



# **PERFORMANCE REPORT - SUPPORTING CHARTS**

## **QUARTER 3 2021/22**

(1 OCTOBER 2021 – 31 DECEMBER 2021)

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# 1. PERFORMANCE SUMMARY

## BAROMETER OVERVIEW

Moray currently has **11 local indicators**. Of these **3 are Green** and **4 are Red** and **3 are Amber**. Data for one of the indicators are not yet available.

Figure 1 - Performance Summary

Health and Social Care Moray Performance Report									
Code	Barometer (Indicator)	Q3 2021 Oct-Dec	Q4 2021 Jan-Mar	Q1 2122 Apr-Jun	Q2 2122 Jul-Sep	Q3 2122 Oct-Dec	New Target (from Q1 2122)	Previous Target from Q1 2021 or earlier	RAG
<b>AE</b>	<b>Accident and Emergency</b>								
AE-01	A&E Attendance rate per 1000 population (All Ages)	16.8	17.8	23.5	21.7	20.0	no change	21.7	<b>G</b>
<b>DD</b>	<b>Delayed Discharges</b>								
DD-01	Number of delayed discharges (including code 9) at census point	23	17	19	29	35	no change	10	<b>R</b>
DD-02	Number of bed days occupied by delayed discharges (including code 9) at census point	672	496	592	784	1142	no change	304	<b>R</b>
<b>EA</b>	<b>Emergency Admissions</b>								
EA-01	Rate of emergency occupied bed days for over 65s per 1000 population	1881	1773	1859	1934	2045	2037	2107	<b>A</b>
EA-02	Emergency admission rate per 1000 population for over 65s	179.5	174.8	185.9	190.4	187.2	179.9	179.8	<b>A</b>
EA-03	Number of people over 65 years admitted as an emergency in the previous 12 months per 1000 population	122.5	119.3	124.1	126.7	126.3	123.4	124.6	<b>A</b>
<b>HR</b>	<b>Hospital Readmissions</b>								
HR-01	% Emergency readmissions to hospital within 7 days of discharge	4.3%	5.0%	4.4%	4.1%	3.5%	no change	4.2%	<b>G</b>
HR-02	% Emergency readmissions to hospital within 28 days of discharge	9.3%	9.8%	9.2%	8.4%	8.4%	no change	8.4%	<b>G</b>
<b>MH</b>	<b>Mental Health</b>								
MH-01	% of patients commencing Psychological Therapy Treatment within 18 weeks of referral	100%	100%	100%	100%	67%	no change	90%	<b>R</b>
<b>SM</b>	<b>Staff Management</b>								
SM-01	NHS Sickness Absence (% of hours lost)	3.6%	3.1%	4.2%	6.0%	5.5%	no change	4%	<b>R</b>

## 2. DELAYED DISCHARGE - RED

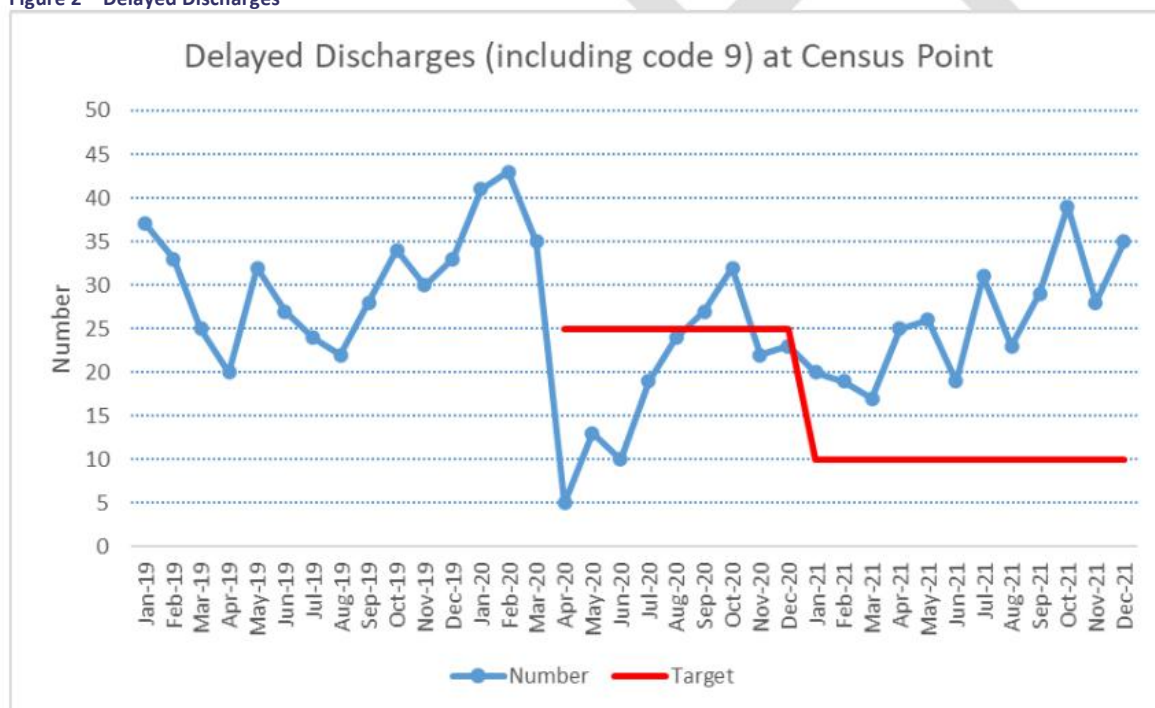
### Trend Analysis

The number of delays at snapshot (**35**) and number of bed days lost due to delayed discharges (**1142**) have both increased since Q1 2021/22. Prior to March 2021 the figure had been reducing. It appears that the third wave has now peaked and the indications are that the number of people facing a delay in being discharged from hospital will show a reduction next quarter.

