

DATE: 29 March 2023

www.nhslanarkshire.scot.nhs.uk

SUBJECT: South Lanarkshire HSCP Performance Update Report

1. PURPOSE

To advise the Board of performance relating to delayed discharges. Following a discussion at NHS Lanarkshire's Planning, Performance & Resources Committee (PPRC), Population Health Primary Care Community Services Governance Committee and further reflection on the points raised, work is being undertaken to review, revise and streamline the HSCP performance matrix including AHP waiting times.

For approval	<input type="checkbox"/>	For endorsement	<input type="checkbox"/>	To note	<input checked="" type="checkbox"/>
--------------	--------------------------	-----------------	--------------------------	---------	-------------------------------------

2. ROUTE TO THE COMMITTEE

This paper has been:

Prepared	<input checked="" type="checkbox"/>	Reviewed	<input type="checkbox"/>	Endorsed	<input type="checkbox"/>
----------	-------------------------------------	----------	--------------------------	----------	--------------------------

By South Lanarkshire H&SCP senior management team.

3. SUMMARY OF KEY ISSUES

Delayed Discharges

As highlighted in Figure 1 of the Appendix, published delayed discharge performance for the period to January 2023 continues to show performance cumulatively below target, albeit there has been some improvement since September with January being almost exactly on target.

Figures 2 and 3 show a deterioration in performance, at the time of the January census, with both the entire adult population and >75s performing below the national average for the rate of delayed discharge. Performance in this area has since improved with unpublished data showing the current rates being below the national average.

There continues to be above average levels of absence across the care at home sector; infection, prevention and control closures in care homes to protect staff and patients therein and ongoing staffing difficulties across the wider health and social care sector.

Recently reported work associated with 'Discharge without Delay' and associated developments to support earlier discharge and potential admission avoidance are anticipated to assist in bringing further improvements in this position. Figure 4 in the Appendix shows that at the end of February 90.2% of all patients from South Lanarkshire were discharged without delay. This is a deterioration in performance however the first week in March indicated an improvement (92.2%). This corresponds with the increase in unplanned referrals at the end of February and subsequent decrease in the first week in March (figure 6).

Figure 5 shows that the number of patients with a Planned Date of Discharge (PDD) has declined since the peak in January however remains higher than in previous weeks.

A notable element of the Discharge without Delay programme is the application of the Home First approach. Part of the implementation of this approach by the South Lanarkshire HSCP has involved the establishment and ongoing extension of the local Home First programme.

The programme has now been extended from East Kilbride to also include Cambuslang/Rutherglen.

4. STRATEGIC CONTEXT

This paper links to the following:

Corporate objectives	<input checked="" type="checkbox"/>	AOP	<input checked="" type="checkbox"/>	Government policy	<input type="checkbox"/>
Government directive	<input type="checkbox"/>	Statutory requirement	<input type="checkbox"/>	AHF/local policy	<input type="checkbox"/>
Urgent operational issue	<input type="checkbox"/>	Other	<input type="checkbox"/>		

5. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

Three Quality Ambitions:

Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>	Person Centred	<input checked="" type="checkbox"/>
------	-------------------------------------	-----------	-------------------------------------	----------------	-------------------------------------

Six Quality Outcomes:

Everyone has the best start in life and is able to live longer healthier lives; (Effective)	<input checked="" type="checkbox"/>
People are able to live well at home or in the community; (Person Centred)	<input checked="" type="checkbox"/>
Everyone has a positive experience of healthcare; (Person Centred)	<input checked="" type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input checked="" type="checkbox"/>
Healthcare is safe for every person, every time; (Safe)	<input checked="" type="checkbox"/>
Best use is made of available resources. (Effective)	<input checked="" type="checkbox"/>

6. MEASURES FOR IMPROVEMENT

NHS Lanarkshire, South Lanarkshire HSCP and North Lanarkshire HSCP continue to be involved in the development and testing of the associated measurement plan.

7. FINANCIAL IMPLICATIONS

There are no specific financial implications relating to the content of this report.

8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

There are no specific risks relating to the content of this report.

9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	<input type="checkbox"/>	Effective partnerships	<input type="checkbox"/>	Governance and accountability	<input checked="" type="checkbox"/>
Use of resources	<input type="checkbox"/>	Performance management	<input checked="" type="checkbox"/>	Equality	<input type="checkbox"/>
Sustainability	<input type="checkbox"/>				

10. EQUALITY AND DIVERSITY IMPACT ASSESSMENT

None.

