27%) had absolute mismatches between supply and demand of more than 10% (Table 3). These communities were located around conurbations in the North West of England and Greater London, with supply exceeding demand within cities, and demand exceeding supply in suburban communities (Figure 3). In Partition B, a supply demand mismatch exceeding 10% is only observed for the surgical community on the south of the Thames Estuary, where demand exceeds supply by 25%, indicating a role for nearby surgical sites in East London which lie outside of the community. In Partition C the percentage difference between supply and demand does not exceed 5% in any community.

Discussion

Hospital providers, policy makers and clinicians urgently require solutions for managing the COVID-19 elective surgical aftershock. This describes a state where COVID cases are in decline, in the context of strategically halted elective surgery and exponentially growing waiting lists. The extra-ordinary levels of demand for operations now requires radical new solutions to the way we organize and deliver surgical services. This study showed that there are existing hospital networks performing high volumes of low risk procedures for low risk, local patients. When we compare supply and demand for planned surgical care across England, the degree of mismatch varies widely, particularly around conurbations. Importantly, these data demonstrate that variation is reduced significantly when provider networks expand and smaller surgical communities coalesce into 16 larger geographic regions. We have identified a large group of potentially eligible, fit, lower risk patients who could be asked to travel greater distances than the existing median of 13 kms for their more minor surgery in order to shorten waiting times.

Central management of pooled waiting lists across an increased number of both NHS and non-NHS providers offers an opportunity for greater collaboration between surgical centres and a better distribution of workload. It would provide enhanced system resilience