#### DD-01: NUMBER OF DELAYED DISCHARGES (INCLUDING CODE 9, CENSUS SNAPSHOT, AT END OF QUARTER)

<b>Purpose</b>	Reliably achieving timely discharge from hospital is an important indicator of quality and is a marker for person centred, effective, integrated, and harm free care.		
<b>Strategic Priority</b>	2: HOME FIRST	<b>Linked Indicator(s)</b>	<a href="#">DD-02</a>
<b>National Health &amp; Wellbeing Outcomes</b>	2, 3, 5, 7		

Figure 2 – Delayed Discharges



#### Indicator Trend – Increasing

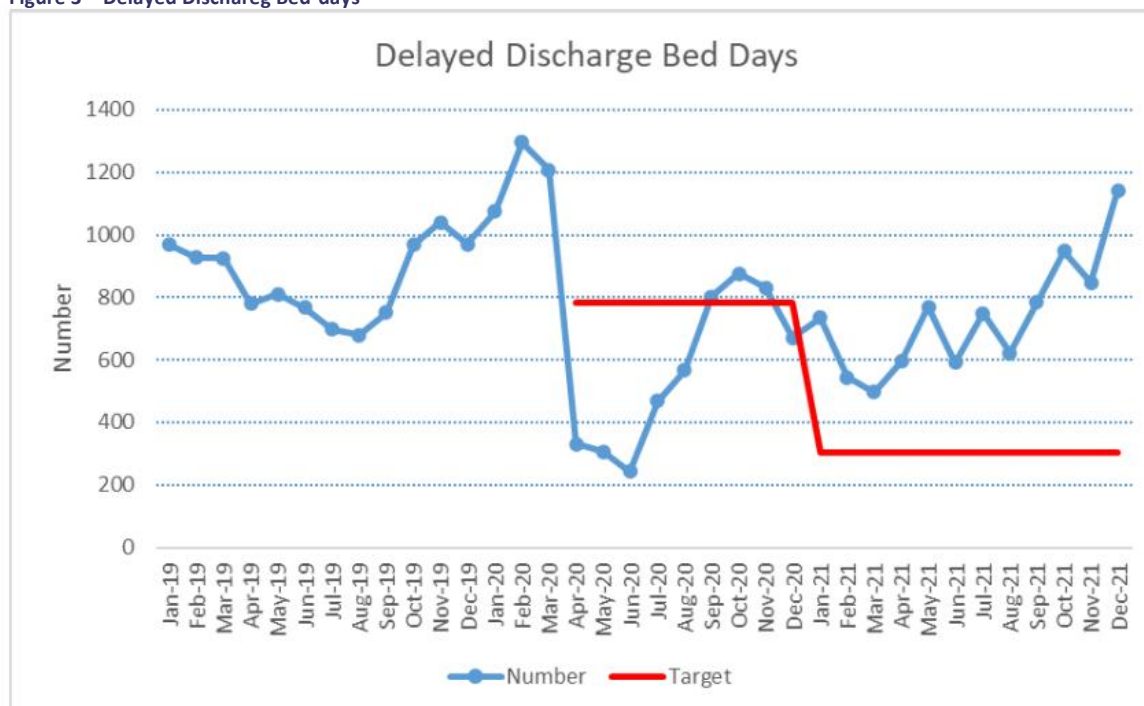
Despite some volatility in numbers from month to month the underlying trend for the number of people experiencing Delayed Discharge has been steadily increasing since the end of Quarter 4 2020/21.

**Source** [Public Health Scotland](#)

#### DD-02: NUMBER OF BED DAYS OCCUPIED BY DELAYED DISCHARGES PER QUARTER (INC CODE 9) PER 1000 18+ POPULATION

<b>Purpose</b>	This monitors the number of people delayed in hospital once medically fit for discharge. Longer stays in hospital are associated with increased risk of infection, low mood, and reduced motivation.		
<b>Strategic Priority</b>	2: HOME FIRST	<b>Linked Indicator(s)</b>	<a href="#">DD-01</a>
<b>National Health &amp; Wellbeing Outcomes</b>	2, 3, 5, 7		

Figure 3 – Delayed Discharge Bed-days

**Indicator Trend – Increasing**

The number of bed-days are now close to 4 times the target number of days and has shown no sign of reducing for the past 3 quarters.