11. CONSULTATION AND ENGAGEMENT

None.

12. ACTIONS FOR THE BOARD

The Board is asked to:

Approval	<input type="checkbox"/>	Endorsement	<input type="checkbox"/>	Identify further actions	<input type="checkbox"/>
Note	<input checked="" type="checkbox"/>	Accept the risk identified	<input type="checkbox"/>	Ask for a further report	

13. FURTHER INFORMATION

For further information about any aspect of this paper, please contact

Craig Cunningham, Head of Commissioning and Performance, South Lanarkshire HSCP.
Telephone: 01698 453704

SL HSCP Performance Update Report March 2023

Delayed Discharge Performance

April 22 – January 23

April 22 – January 23 cumulatively, there were 1,332 standard delayed discharge bed days more than trajectory (fig.1).

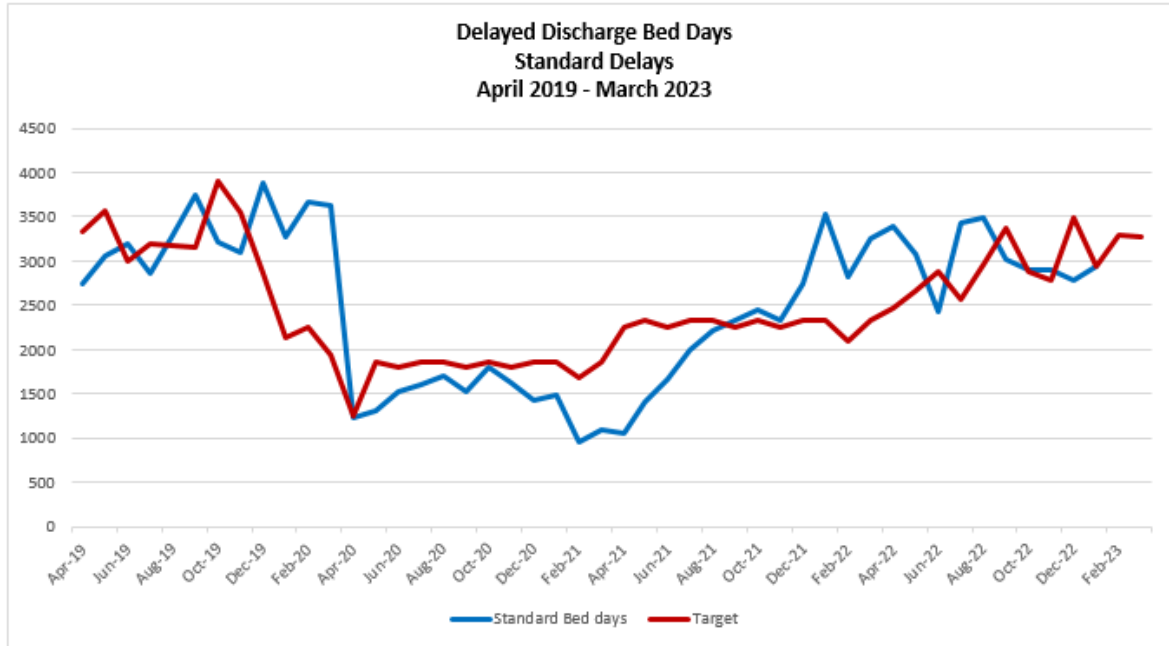


Figure 1 Delayed Discharge Performance (Standard Delays)

