



REPORT TO: MORAY INTEGRATION JOINT BOARD AUDIT, PERFORMANCE AND RISK COMMITTEE ON 19 SEPT 2019

SUBJECT: DELAYED DISCHARGES

BY: SEAN COADY, HEAD OF SERVICE

1. REASON FOR REPORT

- 1.1. To inform the Audit, Performance and Risk Committee of Health and Social Care Moray performance in regards to Delayed Discharges and the actions being undertaken to address the performance within this area.

2. RECOMMENDATION

2.1 It is recommended that the Committee consider and note:

- i) the performance of Health and Social Care Moray (HSCM) in regards to Delayed Discharge;
- ii) the collated comments from the workshop on 23 July 2019 in APPENDIX 1 ; and
- iii) a progress report will be brought to this committee on 26 March 2020.

3. BACKGROUND

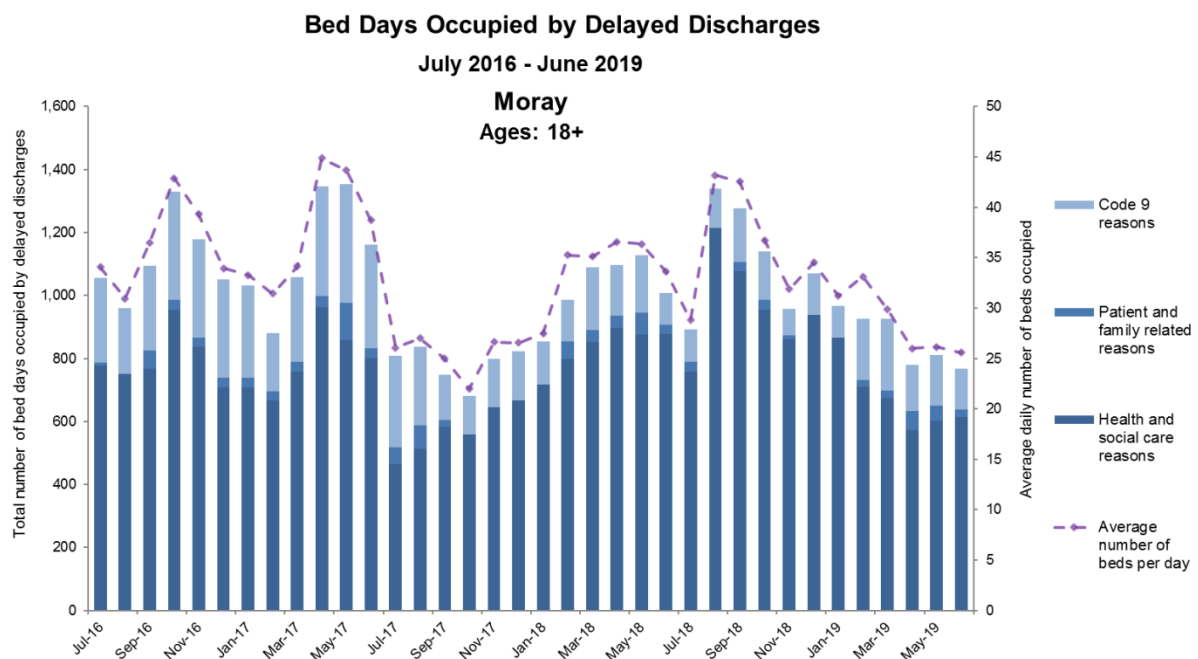
- 3.1. The purpose of this report is to provide further analysis on the current Delayed Discharge performance as requested by this committee on 28 March 2019 (para 5 of the minute refers).

4. KEY MATTERS RELEVANT TO RECOMMENDATION

- 4.1. A delayed discharge is a hospital inpatient who is clinically ready for discharge from inpatient hospital care and who continues to occupy a hospital bed beyond the ready for discharge date. (Extensive documentation on the Delayed Discharge definition and methodology behind the process, coding and data capture can be found at: <https://www.isdscotland.org/Health-Topics/Health-and->