**Source** [Public Health Scotland](#)

### 3. EMERGENCY ADMISSIONS - AMBER

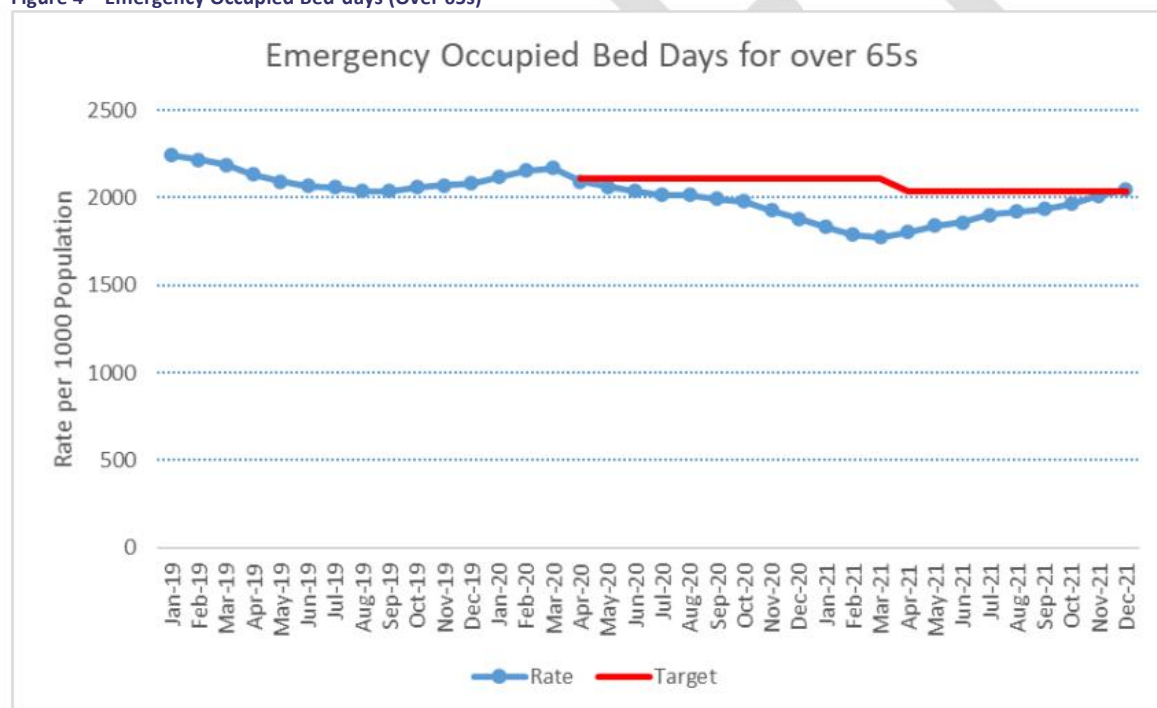
#### Trend Analysis

Since March 2021 there has been a steady increase each month in the rate of emergency occupied bed days for over 65s and the rate increased during quarter 3 from 1,934 to 2,045 in December 2021. However, the emergency admission rate per 1000 population for over 65s has reduced from 190.4 to 187.2 over the same period, while the number of people over 65 admitted to hospital in an emergency also reduced from 126.7 to 126.3.

#### EA-01: RATE OF EMERGENCY OCCUPIED BED DAYS FOR OVER 65s PER 1000 POPULATION

<b>Purpose</b>	EA-01, EA-02, and EA-03 are all interconnected and provide a narrative when viewed together of whether emergency admissions and bed days are within tolerance and indicate where potential risks could arise.		
<b>Strategic Priority</b>	1: BUILDING RESILIENCE	<b>Linked Indicator(s)</b>	<a href="#">EA-02</a> , <a href="#">EA-03</a>
<b>National Health &amp; Wellbeing Outcomes</b>	1, 2, 3, 5		

Figure 4 – Emergency Occupied Bed-days (Over 65s)



#### Indicator Trend – Increasing

This indicator was on a downward trend for most of 2020, but since the start of 2021 has been increasing and has now exceeded the reduced target that has been set.

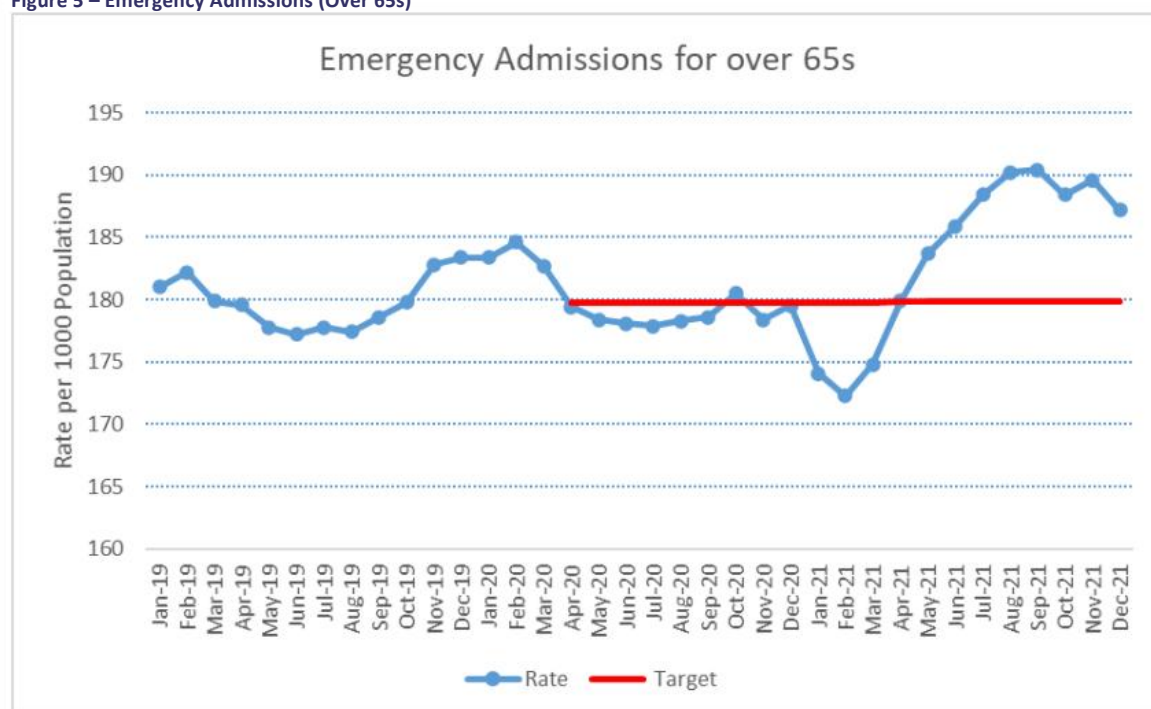
<b>Source</b>	Health Intelligence
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**EA-02: EMERGENCY ADMISSIONS RATE PER 1000 POPULATION FOR OVER 65s**

<b>Purpose</b>	EA-01, EA-02, and EA-03 are all interconnected and provide a story when viewed together of whether emergency admissions and bed days are within tolerance and indicate where potential risks could arise.		
<b>Strategic Priority</b>	1: BUILDING RESILIENCE	<b>Linked Indicator(s)</b>	<a href="#">EA-01</a> , <a href="#">EA-03</a>
<b>National Health &amp; Wellbeing Outcomes</b>	1, 2, 3, 5		

Figure 5 – Emergency Admissions (Over 65s)