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3 in the context of future COVID outbreaks to continue planned surgery in dedicated clean
4 sites.^{8,26,27} The scheme may have additional benefits including increased patient choice,
5 greater workforce flexibility and maximization of teams across areas, with increasing
6 efficiency. There is a paucity of high quality data on the effects of pooled waiting lists.²⁸
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8 Some evidence for their potential success has come from smaller, single site initiatives
9 piloting internal pooling of cases distributed to consultants in the same department.^{29 30}
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11 ³⁰ Surgical pooling has been used successfully in crises to achieve waiting-list targets
12 with work done by non-consultant grade surgeons and cases shifted to the private sector.
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14 Surgical pooling has also been successful in matching existing supply to demand across
15 transplant networks where donors are matched to recipients across larger regions, and
16 sometimes between countries.³¹ Greater choice and increased competition between
17 providers for patients can be associated with reduced waiting times.³² In this study we
18 remain agnostic as to the means by which providers within a pooled list community should
19 collaborate, and accept that the timing and mechanism of any collaboration should reflect
20 the idiosyncrasies of local contexts over time – and is a determination which is best made
21 by local providers.
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32 The London Patient Choice Project (LPCP) was set up to reduce long waiting times for
33 patients awaiting ophthalmic and minor general surgery procedures. Waiting lists were
34 centrally pooled, managed and funded, with patients then given a choice on site of care
35 in order to obtain earlier treatment. This led to a convergence of waiting times across
36 providers by relieving those hospitals with longer lists.^{33,13} Central purchasing of services
37 was likely key to its success. On the strength of this pilot project, the English NHS
38 undertook a national roll-out of patient choice, but without the central purchasing or
39 coordination. 'Choose & Book' offered patients a choice of at least four hospitals which
40 led some patients to attend a hospital other than the nearest one. Unpicking the effect of
41 Choose and Book on waiting lists separately to other initiatives piloted at the time is
42 complex, but it is likely that the setting of targets and strong performance management
43 were key drivers on reducing waiting times rather than patient choice alone.³⁴
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3 In the UK patients generally favour the convenience and familiarity of a local provider.
4 However, a MORI poll for the BMA showed that if faced with a long wait, 27% of people
5 would travel anywhere in the United Kingdom for treatment by the NHS.³⁵ 78% of patients
6 surveyed in the Isle of Wight were willing to travel to the mainland for elective surgery
7 where the wait was shorter.³⁶ Greater patient travel has the potential to alleviate focal
8 strain on services, but its practical application will require careful consideration. There are
9 a number of barriers to travel – including patient mobility, age and risk as well as the cost
10 of travel and the need for nearby family and friend support. In this study, selection of “low-
11 risk patients and procedures” acts to mitigate some of these concerns, although the
12 identification of operative risk based on procedure, age and Charlson score may be
13 limited, and clearly in practice a patient-specific, case-by-case approach would be
14 required. Government subsidization of travel would be an important intervention to reduce
15 inequalities based on socio-economic status, education level, vulnerability or social
16 exclusion.³⁵ However, in the London pilot there was no evidence of inequalities in uptake
17 of the pooled list scheme by social class, educational attainment, income or ethnicity.¹³
18 In the UK, with increasing centralization of complex care, particularly cancer care, patients
19 are often already asked to travel further.³⁷ The applicability of a pooled-list surgical
20 strategy varies according to the complexity of procedures and the need for in-person
21 longitudinal follow-up with the operating centre. The finding that the majority of HVPs in
22 this study are low complexity procedures, with limited need for onward follow-up supports
23 the suitability of pooled provision for the HVPs identified.
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41 In this study we identified a degree of variation in the extent to which demand for planned
42 surgery within a community is met by the capacity of hospitals located in the same
43 community. This is in addition to the current variation in waiting list lengths and COVID
44 infection and hospitalisation rates. If variability could be reduced, or eliminated, then
45 capacity planning is simplified.³⁸ This strategy fits with NHS England’s broader integration
46 strategy as outlined in the Five Year Forward view and continued in the expansion of
47 STPs to become larger integrated delivery systems.
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3 The extent to which demand for surgical care will change as a result of COVID-19 remains
4 uncertain. General practitioners and patients may prefer strategies of watchful waiting for
5 minor surgical conditions, consequently reducing demand. Similarly, periods of lower
6 community COVID-19 transmission may result in increased referral for surgical services
7 before another wave of the pandemic takes hold. Regional variation in standardised rates
8 of planned surgical procedures indicate that reductions in surgical demand may perhaps
9 be greater in areas of with lower pre-COVID-19 treatment thresholds and associated
10 relative overuse.³⁹
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19 Similarly, the ability of hospitals to maintain pre-COVID-19 surgical capacity during and
20 after the pandemic is uncertain. Recent research has demonstrated that some endoscopy
21 departments in England maintained or even increased activity during the COVID-19
22 pandemic, while others stopped services entirely.⁴⁰ These findings indicate variation in