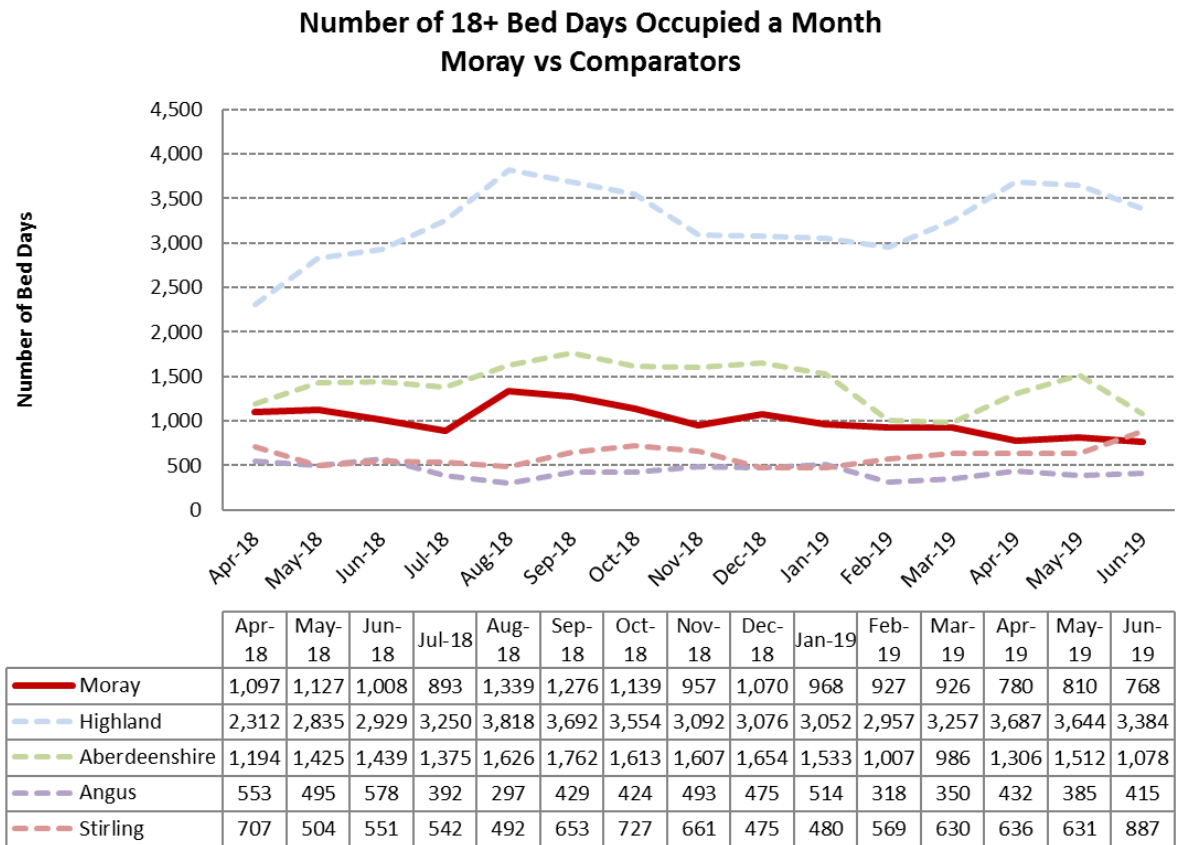
- 4.2. Timely discharge from hospital is an important indicator of quality and is a marker for person-centred, effective, integrated and harm free care.
- 4.3. The number of Bed Days Occupied by Delayed Discharge has varied considerably over the past 3 years as shown in Figure 1.
- 4.4. The reasons for delay are categorised with the majority currently being recorded as “Health and Social Care reasons”. Further detailed analysis is being undertaken to gain further understanding of the issues however a significant element of delay is attributed to waiting for Social Work assessment to commence or complete or issues where power of attorney is not in place. Another element of this category type that can contribute to delays is the difficulty in recruiting carers to provide care in the locations required, an issue that is experienced across Scotland (Shortage Occupations List 2018 <https://www.gov.scot/publications/shortage-occupations-list-2018-9-call-evidence-scottish-government-response-health-social-care/pages/5/> - Para 47).
- 4.5. Whilst the latest figure is one of the lowest since July 2016, the volatility of the measure requires constant monitoring and action (Fig 1):