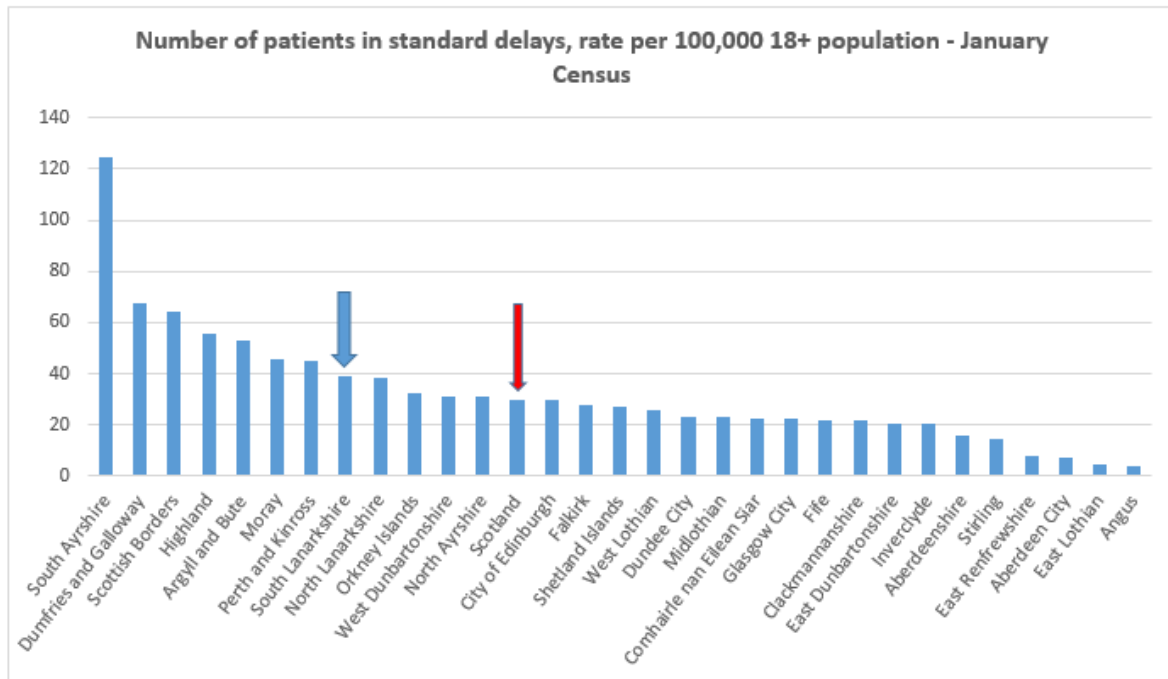


Figure 2 Patients in standard delay, rate per 100,000 for all HSCPs

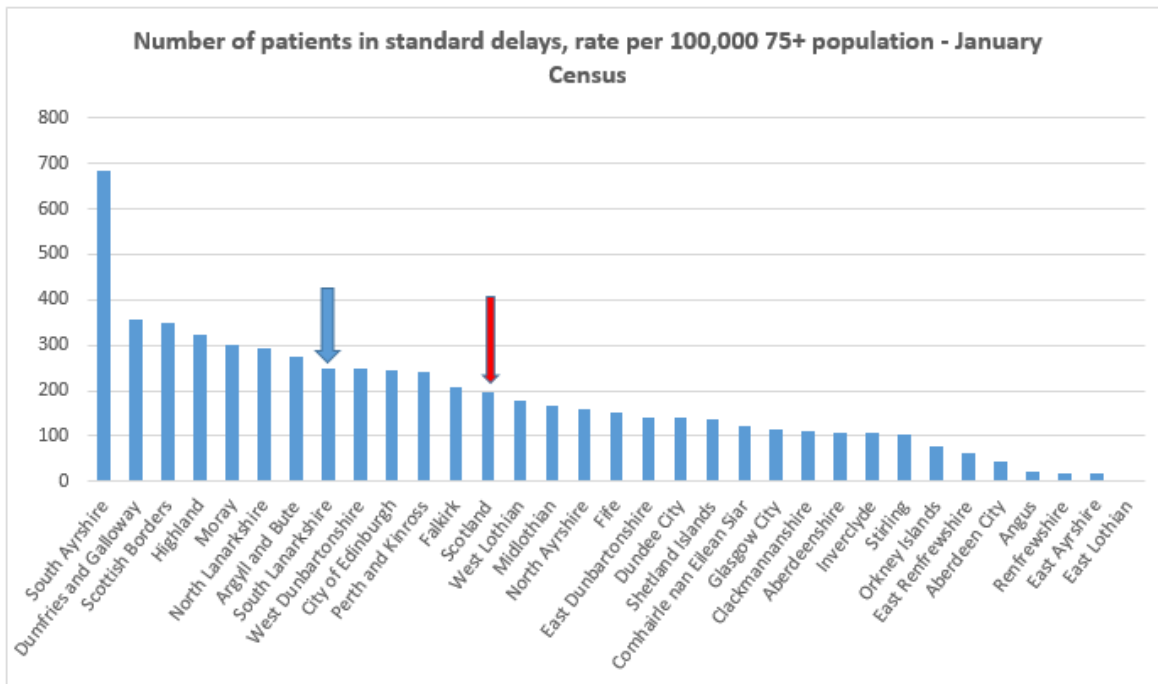


Figure 3 75+ Patients in standard delay, rate per 100,000 for all HSCPs

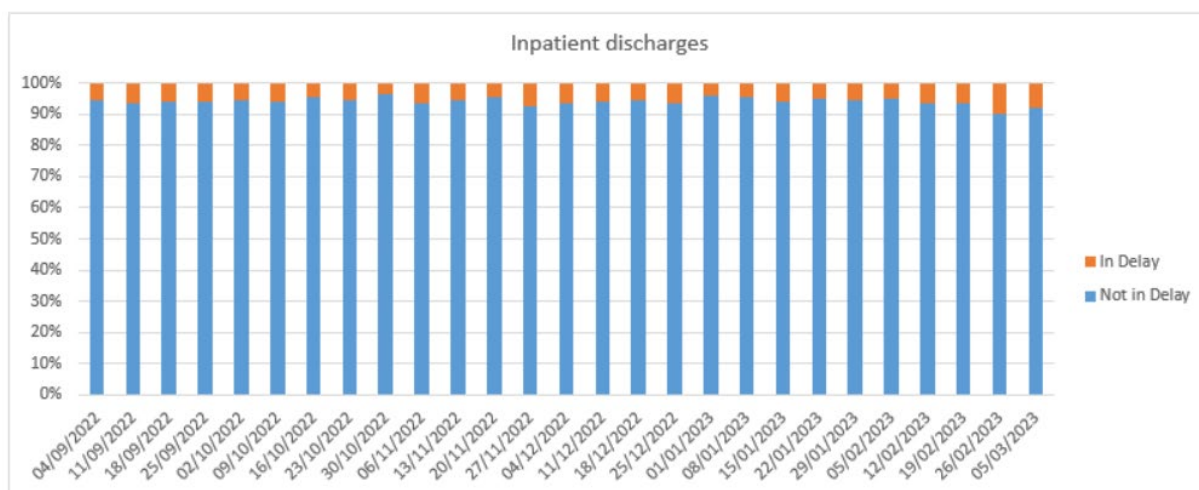


Figure 4 All inpatient discharges

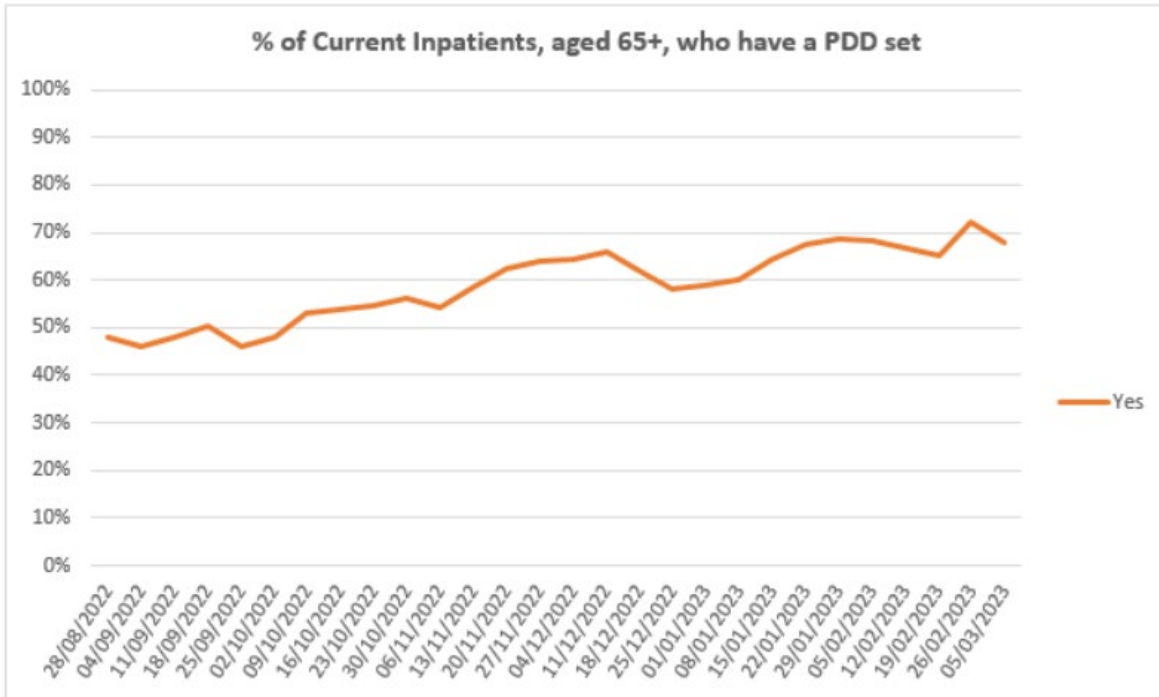


Figure 5 Current Inpatients (at time of census) with a Planned Date of Discharge

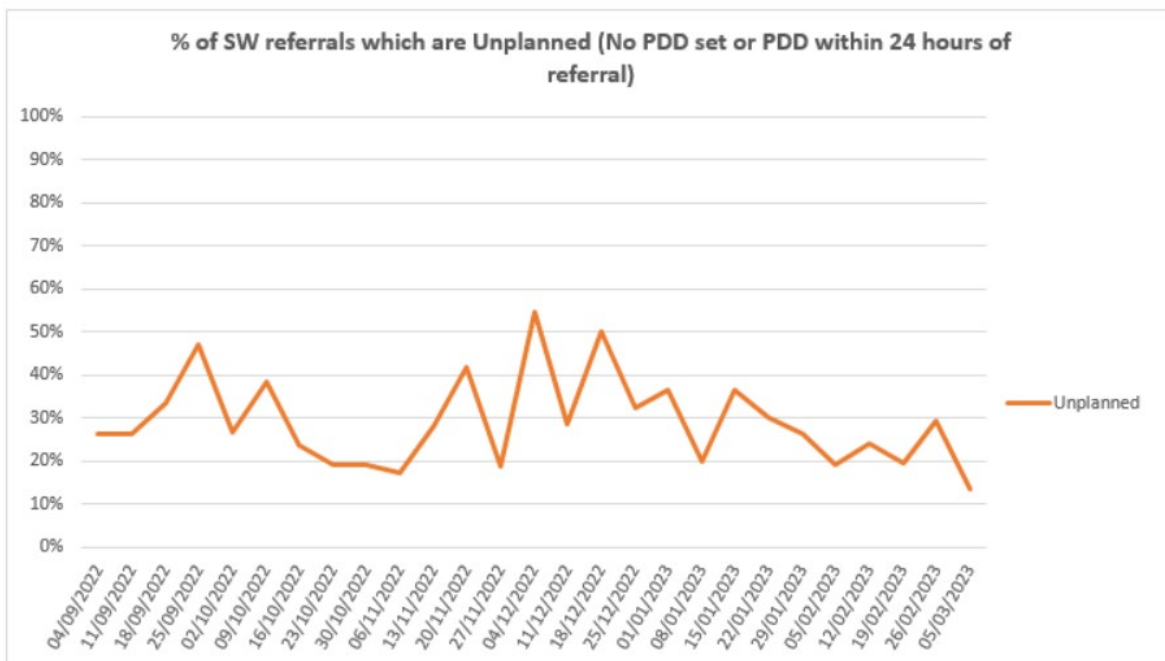


Figure 6 Current Inpatients (at time of census) with a SW referral that is unplanned

Factors affecting performance include:

Care Homes

- Occasional Care Home closures as a result of outbreaks
- Significant recruitment and retention issues
- Lack of availability within Care Homes
 - Increased placement rate
 - Provider performance and sustainability (CI grades and moratoriums)
 - Interim beds consume LT capacity

Care at Home

- Significant recruitment and retention issues across social care in the context of record low unemployment rates and wage inflation in a competitive market is impacting significantly on capacity within Care at Home. New posts have

been created to add capacity and persistent and varied recruitment campaigns are ongoing. East Kilbride continues to be a recruitment challenge.

- Continued above average absence levels across internal and external providers with regular spikes caused by Covid; contributory impact of long covid and extended NHS waiting times are resulting in staff having prolonged periods of absence waiting medical/surgical intervention.
- A reduction in hours available from external providers
- Requests for packages considerably higher than average from acute settings
- Whilst use of Planned Date of Discharge (PDD) is improving, there continues to be regular late changes to PDD (discharge dates) by consultants/MDTs
- Increased demand and unmet need from community services

The Scottish Government 'Discharge without Delay' approach was launched in October 2021. The aim of the approach is to improve pathways through hospital settings, reduce lengths of stay, reduce delays and build bed capacity. The aim is to ensure patients are treated in their home where appropriate. NHSL is one of four pathfinder sites, with representatives from NHSL, SL HSCP and NL HSCP involved in the development and testing of the associated measurement plan.