23 local responses to the first wave COVID-19 and alludes to regional collaboration between
24 surgical centres. In times of lower COVID-19 incidence, it could be expected that surgical
25 supply may increase above pre-COVID-19 rates through provision of additional operating
26 theatre capacity in evenings and weekends or the involvement of private sector care
27 providers.⁴¹ However, safely returning to baseline surgical capacity after a period of
28 unprecedented disruption is a significant challenge in itself, and one where significant
29 uncertainty remains. As a result of these uncertainties in future demand for, and supply
30 of, surgical care, this study assumed future demand for planned surgical care would
31 match historic demand from April 2017 to March 2018.
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43 There are a number of limitations to the study. The COVID-19 epidemic is without
44 precedent in recent history, so it was not possible to make substantially data-driven
45 assumptions. The government have previously advised reducing national travel as a
46 public health tool to limit COVID spread.⁴² While our model does encourage patient
47 mobility and could be criticized for the risk of further spread, it also facilitates more
48 effective regional strategies to dedicate sites as COVID clean or dirty. Stringent infection
49 control measures will be an essential part of any reintroduction of routine services.
50 Currently there is mounting evidence that patients are not seeking out routine care due
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3 to the perceived risk of COVID infection.⁴³ There is therefore a possibility that patients will
4 choose not to undergo any elective procedures in the current climate, nor travel to an
5 unknown hospital for that care. Pooled waiting lists are often disliked by surgeons who
6 site the lack of autonomy and patient ownership with an increased risk of mis-diagnosis,
7 unnecessary procedures listed, and unaddressed patient complexities.^{44,45} These risks
8 can, and should, be mitigated by ensuring clear standardised patient pathways, patient
9 triage and suitability assessments, clarity in the named responsible surgeon and
10 pathways for ongoing continuity of care. Virtual platforms have become increasingly
11 available during COVID allowing remote consultation and triaging of patients prior to any
12 procedures.⁴⁶
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22 This study included procedures of varying complexity and ability to increase surge
23 capacity to overcome increased elective waiting lists. Many of the most common
24 procedures featured, including gastrointestinal endoscopy, excisions of skin lesions and
25 joint injection or aspiration may be performed as 'day case' procedures and the ability to
26 increase procedural throughput is less encumbered by the need for close anaesthetic
27 support or high dependency recovery space. In comparison, many higher-risk
28 procedures, including complex cardiac, cancer and orthopaedic surgery, are of lower
29 volume. For example, during the study period, in England and Wales 16,000 planned
30 colorectal cancer resections were performed, while 14,500 planned coronary artery
31 bypass graft procedures were performed across the UK.^{47,48} These procedures are more
32 likely to require significant anaesthetic support, post-operative critical or high-dependency
33 care and lead to longer inpatient stays. Planning to retain capacity for these complex
34 procedures may therefore entail a different approach to the pooled list approach
35 suggested for the HVPs identified in this study.
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48 Additionally, in using historical surgical volume as a means of quantifying maximum
49 capacity, the study does not incorporate measures to increase surge capacity above prior
50 maximal volumes. As such, the maximal capacities identified for pooled list communities
51 in this study may significantly underestimate the throughput which may be achieved with
52 additional measures to support expansion of surgical capacity.
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5 Finally, while we have identified a mismatch between current policy (STP boundaries)
6 and practice (the natural networks of surgical providers), we appreciate that
7 implementation of new integrated networks on a larger scale would require significant
8 new resources and planning. A new system of funding flows, mechanisms for regional
9 waiting list coordination and a cost per case mechanism or other financial incentive would
10 be required to support this new model.
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17 The NHS, despite being centrally funded, functions as a disparate collection of separate
18 providers with their own priorities and resource constraints. In the COVID-19 pandemic,
19 pre-existing structures of service delivery within the NHS were temporarily transformed.
20 Primary care providers collaborated at a regional level to provide COVID care through a
21 network of hubs while hospitals collaborated with one another to ensure some cancer
22 care could continue at a smaller number of 'clean' hospital sites. As health systems across
23 the world look to address an ever-growing backlog for planned care created by COVID-
24 19, this trend of enhanced collaboration must continue. If the NHS is to overcome this
25 backlog and cope with further waves of COVID, providers of surgical care must develop
26 the means by which they may share a collective caseload for low-risk patients. What is
27 certain is that the NHS, along with most other healthcare delivery systems, is having to
28 make seismic changes to the way it works in order to best manage ongoing complexities.
29 This study provides a solution with greater regional capacity flexibility with which to
30 respond and adapt. Re-designing arbitrary geographical boundaries to follow expanded
31 natural surgical community networks has the potential to increase efficiency by flexing
32 existing supply to meet demand. This, in addition to other key strategies, could have a
33 profound effect on tackling the massive backlog of cases accruing during this deadly
34 pandemic, thereby preventing further death, disability and reduced productivity from
35 delayed surgery.
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Author Contributions

