

CÙRAM IS SLAINTE NAN EILEAN SIAR

INTEGRATION JOINT BOARD AUDIT & RISK COMMITTEE



Meeting date:	06 November 2024
Item:	6.1
Title:	Delayed Discharge & Unmet Need Report – whole system working
Responsible Officer:	Nick Fayers, Chief Officer
Report Author:	Martin Malcolm, Head of Public Health Intelligence, NHS WI

1 Purpose

This is presented to the Integration Joint Board (IJB) for:

- Discussion

This report relates to a:

- Annual Operation Plan
- NHS Board/Integration Joint Board Strategy or Direction

Competence:

- There are no legal, financial or other constraints associated with the report.

2 Report summary

2.1 Situation

Situation

Following previous reports regarding Delayed Discharge and Unmet Need, the attached Appendix A has been produced to provide an initial system overview of the performance information of relevance to these areas of specific interest. The appendix was drafted to assist the Corporate Management Team's refinement of a whole system approach to aid future reporting to NHS Board and the Integration Joint Board. This appendix will be subject to refinement through the Corporate Management Team.

2.2 Background

As previously reported, Scottish Government has established a weekly Collaborative Response and Assurance Group (CRAG) jointly chaired by the Cabinet Secretary and the COSLA Health and Social Care spokesperson. The aim is to accelerate improvements in local and national delayed discharge system matters and address performance issues. The context is reinforced at the weekly CRAG meetings and through formal communications. The emphasis is on a whole system approach to reducing delayed discharges. A new target has been attributed to all Partnerships – 34.6 delays per 100,000 population (17 years and over). This produces a target for the Western Isles Partnership locally of a maximum of 7 delays. Partnership meetings with Scottish Government colleagues have been utilised to provide detailed briefings on the local system risk and associated mitigating actions being progressed. Appendix B provides an overview of the delayed discharge data at the most recent census point.

2.3 Assessment

The performance information portrays the challenges being felt across the local system with the delayed discharge performance depicting some the variation due to small numbers, but routinely exceeding the defined trajectory set to achieve the new target by October 2024. The dominant level of unmet need, page 17 of the appendix, is with the community. In relation to admission avoidance the data provides assurance that the admission avoidance activity is working to maximise opportunities to treat individuals in their own home or community settings to mitigate the need for an admission. The activity data of the Acute Assessment Unit and Hospital at Home (p14) references consistent and increasing referral and caseload. In addition, the related service – START, page 18 in the appendix, portrays a service working to deliver to maximum capacity with a consistent level of caseload with small fluctuations relating to the complexity of specific patient need noted within the reporting period.

In terms of targeted areas of improvement, the Partnership has an improvement plan in keeping with the national Discharge Without Delay principles. This is monitored through the Integrated Corporate Management Team and NHS CMT.

2.3.1 Quality/ Patient Care

The negative impact on patient and service user care when the responsiveness of the health and social care system results in delays are well documented. The mitigating actions undertaken to date have focused on addressing recruitment and retention issues and strengthening admission avoidance and acceleration of discharge with new treatment models.

2.3.2 Workforce

The actions relating to workforce planning continue as previously reported. An outstanding area still to be progressed relates to exploring a new approach to enhance single handed care delivery. National networks have highlighted areas of practice for consideration. Further investigation of the procedures and outcomes will be undertaken as service capacity allows to examine the benefits for patients, workforce and the whole system to further inform consideration of this approach.

2.3.3 Financial

Name – Director of Finance / Finance Manager	Signature
Debbie Bozkurt	
Comment from the Director of Finance / Finance Manager	
The associated underspend due to recruitment is reported in the monitoring reports in relation to the delegated services. NHS Western Isles do not budget for delayed discharges and the notional cost of delays for 23/24 was £1.8m. The marginal cost pressure of opening contingency beds will be circa £500k. Within the agreed balanced budget of the IJB in 24/25 is the offset saving made from the difficulties recruiting into both care at home and home care, net of void costs and agency staff of approx. £1m. The notional calculation used for delayed beds days is £321 per day.	

2.3.4 Risk Assessment/Management

Delayed discharge is monitored through the risk register process of the parent bodies and the Integration Joint Board.

2.3.5 Equality and Diversity, including health inequalities

Impact assessments will be subject to consideration, if appropriate, on the basis of recommendations arising from the improvement activity.

2.3.6 Climate Emergency and Sustainability Development

State how this report will support or impact on the Scottish Government's policy on Global Climate Emergency and Sustainability Development DL(2021)38, against the 5 themes:

1	Sustainable Buildings & Land	
2	Sustainable Travel	
3	Sustainable Goods and Services	
4	Sustainable Care	
5	Sustainable Communities	X
Describe other relevant impacts:		

2.3.7 Other impacts

N/A

2.3.8 Communication, involvement, engagement and consultation

The Board has carried out its duties to involve and engage external stakeholders where appropriate:

Previous MDT work on the Delayed Discharge agenda has included internal and external communication and engagement with stakeholders. It is anticipated that this will continue and be included in the service improvement planning activity.

2.3.9 Route to the Meeting

This has been previously considered by the following groups as part of its development.

The groups have either supported the content, or their feedback has informed the development of the content presented in this report.

Previous Corporate Management Team Reports

2.4 Recommendation

- **Discussion** – Examine and consider the implications of a matter.

3 List of appendices

The following appendices are included with this report:

- Item 6.1.1 - Appendix 1 – Whole System Flow Intelligence Report
- Item 6.1.2 - Appendix 2 – Delayed discharge charts at census point