4.6.
Fig 1



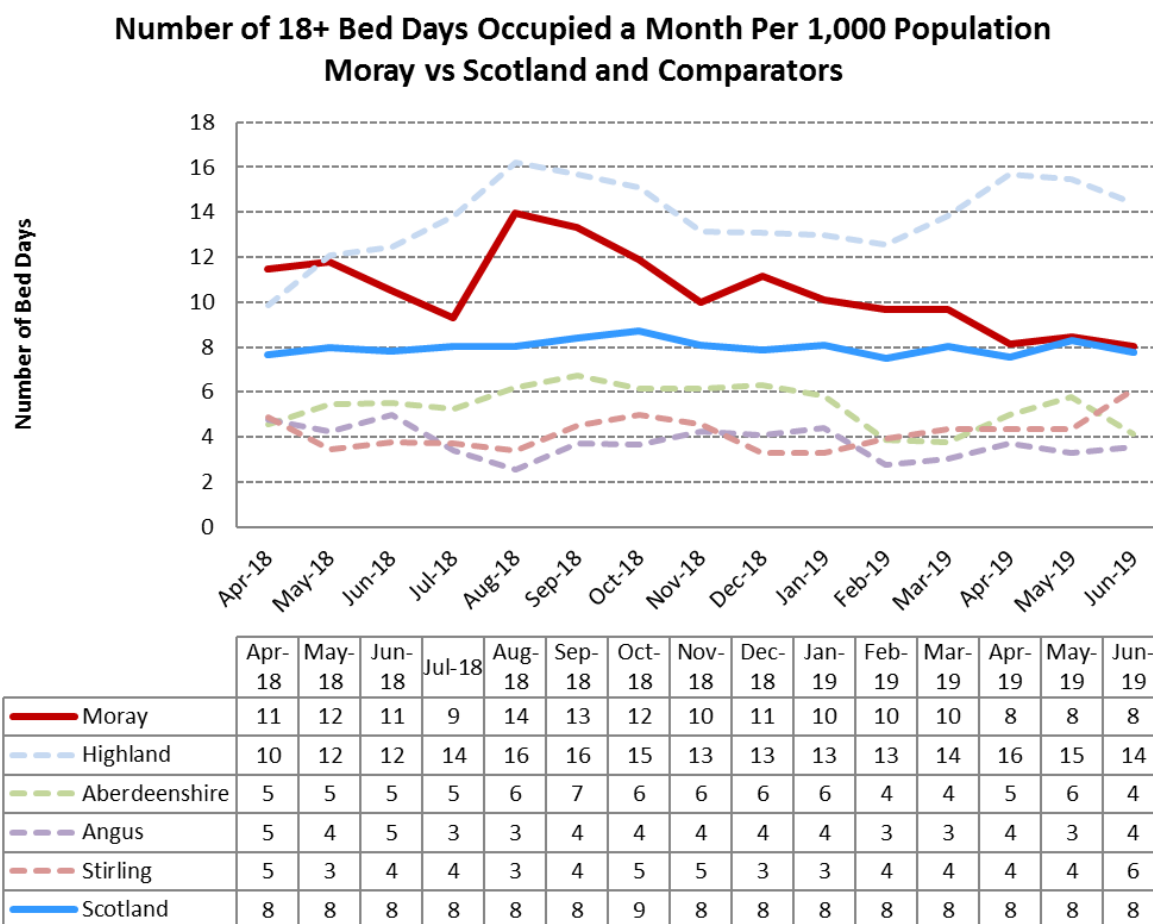
Moray has had a decreasing trend in the number of Bed Days occupied by Delayed Discharges since August 2018.