JC and AM were involved in all aspects of the study. MB was involved in the development of the methodology and assisted in the formal analysis. SM, MB and JK were involved in the planning, conduct and reporting of the study. JC has had access to all the data in the study and all authors had final responsibility for the decision to submit for publication. JC attests that all listed authors meet authorship criteria and that no others meeting the criteria have been omitted.

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Competing interests

JK reports consultancy for Verb robotics / Ethicon and is a shareholder of One Welbeck Day Surgery.

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Dissemination declaration

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3 Data as to hospital allocation to putative surgical communities will be made publicly
4 available on www.healthdatascience.co.uk and will be disseminated to local care
5 providers and commissioners.
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10 **Data Sharing Statement**

11 Data used in this study were obtained from NHS Digital for the purpose of this work and
12 may only be accessed through direct application to NHS Digital. Patient-level data is
13 required for the analyses conducted, and therefore sharing of data pertaining to this study
14 is not possible. Data for surgical community assignments are available from the authors
15 on request.
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22 **Transparency declaration**

23 The lead author affirms that this manuscript is an honest, accurate, and transparent
24 account of the study being reported; that no important aspects of the study have been
25 omitted; and that any discrepancies from the study as planned have been explained.
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31 **Statement of Ethical Approval**

32 This study received local ethical approval through the Imperial College Research Ethics
33 Committee (17IC4178).
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3 **Figure captions:**
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6 **Figure 1:** Division of England into 45, 16 and 7 surgical communities (in colour).
7 according to Markov Stability. STP boundaries are overlaid (black lines).
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11 **Figure 2:** The equivalent number of surgical communities active in each STP as
12 determined by the EMS. Areas of darker blue, 4 (e.g. East Anglia), represent those areas
13 with greatest difference between surgical communities and STPs, whereas lighter blue
14 shows greater agreement (e.g. Cornwall).
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20 **Figure 3:** The absolute percentage difference between the number of patients
21 undergoing surgery resident within a surgical community (demand) and the number of
22 procedures performed by hospitals within the community (supply). Areas in blue represent
23 those surgical communities where procedures performed on patients outnumber those
24 performed by the local providers.
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		Charlson Score		
		0	1-2	3+
Age	< 60	Low	Low	Medium
	60 - 74	Low	Medium	High
	75+	Medium	High	High

Table 1: Classification of low, medium and high-risk patients based on age and Charlson score.

Procedure	Total no. of cases	Patient risk			Mean distance travelled, Kms
		Low risk (%)	Medium risk (%)	High risk (%)	
Lower GI endoscopy	937,616	74.8	17.9	7.3	9.8
Upper GI endoscopy	650,133	66.9	22.1	10.9	9.4
Lens extraction + replacement	395,445	33.5	46.5	20.0	10.9
Excision of skin lesion	215,608	55.0	29.5	15.5	12.7
Injection/aspiration joint	142,562	71.6	20.9	7.5	12.6
Vitrectomy	132,938	39.9	44.1	16.1	13.2
Cystoscopy	130,114	56.4	26.2	17.4	11.8
Insertion central venous catheter	109,864	24.3	38.3	37.4	14.0
Coronary angiography	105,620	56.2	30.0	13.8	13.9
Dental extraction	101,435	91.6	5.8	2.5	11.5
Knee replacement	78,773	53.3	34.4	12.3	13.4
Bladder catheterisation or irrigation	71,552	42.5	32.7	24.8	12.8
Injection to bladder	67,167	34.3	29.8	35.9	11.5
Spinal facet joint injection	64,154	70.4	21.9	7.7	14.0
Cholecystectomy	61,790	80.5	13.8	5.7	11.8
Lymph node biopsy	60,674	34.8	34.4	30.8	14.9
Epidural or spinal injection	60,656	69.2	22.6	8.1	12.9
Inguinal hernia repair	58,943	72.6	19.9	7.5	10.9
Spinal nerve root injection	58,212	77.0	17.5	5.5	16.2
Knee meniscectomy/ meniscal repair	57,871	93.2	5.9	0.8	12.4
Hysteroscopy	52,360	90.9	6.4	2.7	9.9
Carpal tunnel release	48,245	70.7	22.2	7.1	11.0
Application/ removal of internal fixation of bone	46,771	84.6	11.9	3.5	15.7
Dental clearance	43,463	82.3	11.7	5.9	11.1
Partial breast excision	41,827	50.1	31.4	18.5	11.5
Bone marrow biopsy	38,369	39.8	34.8	25.5	15.6
Primary joint resurfacing	37,854	59.3	30.1	10.5	14.0
Cystoscopy + resection of bladder lesion	37,458	17.7	29.8	52.5	11.2

Table 2: The 28 procedures accounting for more than half of all elective surgical activity in England. The proportion of patients classified as low, medium and high risk according to Table 1 are shown, along with the mean distance travelled from a patient's LSOA of residence to the hospital site in which the procedure is performed.

Partition	A	B	C
Number of communities	45	16	7
Median number of cases per community	78998 (43628 - 118087)	214216 (122823 - 314022)	574403 (406465 - 679703)
Median number of treatment sites per community	9 (5 - 17)	25 (19 - 44)	84 (56 - 98)
Absolute supply:demand mismatch (%)	5.1 (2.9 - 10.2)	4.1 (1.0 - 5.7)	2.2 (1.0 - 2.9)

Table 3: Descriptive statistics for the three optimal partitions produced. Interquartile ranges are shown in parentheses where appropriate.