**Indicator Trend – Reducing**

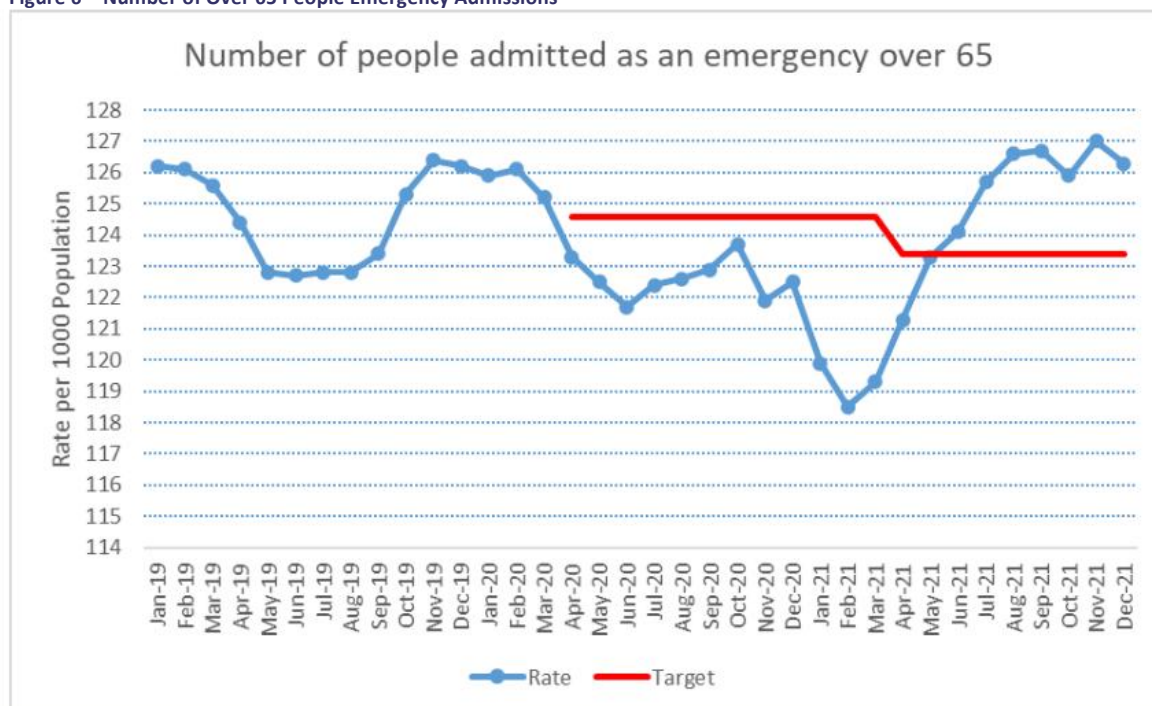
At the start of 2021 the trend had been rapidly increasing, but since August there has been a steady and sustained reduction, albeit above the target of 179.9 admissions per 1,000 population.

<b>Source</b>	Health Intelligence
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### EA-03: NUMBER OF PEOPLE OVER 65 YEARS ADMITTED AS AN EMERGENCY IN THE PREVIOUS 12 MONTHS PER 1000 POPULATION

<b>Purpose</b>	EA-01, EA-02, and EA-03 are all interconnected and provide a story when viewed together of whether emergency admissions and bed days are within tolerance and indicate where potential risks could arise.		
<b>Strategic Priority</b>	1: BUILDING RESILIENCE	<b>Linked Indicator(s)</b>	<a href="#">EA-01</a> , <a href="#">EA-02</a>
<b>National Health &amp; Wellbeing Outcomes</b>	1, 2, 3, 5		

Figure 6 – Number of Over 65 People Emergency Admissions



#### Indicator Trend – **Stable**

This indicator was showing a consistent downward trend until February 2021, since when the trend reversed and increased rapidly. As with Figure 4 the rate levelled off in August, and remains above target with a figure of 126.3 per 1,000 population.

**Source** Health Intelligence



## 4. EMERGENCY DEPARTMENT – GREEN

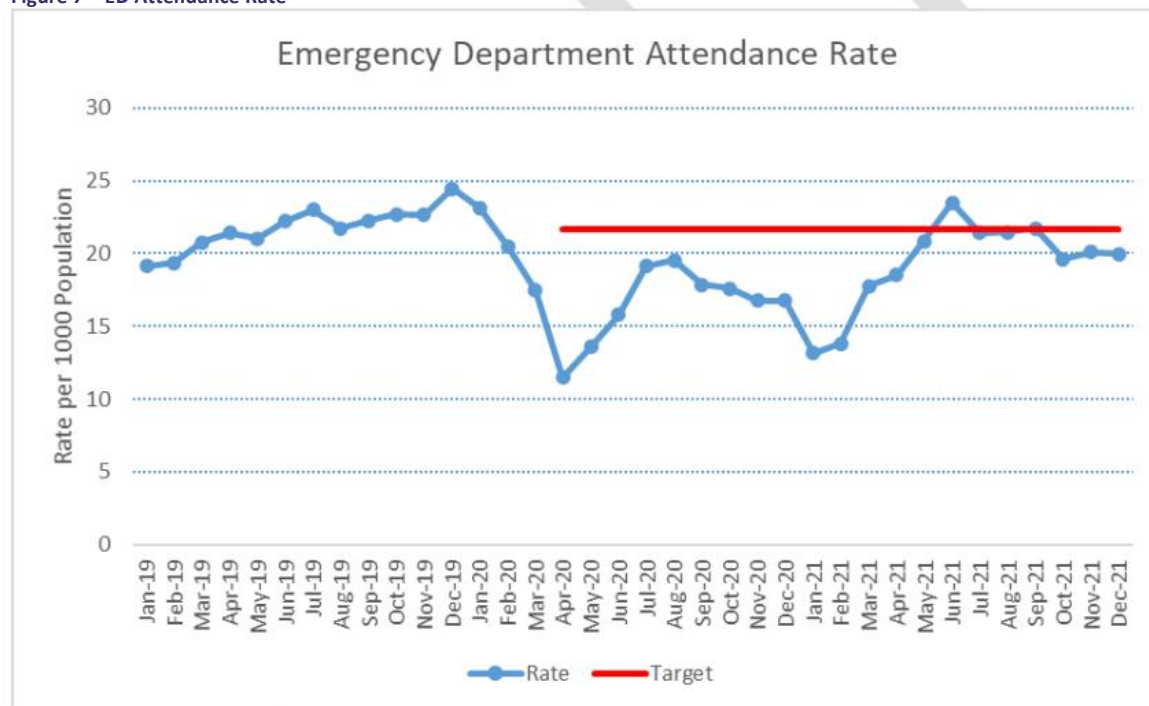
### Trend Analysis

There has been a slight decrease in the rate per 1,000 this quarter from **21.7** to **20.0**, meeting the target but still well above the number presenting at the same period last year. Since June last year the trend has been reducing in gradual steps.

#### AE-01: ED ATTENDANCE RATES PER 1,000 POPULATION (ALL AGES)

<b>Purpose</b>	A greater system-wide understanding of how people access emergency care, and why certain choices are made, will allow local health systems to develop intelligence about avoidable attendances at emergency departments and target their responses.		
<b>Strategic Priority</b>	3: PARTNERS IN CARE	<b>Linked Indicator(s)</b>	<a href="#">HR-01</a> , <a href="#">HR-02</a>
<b>National Health &amp; Wellbeing Outcomes</b>	1, 2, 3, 5		

Figure 7 – ED Attendance Rate



#### Indicator Trend – Stable

During quarter 3 the attendance rate per 1,000 population has remained stable, below the target level. However, the attendance rate is almost double the rate experienced at the end of April 2020.

<b>Source</b>	Health Intelligence
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## 5. HOSPITAL RE-ADMISSIONS - GREEN

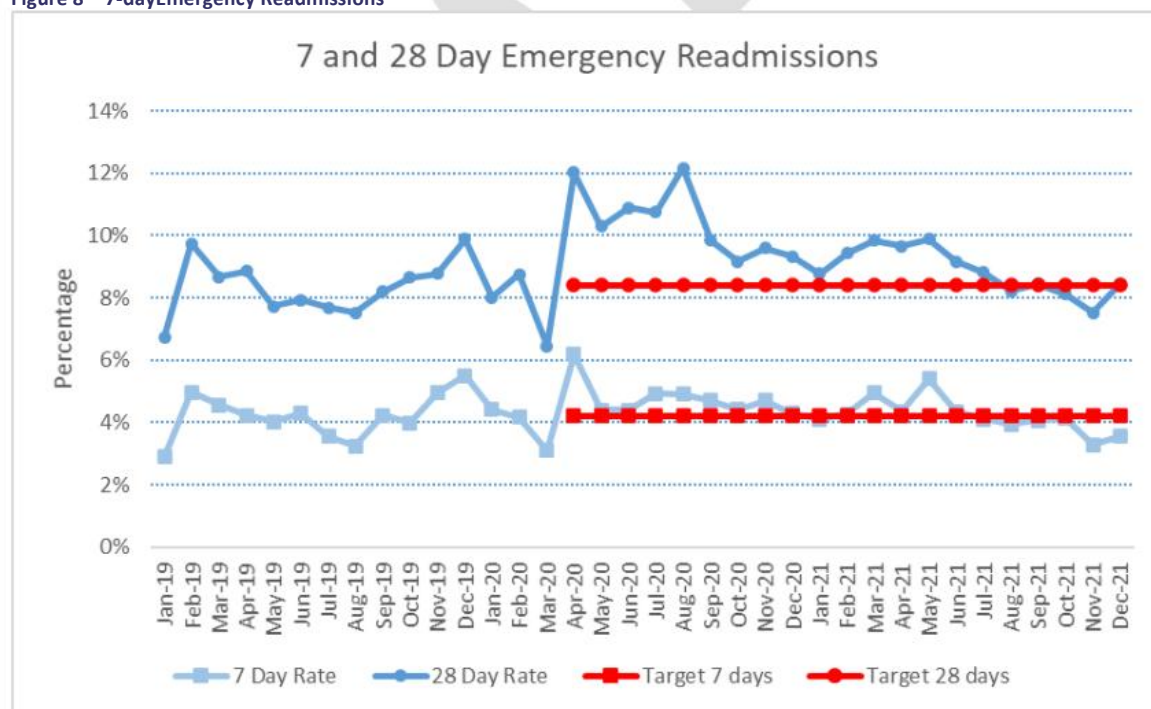
### Trend Analysis

Both indicators in this barometer are now green. 28 day re-admissions are **8.4%** and 7 day Re-admissions are at **3.5%**.

#### HR-01: PERCENTAGE OF EMERGENCY RE-ADMISSIONS TO HOSPITAL WITHIN 28 DAYS - MORAY PATIENTS

<b>Purpose</b>	Re-admissions are often undesirable for patients, and have also been shown to be associated with the quality of care provided to patients at several stages along the clinical pathway, including during initial hospital stays, transitional care services and post-discharge support. (This measure lags by a month due to the time required for a potential 28 day discharge to occur)		
<b>Strategic Priority</b>	1: BUILDING RESILIENCE	<b>Linked Indicator(s)</b>	<a href="#">HR-02</a> , <a href="#">AE-01</a>
<b>National Health &amp; Wellbeing Outcome</b>	1, 2, 3, 5		