Fig 2



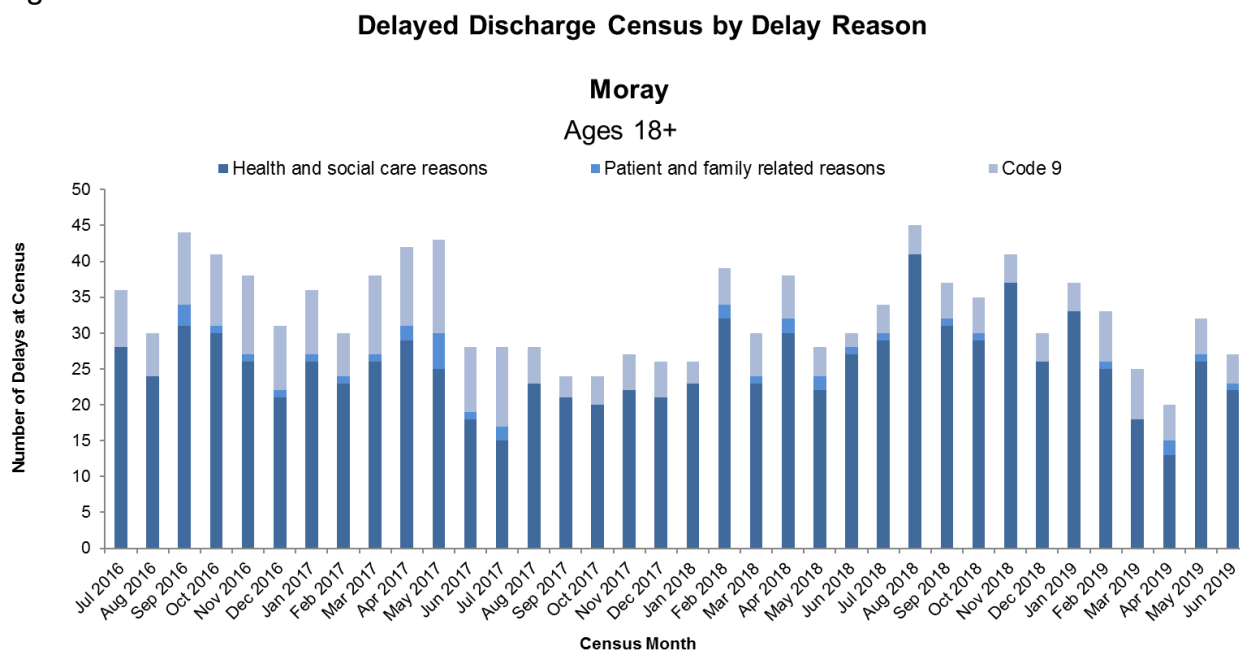
4.7. To bring Moray in line with the Scottish average the level for number of Bed Days occupied would need to be under 732 per month. The chart in Fig 3 shows the rate per 1,000 population for Moray, Scotland and comparators.

Fig 3



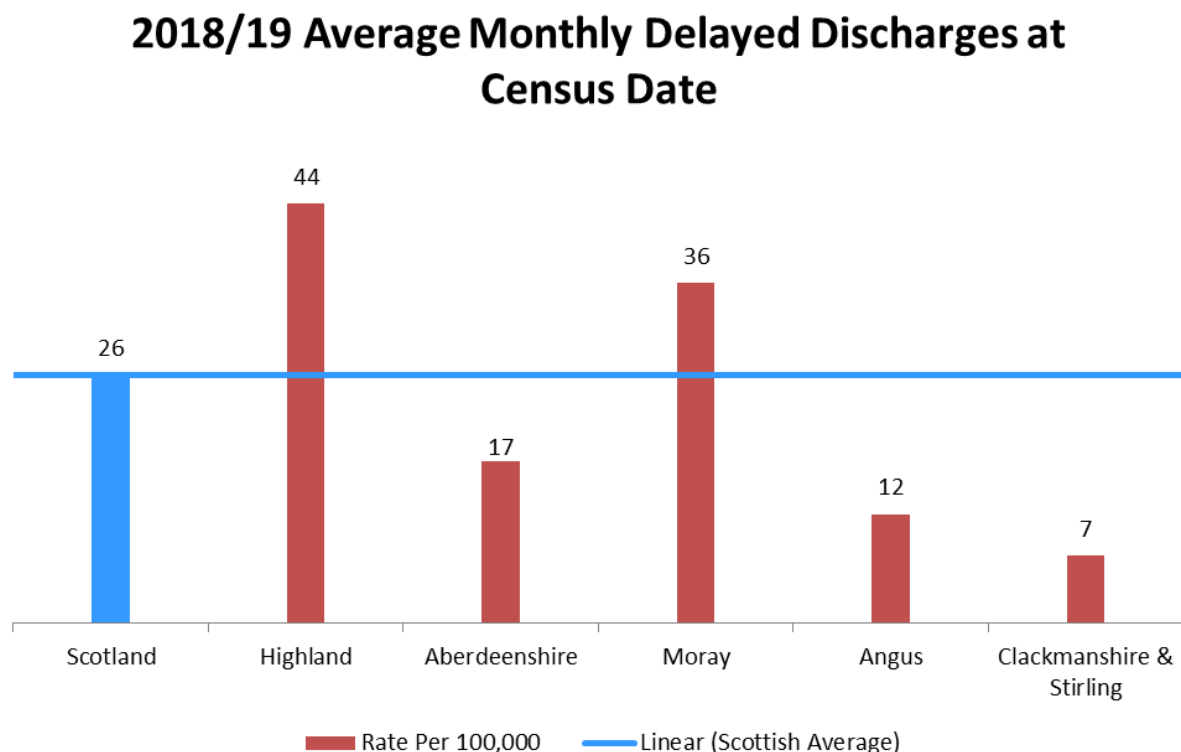
- 4.8. In addition to the reduction in bed days occupied by delayed discharge there has also been a reduction in the number of people Delayed at Census Date. (Census date is usually the last Thursday of the month) (Fig 4). The figure of 20 at April 2019 was the lowest in the last 3 years albeit it has increased and was sitting at 27 in the June Census. As can be seen from the chart the “Health and Social care reason” categorisation remains the prevalent one with 23 of the 27 delays in June allocated this code.

