

**LANARKSHIRE NHS BOARD  
INTEGRATED CORPORATE PERFORMANCE REPORT – NARRATIVE REPORT**

<b>Subject:</b>  Delayed Discharges	<b>Executive Lead:</b>  Ross McGuffie Val de Souza
<b>Governance Committee:</b>  South Integrated Joint Board North Joint Integrated board	<b>Author:</b>  Craig Cunningham, Head of Commissioning & Performance, South
<b>Period covered:</b>  To 30 September 2018	<b>Date:</b>  8 November 2018

**CONTEXT / BACKGROUND:**

There is a substantial programme of work underway to address delayed discharges across NHS Lanarkshire and the respective North and South Health & Social Care Partnership areas. Reports are being submitted to CMT on a weekly basis.

Performance in the last 3 months has been challenging across North and South Lanarkshire. This is against a background of:

- increased complexity of referrals increasing as detail of 'Hospital Based Complex Care' is pursued;
- continued above national average demand placed on both Partnerships;
- both Partnerships out – performing others in relation to numbers of referrals received and rate of discharges.

**HIGHLIGHTS & EXCEPTIONS AGAINST KEY ACTIONS FOR THIS PERIOD:**

**South Lanarkshire H&SCP:**

Trajectories

Whilst still challenging and a recognition that there are still improvements which can be made, the attached Appendix shows the scale of improvement in bed days associated with Delayed Discharges over the last three years and a continued year on year improvement in performance.

A comparison of April to August 2018/19 against the previous year shows a 19% reduction in delayed discharge bed days.

Delayed Discharge **b**Bed day targets were based on improvements in delays associated with Home Care, and the reclassification of offsite beds as intermediate care. Home Care improvements have resulted in a decrease in bed days for this type of delay but not to the levels anticipated. However, we have not re-designated the beds and in light of this, targets will be recalculated to include patients in offsite beds and take into account progress in embedding improvements outlined in the Partnership Improvement Plan. The RAG status shown below is against the previous trajectory targets.

Performance

ISD published data shows that, following a period of sustained and significant decrease in delayed discharge bed days, there was an increase of 61 bed days June 2018 against

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June 2017. However for every other month thus far in 2018/19, there have been fewer DD bed days than the corresponding month in the previous year – as per table below.

DD Non code 9	2016	2017	Negative = fewer than 2016	DD Non code 9	2017	2018	Negative = fewer than 2017
April	3,655	3,392	-263	April	3,392	2,269	-1,123
May	3,650	3,635	-15	May	3,635	2,550	-1,085
June	3,602	3,065	-537	June	3,065	3,213	148
July	3,156	3,268	112	July	3,268	2,770	-498
August	2,930	3,246	316	August	3,246	2,650	-596
September	3,134	3,213	79	September			
October	3,635	3,972	337	October			
November	3,091	3,625	534	November			
December	3,284	2,910	-374	December			
January	3,186	2,184	-1,002	January			
February	3,519	2,293	-1,226	February			
March	3,497	1,977	-1,520	March			
	<b>40,339</b>	<b>36,780</b>	<b>-3,559</b>		<b>16,606</b>	<b>13,452</b>	<b>-3,154</b>

There continue to be a number of challenges and these include:

- A new system of coding and staff familiarity with same;
- Changes in key staff groups in the hospital and in community;
- Staffing issues in Residential Care Homes which has reduced flow to intermediate care beds;
- Increased complexity of a number of patients who have been going through CCA process.

	Target	Actual	RAG Status
April 2018	1896	2269	
May 2018	2202	2550	
June 2018	1682	3213	
July 2018	1884	2770	
Aug 2018	1688	2650	
Sept 2018	2570	2933	
Source: Delayed Discharges, ISD (MSG Integration Indicators) Non Code 9.			

Work continues with acute colleagues to better understand the disproportionately high levels of demand in a Lanarkshire context when compared with other Partnership/Health Board areas. Further actions are described below.

#### North Lanarkshire H&SCP:

##### Trajectories

Trajectories against the 'big 6' performance metrics from the Health and Social Care

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Delivery Plan have been agreed, including unscheduled bed days and delayed discharges. The aim is to reduce unscheduled bed days by 10% by March 2019 and reduce delayed discharge bed days by 27% from 2710 bed days to 2000 over the same time period.

Through the Unscheduled Care/Delayed Discharge Improvement Board, a whole-system driver diagram and associated action plan has been created for North Lanarkshire.

### Performance

In September 2018, performance in North was did not meet target levels, by 602 bed days 2736 bed days against a target trajectory of 2134.