Figure 8 – 7-dayEmergency Readmissions



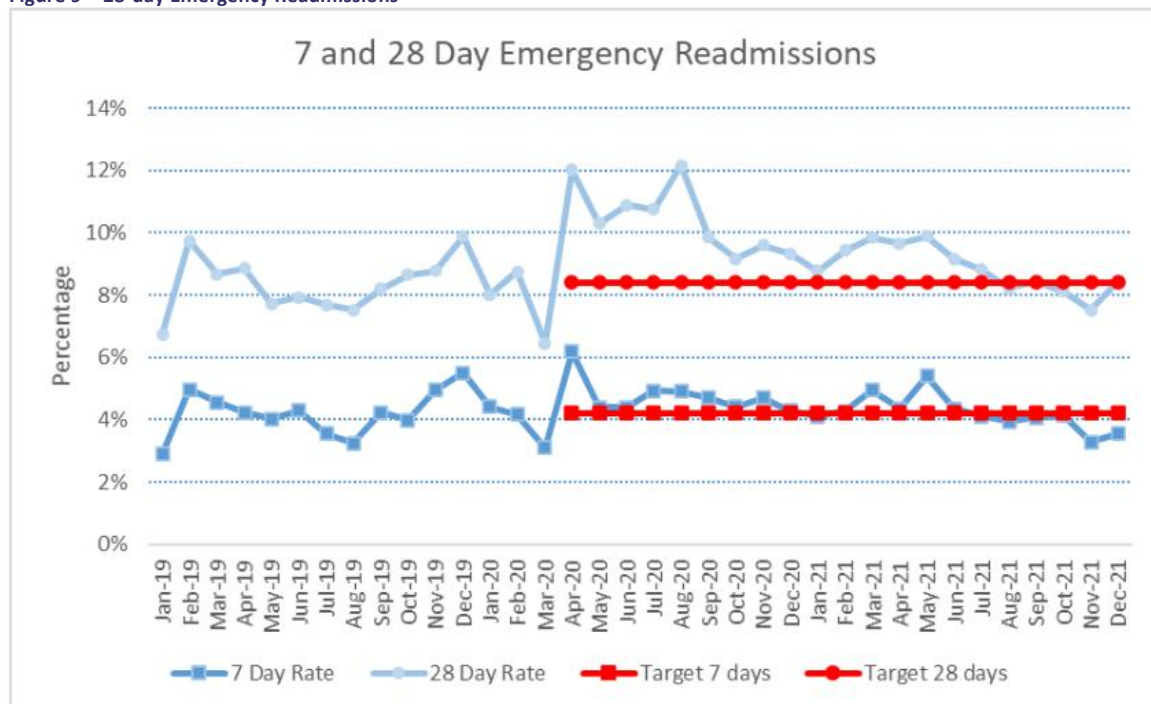
#### Indicator Trend – Stable

28-day Hospital Re-admissions have remained around the target of 8.4% this quarter.

<b>Source</b>	Health Intelligence
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**HR-02: PERCENTAGE OF EMERGENCY RE-ADMISSIONS TO HOSPITAL WITHIN 7 DAYS - MORAY PATIENTS**

<b>Purpose</b>	Re-admissions are often undesirable for patients, and have also been shown to be associated with the quality of care provided to patients at several stages along the clinical pathway, including during initial hospital stays, transitional care services and post-discharge support.		
<b>Strategic Priority</b>	1: BUILDING RESILIENCE	<b>Linked Indicator(s)</b>	<a href="#">HR-01</a> , <a href="#">AE-01</a>
<b>National Health &amp; Wellbeing Outcome</b>	1, 2, 3, 5		

**Figure 9 – 28-day Emergency Readmissions****Indicator Trend – Stable**

7-day Hospital Re-admissions have remained below the target of 4.2% this quarter.

**Source** Health Intelligence

## 6. MENTAL HEALTH - RED

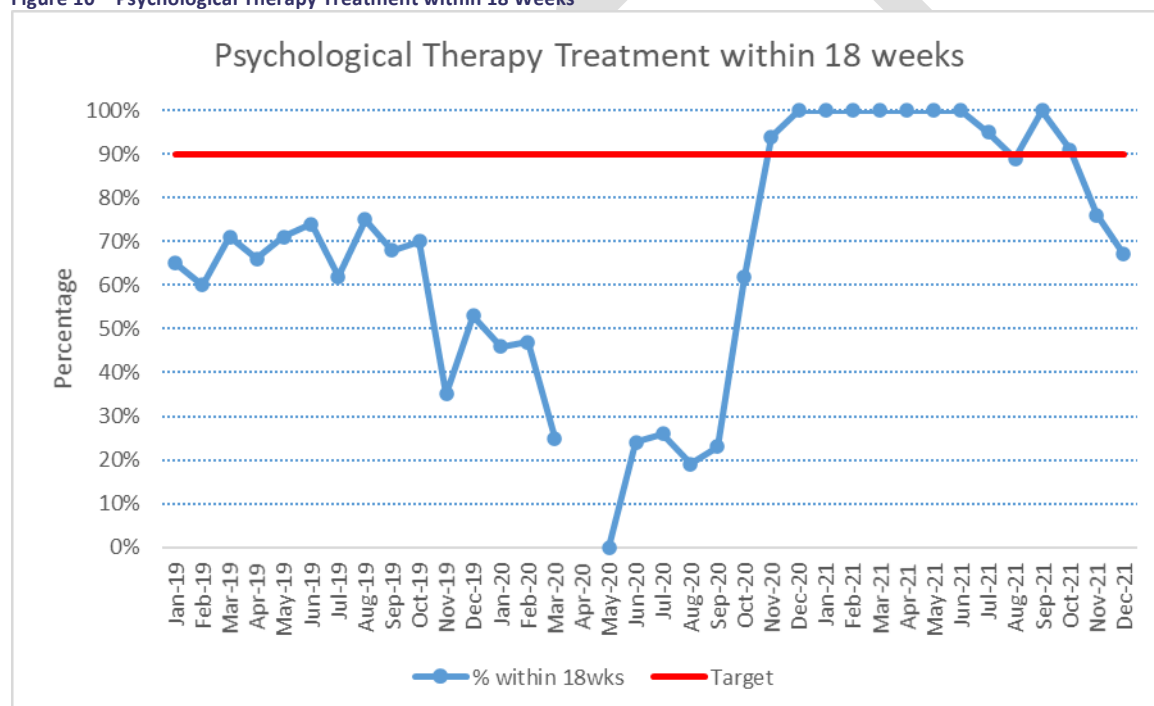
### Trend Analysis

After 24 months below target and a year at around 20% this measure was at 100% for the 6 months from December 2020 through to June 2021. However, quarter 3 has shown a rapid reduction with **67%** of patients being referred within 18 weeks during December 2022.

#### MH-01: PERCENTAGE OF PATIENTS COMMENCING PSYCHOLOGICAL THERAPY TREATMENT WITHIN 18 WEEKS OF REFERRAL

<b>Purpose</b>	Timely access to healthcare is a key measure of quality and that applies equally in respect of access to mental health services.		
<b>Strategic Priority</b>	3: PARTNERS IN CARE	<b>Linked Indicator(s)</b>	
<b>National Health &amp; Wellbeing Outcome</b>	1, 2, 3, 5		

Figure 10 – Psychological Therapy Treatment within 18 Weeks



#### Indicator Trend – Reducing

Having been at 100% for four quarters in a row this measure has reduced below target during quarter 3.