Fig 4



4.9. As Delayed Discharge figures can vary greatly from one month to the next the following shows the yearly average of the monthly census figures for Moray, Scotland and its comparators (Fig 5):

Fig 5



4.10. In order to be able to compare figures across different populations, a rate per 100,000 population of the 2018/19 monthly average is derived. Moray has averaged 36 delayed discharges a month per 100,000 population. In order to bring this number down to under the Scottish average of 26, **Moray would need to achieve, or be below, a level of 25 Delayed Discharges at the Monthly census.**

4.11. HSCM are looking to take forward improvement initiatives and have looked at other boards who have been working with Healthcare Improvement Scotland. Following discussions at Performance Management Group in April 2019, a small group of key practitioners undertook a facilitated process mapping session to seek areas where changes could be identified and implemented immediately or that required further work to consider options and impacts.

There were no actions that could be immediately implemented however the initial assessment identified priority areas for further work:-

- Continued focus on recruiting home care staff
- Early referral, home first and adults with capacity
- Focused work on first 36 hours of admission
- Discharge to assessment process
- Intermediate care
- Hospital from home

The group also recommended that due to the complexity of the problem and the inter dependencies across many services, it would be beneficial to adopt the Moray Alliance process for a whole system approach.

4.12. These key improvement areas formed the basis of a workshop held on 23 July 2019 with representatives from all services involved to identify the issues and potential solutions for Moray. Over 40 staff attended the workshop and heard about the current performance information, the findings and recommendations of the NHS National Day of Care Survey for Community Hospitals and Dr Gray's May 2019, an overview from the Geriatrician on the impact of delays for the individual and the video "1000 days".

4.13. Following presentations the staff broke into smaller groups and discussed the following questions:-

- i. What can we do to improve delayed discharges?
- ii. What can we stop doing now?
- iii. How can we develop effective Multi-disciplinary teams (MDT) working to support discharges?

4.14. The output from the workshop has been collated and as shown in **APPENDIX 1**. These comments are in the process of being refined into actions and will be incorporated into the transformation plan, which will underpin the Moray Integration Joint Board Strategic Plan.

5. SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP)) and Moray Integration Joint Board Strategic Commissioning Plan 2016 – 2019

Performance management reporting is a legislative requirement under section 42 of the Public Bodies (Joint Working) (Scotland) Act 2014.

In addition to publishing an Annual Performance Report, the Moray Integration Scheme requires that the MIJB will "monitor the performance of the delivery of integrated services using the

Strategic Plan on an ongoing basis” (para 5.2.2 of the Moray Integration Scheme refers).

(b) Policy and Legal

None directly associated with this report.

(c) Financial implications

None directly associated with this report.

(d) Risk Implications and Mitigation

The report highlights the historical performance Moray has in regards to Delayed Discharges and the actions being undertaken to address this.

(e) Staffing Implications

None directly associated with this report.

(f) Property

None directly associated with this report.

(g) Equalities/Socio Economic Impact

An Equality Impact Assessment is not required as there are no changes to policy or procedure as a direct result of this report.

(h) Consultations

Consultation on this report has taken place with the following staff who are in agreement with the content in relation to their area of responsibility:-

- Head of Service,
- Chief Financial Officer,
- Caroline Howie, Committee Services Officer
- Corporate Manager

6. CONCLUSION

6.1 This report provides an update on delayed discharge performance of HSCM and the actions that are underway and planned to improve.

6.2 The level of delayed discharge is currently higher than that which would be determined as acceptable and there is a very clear focus and prioritisation from all services involved to reduce these figures.

Author of Report: Bruce Woodward

Background Papers: Available on request

Ref: