

DATE: 31 May 2023

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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"/>
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2. ROUTE TO THE COMMITTEE

This paper has been:

Prepared	<input checked="" type="checkbox"/>	Reviewed	<input type="checkbox"/>	Endorsed	<input type="checkbox"/>
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By South Lanarkshire HSCP senior management team.

3. SUMMARY OF KEY ISSUES

Delayed Discharges

3.1 As highlighted in Figure 1 of the Appendix, published delayed discharge performance for the period to March 2023 shows performance cumulatively below target, albeit there has been improvement since September with several months, including March, being ahead of target.

3.2 Figures 2 and 3 show that South Lanarkshire performance on the March census date was above the national average for the rate of delayed discharge for the entire adult population and those >75. Analysis has indicated that the specific census date was an exceptionally high point in time and numbers have fallen again in April. This is demonstrated in the overall numbers in Figure 1. As at 1st May South Lanarkshire remains in a position below the national average.

3.3 The work initially being undertaken as part of the 'Discharge Without Delay' programme is now being subsumed within Operation Flow and should see improvement across a number of areas which will assist in improving patient flow through the hospital which, in turn, will assist significantly in reducing delayed discharges. Through the use of accurate Planned Date of Discharge (PDD), early involvement of social work staff in discharge planning and an associated reduction in 'unplanned referrals', so the number and time associated with delayed discharges should improve.

3.4 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, in the last week of April, 95% of all patients from South Lanarkshire continue to be discharged without delay.

3.5 Figure 5 shows that in the last week of April, 68% of patients aged 65+ had a Planned Date of Discharge (PDD) in place and this is complimented by figure 6 which shows unplanned referrals at their lowest rate in six months, 13%.

3.6 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 with a further expansion starting in the Clydesdale area.

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"/>
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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 / FAIRER SCOTLAND DUTY 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

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SL HSCP Performance Update Report May 2023

Delayed Discharge Performance

April 22 – March 23

April 22 – March 23 cumulatively, there were 307 standard delayed discharge bed days more than trajectory (fig.1).

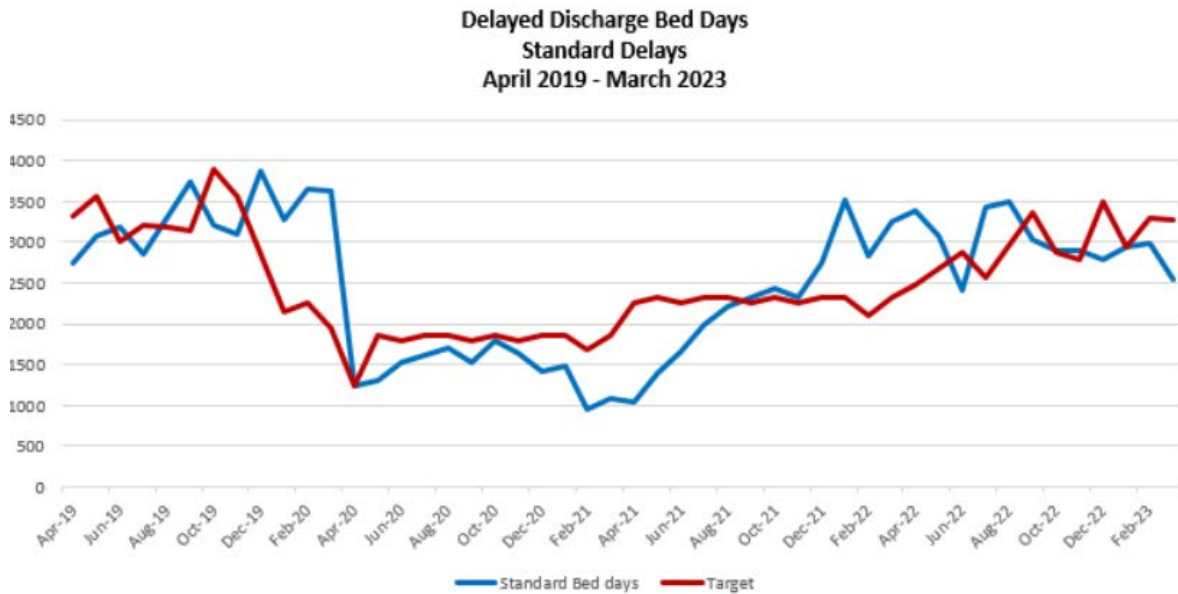


Figure 1 Delayed Discharge Performance (Standard Delays)