North – Non Code 9 bed days			
	Target	Actual	RAG Status
April 2018	2245	2557	Red
May 2018	2223	2128	Green
June 2018	2201	2196	Green
July 2018	2179	2520	Red
Aug 2018	2156	2199	Yellow
Sept 2018	2134	2736	Red
Source: Delayed Discharges, ISD.			

In March 2018, North Lanarkshire Integration Joint Board (IJB) approved the Strategic Commissioning Plan, which set out the key intentions for delivery in 2018/19. An overarching intention was the implementation of the Integrated Service Review Board report, which covers a number of pertinent elements to supporting improved delayed discharge performance:

The commissioning intentions described are aimed at creating an integrated community infrastructure that is much better placed to follow a patient's journey through hospital and support a proactive discharge to allow further assessment and rehabilitation/reablement to take place in the person's own home.

H&SCNL has also developed a Delayed Discharges Action Plan in conjunction with members of the Unscheduled Care/Delayed Discharge Board to secure improvement and where appropriate change existing pathways and practice.

The North IJB has approved three major areas of development for implementation in 2018/19 which will have a significant impact on Delayed Discharge:

1. Roll out of Integrated Long Term Conditions and Frailty teams in each Locality – the rehabilitation component of the model has been piloted in Motherwell Locality since September, with significant impact on waiting times and reablement. The wider approach will be rolled out across North Lanarkshire in 18/19;
2. New model of Home Support – supports the creation of additional reablement capacity and reactive home support capacity to support the discharge to assess approach. The implementation plan was presented to the June IJB meeting and all Localities are already in the process of developing the new teams, with impact evident in the weekly delayed discharge figures;
3. Review of Intermediate Care – approved at the June IJB meeting, the new model will create a more proactive approach in off-site facilities, with the aim of supporting more people back home through enhanced rehabilitation and reablement (via in-reach from the community teams noted in points 1 and 2

above), reducing length of stay and creating additional step-down capacity.

**FURTHER ACTION PLANNED IN LIGHT OF ABOVE:**

**South H&SCP**

Ongoing actions which are continuing to be taken to improve performance include:

- Daily conference calls with locality teams with Hairmyres Discharge Facilitators reviewing cases and lists which have contributed to a reduction in homecare delays; :-
- Appointment of MHO to assist in speedier AWI processes; :-
- Continued use of British Red Cross to convey 40 patients a week home; :-
- Weekly meetings at Hairmyres to review all delays over 14 days; :-
- Delayed Discharge Workshop on 12 July to ensure all actions identified and associated improvements introduced – a number of which are identified below; :-
- Whole system Unscheduled Care workshop on 22 August with a series of actions identified to assist in admissions avoidance, flow through the hospital and more effective discharge planning; :-
- A whole-system driver diagram and associated action plan has been created with acute colleagues and this will be monitored through the Unscheduled Care/Delayed Discharge Improvement Board, as well as the respective arrangements for both the IJB and NHSL.

**North H&SCP**

Ongoing actions which are continuing to be taken to improve performance include:

- Additional MHO sessions recruited in SW to support improved management of AWI cases;
- Changes to Home Support processes and ongoing recruitment to the additional Locality Reablement teams, resulting in a significant improvement in performance from January 2018 onwards;
- Weekly partnership conference calls with Hospital and Locality teams to coordinate complex discharges;
- Roll out of new AWI guidance notes to streamline the guardianship application process, including escalation procedures around each step;
- Roll out of integrated rehab pilot and creation of integrated Long Term Conditions and Frailty teams across North Lanarkshire, supporting a move to a model of Discharge to Assess;
- Ongoing implementation of agreed actions around complex assessment, care home choice protocol and AWI.

**RISK MANAGEMENT:**

Currently on a Risk Register Yes  If Yes, Risk Register ID: 1379

Level 1 Corporate  Level 2 Operating Division  Level 3 Operating Division

Require Escalation to higher level Yes  No

**GOVERNANCE AND MANAGEMENT ASSURANCE:**

South H&SCP Integrated Joint Board  
North H&SCP Joint Integrated Board

**STATEMENT OF ASSURANCE on PERFORMANCE MANAGEMENT:**

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It is hereby confirmed that all performance results arising in this period have been reported to each Joint Board, and that each has an appropriate remedial action plan in place that is reported to, and will be open to further scrutiny by the Boards.

R McGuffie~~J Hewitt~~, Chief Officer, North H&SCP  
V de Souza, Chief Officer, South H&SCP

**FURTHER DETAILS:**

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Appendix A