<b>Source</b>	Health Intelligence
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## 7. STAFF MANAGEMENT - RED

### Trend Analysis

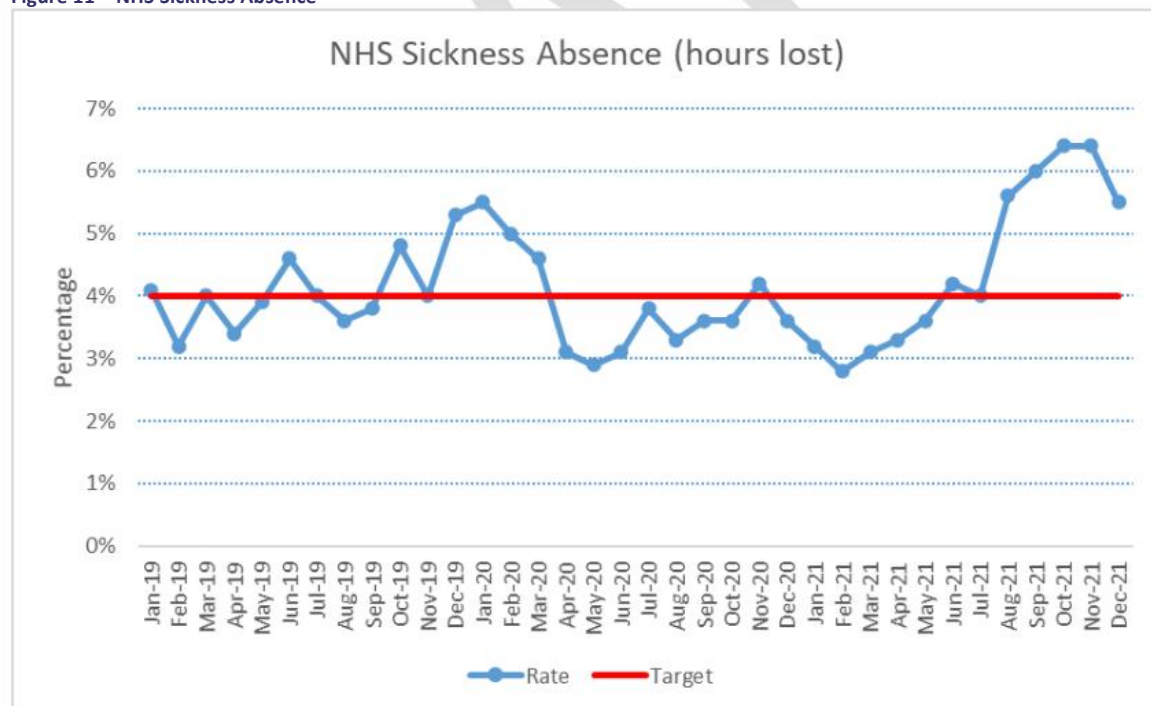
Sickness absence for NHS employed staff rose to 6.4%, one and a half times greater than the target of 4%, during quarter 3, before reducing to **5.5%**. It's too early to identify a trend, but this may indicate the peak is over. Council employed staff sickness has risen again from **7.8%** to **8.05%**, which is above the figure for the same period in the previous year. The rate of increase has decreased sharply during quarter 3.

#### SM-01: NHS SICKNESS ABSENCE % OF HOURS LOST

Purpose	Attendance at work of all employees is essential in the interests of the effective and efficient operation of services.					
Strategic Priority	1: BUILDING RESILIENCE	Linked Indicator(s)		<a href="#">SM-02</a>		
National Health & Wellbeing Outcome	8					

Target (+10%)	Q2 20/21	Q3 20/21	Q4 20/21	Q1 21/22	Q2 21/22	Q3 21/22
4%	3.6%	3.6%	3.1%	4.2%	6.0%	5.5%

Figure 11 – NHS Sickness Absence



#### Indicator Trend – Stable

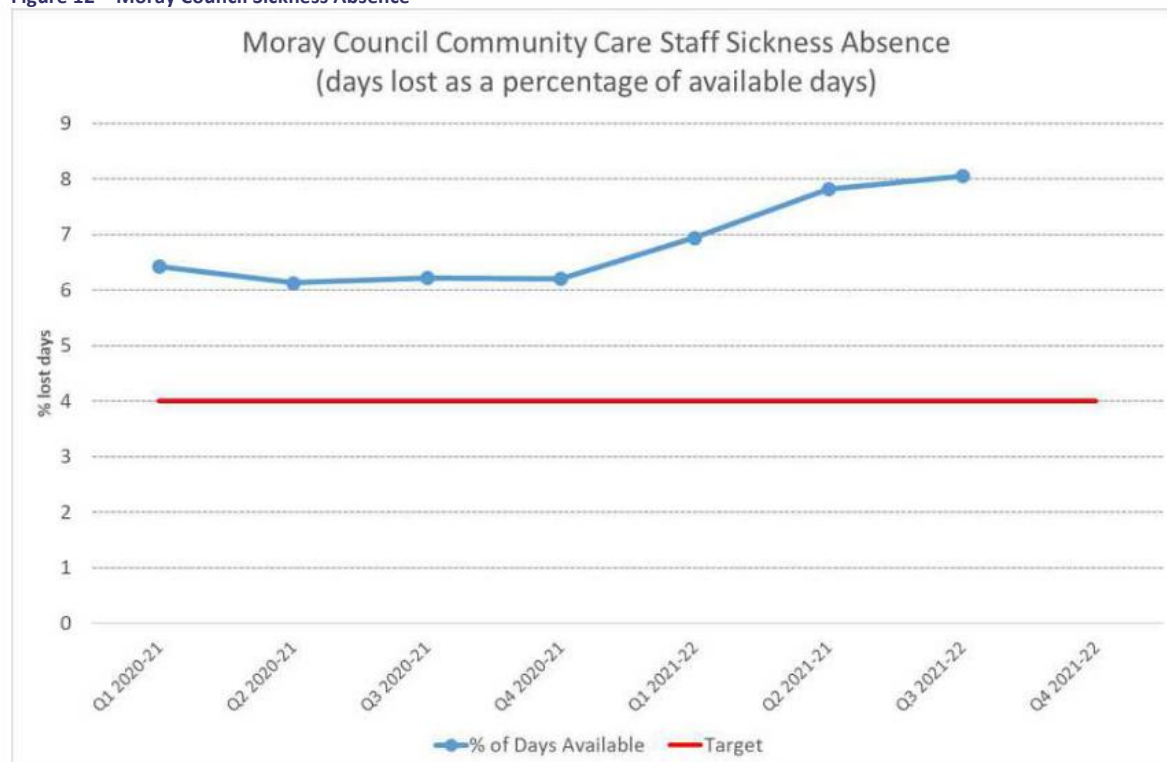
This indicator has been increasing over recent quarters and has remained 2.4% over target this quarter.