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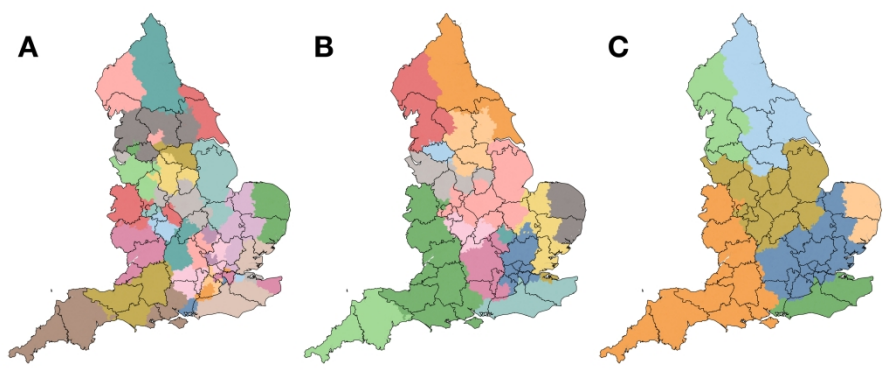


Figure 1
Division of England into 45, 16 and 7 surgical communities (in colour). according to Markov Stability. STP boundaries are overlaid (black lines).

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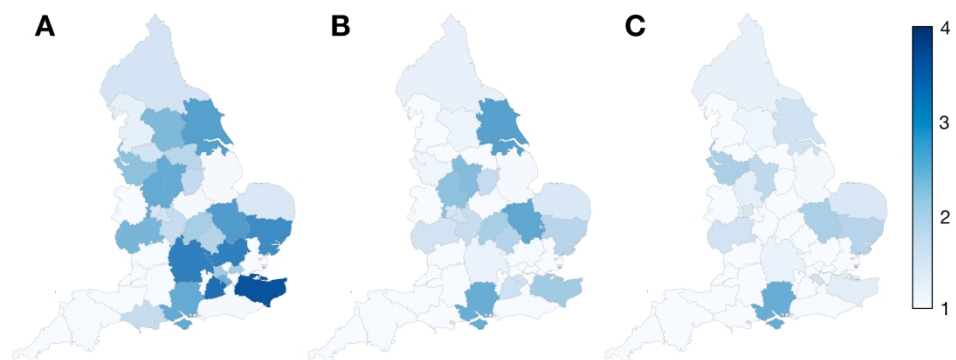


Figure 2
The equivalent number of surgical communities active in each STP as determined by the EMS. Areas of darker blue, 4 (e.g. East Anglia), represent those areas with greatest difference between surgical communities and STPs, whereas lighter blue shows greater agreement (e.g. Cornwall).

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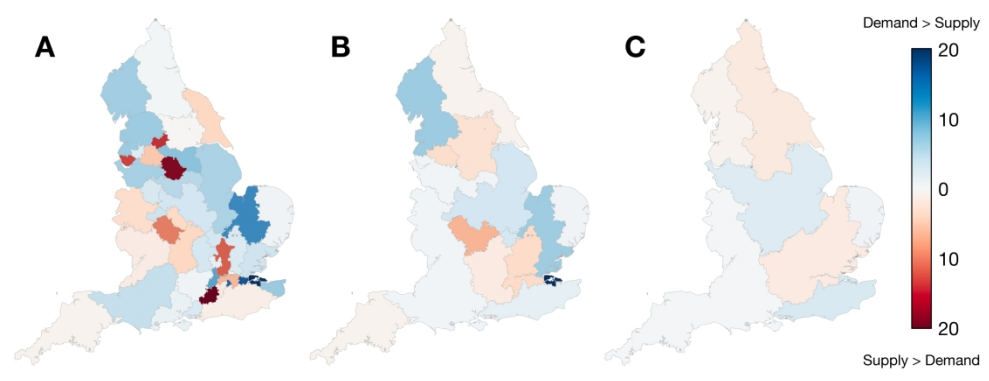
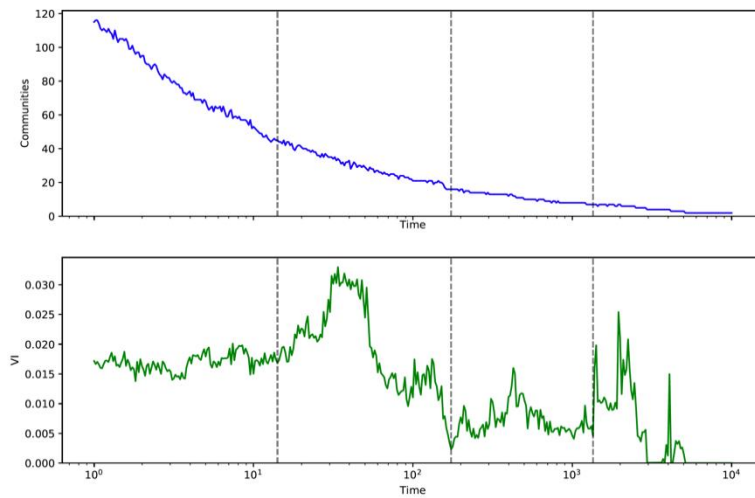