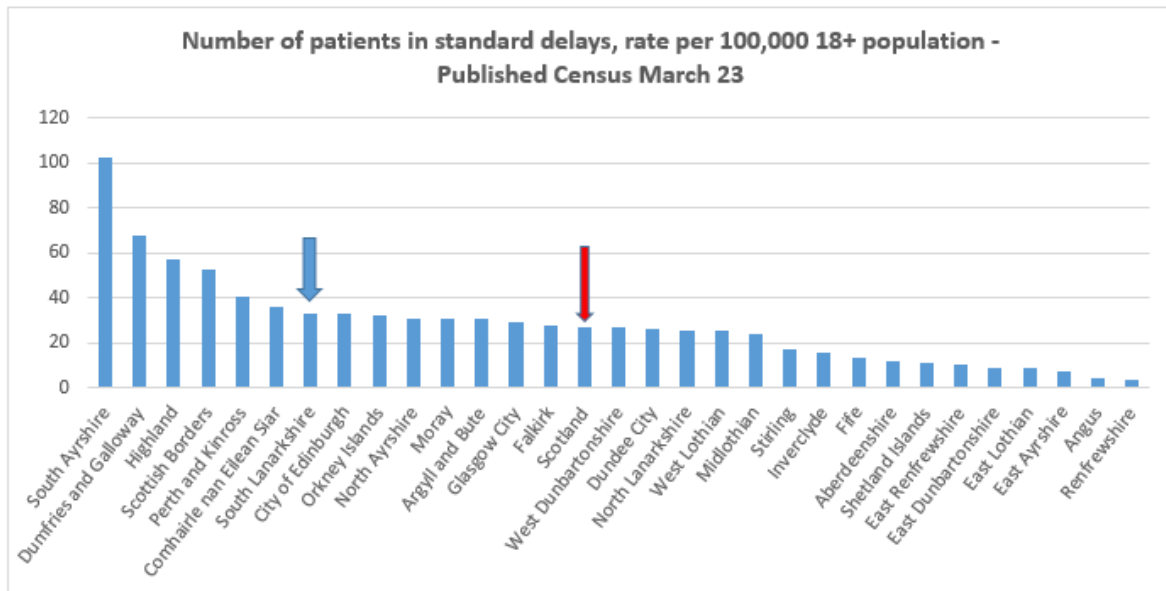


Figure 2 Patients in standard delay, rate per 100,000 for all HSCPs

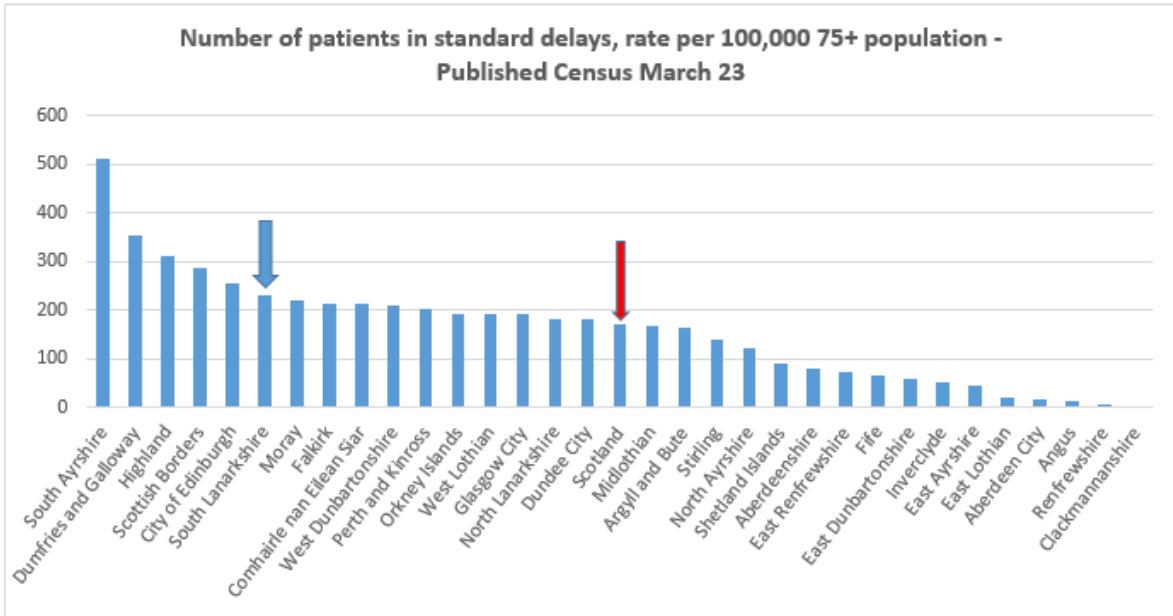


Figure 3 75+ Patients in standard delay, rate per 100,000 for all HSCPs

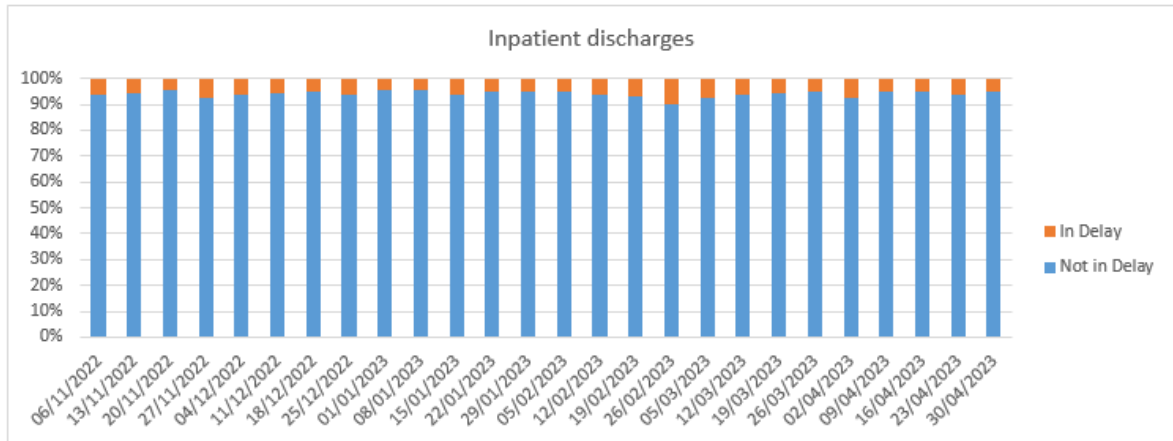


Figure 4 All inpatient discharges

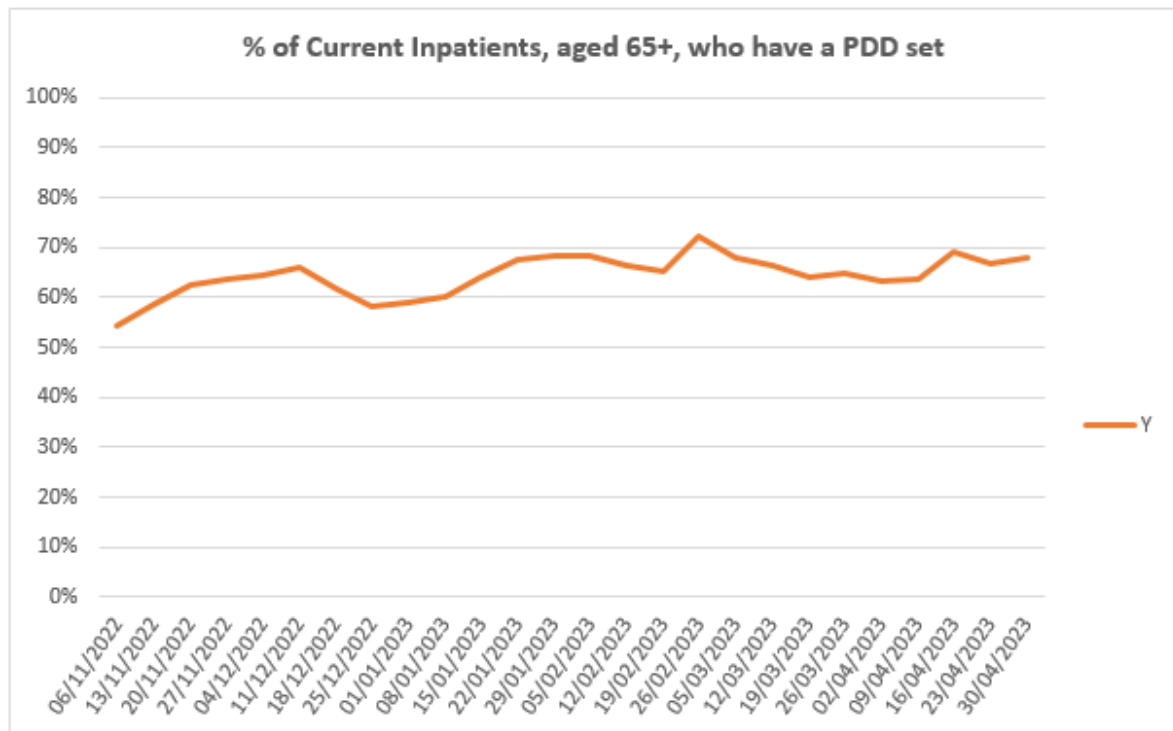


Figure 5 Current Inpatients (at time of census) with a Planned Date of Discharge

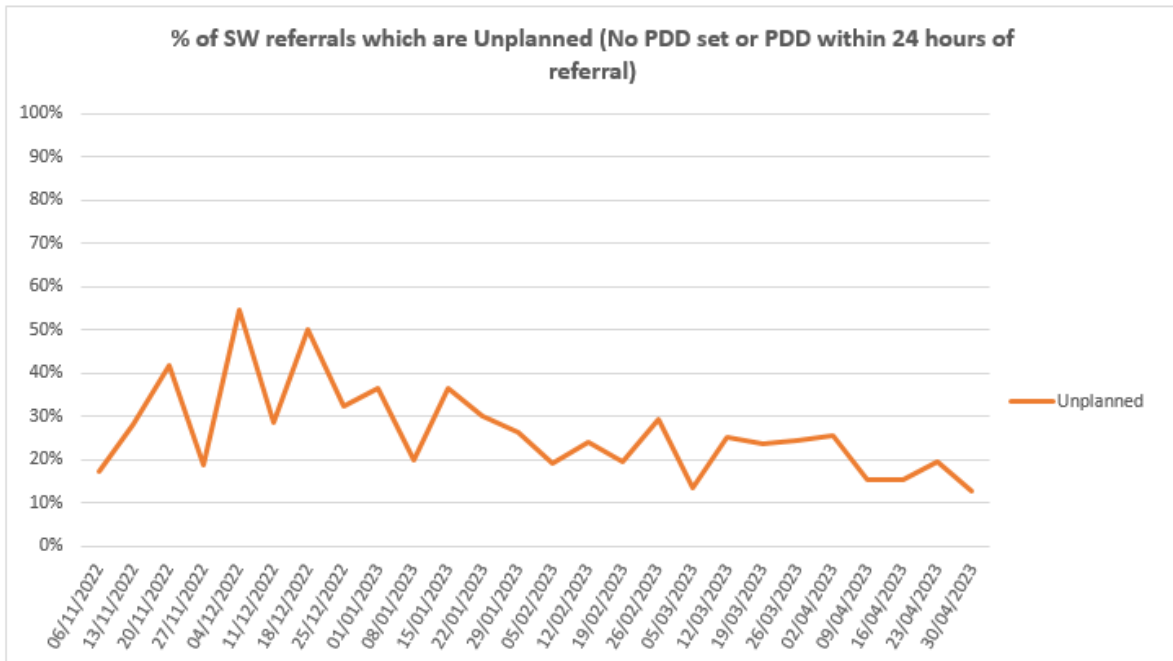


Figure 6 Current Inpatients (at time of census) with a SW referral that is unplanned

Factors affecting performance include:

Flow through Acute Hospitals – as described in 3.3 in the body of the report

- High level of requests for packages
- Assessed need being greater than required when person is assessed in home environment
- Whilst use of Planned Date of Discharge (PDD) is improving, there continues to be regular late changes to PDD (discharge dates) by consultants/MDTs
- Number of unplanned referrals

Care Homes

- Occasional Care Home closures as a result of outbreaks
- Significant recruitment and retention issues
- Lack of availability within Care Homes

Care at Home

- Significant recruitment and retention issues across social care in the context of record low unemployment rates and wage inflation. 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; 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
- Increased demand and unmet need from community services