Figure 3
The absolute percentage difference between the number of patients undergoing surgery resident within a surgical community (demand) and the number of procedures performed by hospitals within the community (supply). Areas in blue represent those surgical communities where procedures performed on patients outnumber those performed by the local providers.

338x190mm (300 x 300 DPI)

Appendix



Supplemental Figure 1: Markov Multiscale Community Detection output showing the number of communities in the optimal network partition (top) and variation of information between partitions produced for Markov times from 1 to 10,000. Vertical lines indicate the three partitions of surgical communities selected for further review.

The RECORD statement – checklist of items, extended from the STROBE statement, that should be reported in observational studies using routinely collected health data.

	Item No.	STROBE items	Location in manuscript where items are reported	RECORD items	Location in manuscript where items are reported
Title and abstract					
	1	(a) Indicate the study's design with a commonly used term in the title or the abstract (b) Provide in the abstract an informative and balanced summary of what was done and what was found	Abstract and title (pages 1 and 3)	RECORD 1.1: The type of data used should be specified in the title or abstract. When possible, the name of the databases used should be included. RECORD 1.2: If applicable, the geographic region and timeframe within which the study took place should be reported in the title or abstract. RECORD 1.3: If linkage between databases was conducted for the study, this should be clearly stated in the title or abstract.	Abstract (page 3) Abstract (page 3) N/A
Introduction					
Background rationale	2	Explain the scientific background and rationale for the investigation being reported	Introduction (pages 5 and 6)		
Objectives	3	State specific objectives, including any prespecified hypotheses	Introduction (page 6)		
Methods					
Study Design	4	Present key elements of study design early in the paper	Methods (pages 6 and 7)		
Setting	5	Describe the setting, locations, and relevant dates, including periods of recruitment, exposure, follow-up, and data collection	Methods (pages 6 and 7)		

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27	Participants	6	<p>(a) <i>Cohort study</i> - Give the eligibility criteria, and the sources and methods of selection of participants. Describe methods of follow-up</p> <p><i>Case-control study</i> - Give the eligibility criteria, and the sources and methods of case ascertainment and control selection. Give the rationale for the choice of cases and controls</p> <p><i>Cross-sectional study</i> - Give the eligibility criteria, and the sources and methods of selection of participants</p> <p>(b) <i>Cohort study</i> - For matched studies, give matching criteria and number of exposed and unexposed</p> <p><i>Case-control study</i> - For matched studies, give matching criteria and the number of controls per case</p>	Methods (pages 6 and 7)	<p>RECORD 6.1: The methods of study population selection (such as codes or algorithms used to identify subjects) should be listed in detail. If this is not possible, an explanation should be provided.</p> <p>RECORD 6.2: Any validation studies of the codes or algorithms used to select the population should be referenced. If validation was conducted for this study and not published elsewhere, detailed methods and results should be provided.</p> <p>RECORD 6.3: If the study involved linkage of databases, consider use of a flow diagram or other graphical display to demonstrate the data linkage process, including the number of individuals with linked data at each stage.</p>	<p>Methods (pages 6 and 7)</p> <p>N/A</p>
28 29 30 31 32 33 34	Variables	7	Clearly define all outcomes, exposures, predictors, potential confounders, and effect modifiers. Give diagnostic criteria, if applicable.	Methods (page 7)	RECORD 7.1: A complete list of codes and algorithms used to classify exposures, outcomes, confounders, and effect modifiers should be provided. If these cannot be reported, an explanation should be provided.	N/A
35 36 37 38 39 40 41 42	Data sources/ measurement	8	For each variable of interest, give sources of data and details of methods of assessment (measurement). Describe comparability of assessment methods if there is more than one group	Methods (page 7)		

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11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34	Study size	10	Explain how the study size was arrived at	Methods (page 6)	
35 36 37 38 39 40 41 42 43 44	Quantitative variables	11	Explain how quantitative variables were handled in the analyses. If applicable, describe which groupings were chosen, and why	Methods (pages 7, 8 and 9)	
45 46 47	Statistical methods	12	(a) Describe all statistical methods, including those used to control for confounding (b) Describe any methods used to examine subgroups and interactions (c) Explain how missing data were addressed (d) <i>Cohort study</i> - If applicable, explain how loss to follow-up was addressed <i>Case-control study</i> - If applicable, explain how matching of cases and controls was addressed <i>Cross-sectional study</i> - If applicable, describe analytical methods taking account of sampling strategy (e) Describe any sensitivity analyses	Methods (pages 7, 8 and 9)	
	Data access and cleaning methods		..	RECORD 12.1: Authors should describe the extent to which the investigators had access to the database population used to create the study population.	Methods (pages 6 and 7)

				RECORD 12.2: Authors should provide information on the data cleaning methods used in the study.	Methods (pages 6 and 7)
Linkage		..		RECORD 12.3: State whether the study included person-level, institutional-level, or other data linkage across two or more databases. The methods of linkage and methods of linkage quality evaluation should be provided.	N/A
Results					
Participants	13	(a) Report the numbers of individuals at each stage of the study (<i>e.g.</i> , numbers potentially eligible, examined for eligibility, confirmed eligible, included in the study, completing follow-up, and analysed) (b) Give reasons for non-participation at each stage. (c) Consider use of a flow diagram	Results (page 10)	RECORD 13.1: Describe in detail the selection of the persons included in the study (<i>i.e.</i> , study population selection) including filtering based on data quality, data availability and linkage. The selection of included persons can be described in the text and/or by means of the study flow diagram.	Methods (pages 6 and 7)
Descriptive data	14	(a) Give characteristics of study participants (<i>e.g.</i> , demographic, clinical, social) and information on exposures and potential confounders (b) Indicate the number of participants with missing data for each variable of interest (c) <i>Cohort study</i> - summarise follow-up time (<i>e.g.</i> , average and total amount)	Results (pages 10 and 11)		
Outcome data	15	<i>Cohort study</i> - Report numbers of outcome events or summary measures over time <i>Case-control study</i> - Report numbers in each exposure			

		category, or summary measures of exposure <i>Cross-sectional study</i> - Report numbers of outcome events or summary measures	Results (pages 10 and 11)		
Main results	16	(a) Give unadjusted estimates and, if applicable, confounder-adjusted estimates and their precision (e.g., 95% confidence interval). Make clear which confounders were adjusted for and why they were included (b) Report category boundaries when continuous variables were categorized (c) If relevant, consider translating estimates of relative risk into absolute risk for a meaningful time period	Results (pages 10 and 11)		
Other analyses	17	Report other analyses done— e.g., analyses of subgroups and interactions, and sensitivity analyses	Results (pages 10 and 11)		
Discussion					
Key results	18	Summarise key results with reference to study objectives	Discussion (page 12)		
Limitations	19	Discuss limitations of the study, taking into account sources of potential bias or imprecision. Discuss both direction and magnitude of any potential bias	Discussion (page 14)	RECORD 19.1: Discuss the implications of using data that were not created or collected to answer the specific research question(s). Include discussion of misclassification bias, unmeasured confounding, missing data, and changing eligibility over time, as they pertain to the study being reported.	Discussion (page 14)
Interpretation	20	Give a cautious overall interpretation of results considering objectives,	Discussion (page 14)		

		limitations, multiplicity of analyses, results from similar studies, and other relevant evidence			
Generalisability	21	Discuss the generalisability (external validity) of the study results	Discussion (pages 12, 13 and 14)		
Other Information					
Funding	22	Give the source of funding and the role of the funders for the present study and, if applicable, for the original study on which the present article is based	Page 16		
Accessibility of protocol, raw data, and programming code		..		RECORD 22.1: Authors should provide information on how to access any supplemental information such as the study protocol, raw data, or programming code.	Page 17

*Reference: Benchimol EI, Smeeth L, Guttman A, Harron K, Moher D, Petersen I, Sørensen HT, von Elm E, Langan SM, the RECORD Working Committee. The Reporting of studies Conducted using Observational Routinely-collected health Data (RECORD) Statement. *PLoS Medicine* 2015; in press.

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