**Source** Health Intelligence

**SM-02: COUNCIL SICKNESS ABSENCE (% OF CALENDAR DAYS LOST)**

Purpose	Attendance at work of all employees is essential in the interests of the effective and efficient operation of services.						
Strategic Priority	1: BUILDING RESILIENCE		Linked Indicator(s)		<a href="#">SM-01</a>		
National Health & Wellbeing Outcome			1, 2, 3, 5				
	Target	Q2 20/21	Q3 20/21	Q4 20/21	Q1 21/22	Q2 21/22	Q3 21/22
	4%	6.1%	6.2%	6.2%	6.95%	7.8%	8.05%

Figure 12 – Moray Council Sickness Absence

**Indicator Trend – Increasing**

This indicator continues to rise, remaining above target although it is significantly lower than the figure of 9% recorded in quarter 4 2019/20 when it reached a peak.

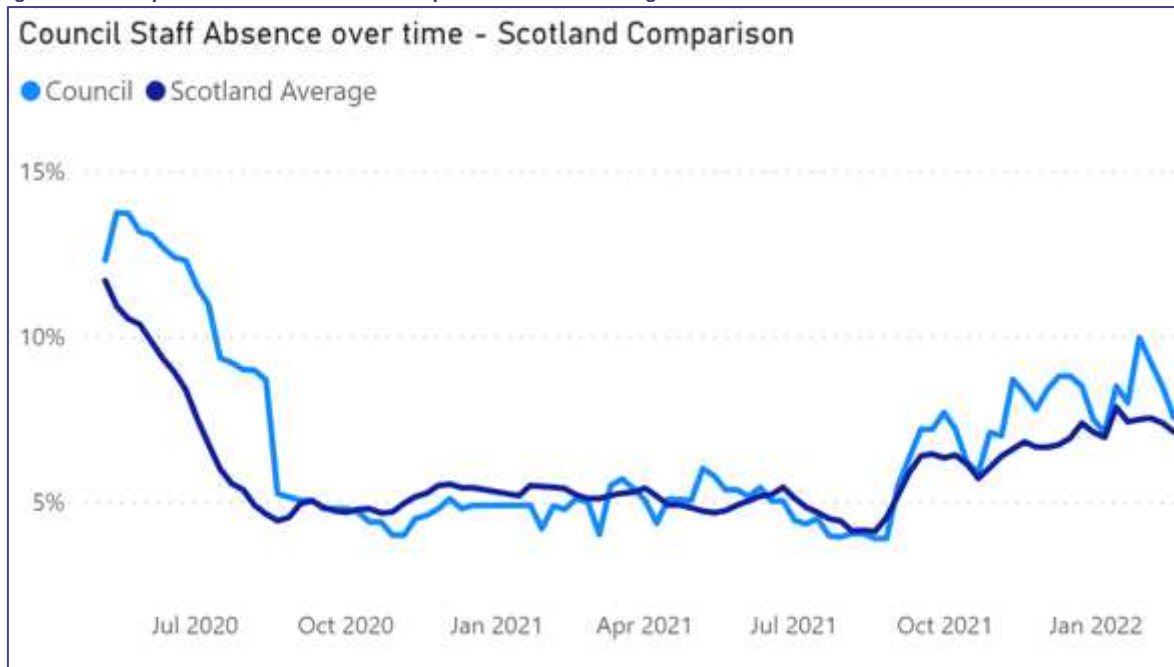
<b>Source</b>	Council HR
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## COUNCIL STAFF ABSENCE OVER TIME – SCOTLAND COMPARISON

Chart provided by the Improvement Service using data from the from weekly SOLACE council returns. This update captures data from the week ending 18 Feb 2022.

Figure 13 – Moray Council Sickness Absence Compared to National Average



## APPENDIX 1: KEY AND DATA DEFINITIONS

### RAG SCORING CRITERIA

<b>GREEN</b>	If Moray is performing better than target.
<b>AMBER</b>	If Moray is performing worse than target but within specified tolerance.
<b>RED</b>	If Moray is performing worse than target but outside of specified tolerance.
<b>▲ – ▼</b>	Indicating the direction of the current trend.

### PEER GROUP DEFINITION

Moray is defined as being in Peer Group 2 in the Local Government Benchmarking Framework

Family Group 1	Family Group 2	Family Group 3	Family Group 4
East Renfrewshire East Dunbartonshire Aberdeenshire Edinburgh, City of Perth & Kinross Aberdeen City Shetland Islands Orkney Islands	<b>Moray</b> <b>Stirling</b> <b>East Lothian</b> <b>Angus</b> <b>Scottish Borders</b> <b>Highland</b> <b>Argyll &amp; Bute</b> <b>Midlothian</b>	Falkirk Dumfries & Galloway Fife South Ayrshire West Lothian South Lanarkshire Renfrewshire Clackmannanshire	Eilean Siar Dundee City East Ayrshire North Ayrshire North Lanarkshire Inverclyde West Dunbartonshire Glasgow City

## APPENDIX 2: STRATEGIC PRIORITIES

### 1. THE HEALTH AND SOCIAL CARE STRATEGY AT A GLANCE

#### WE ARE PARTNERS IN CARE

**OUR VISION:** “We come together as equal and valued partners in care to achieve the best health and wellbeing possible for everyone in Moray throughout their lives.”

**OUR VALUES:** Dignity and respect; person-centred; care and compassion; safe, effective and responsive

**OUTCOMES:** Lives are healthier – People live more independently – Experiences of services are positive – Quality of life is improved – Health inequalities are reduced – Carers are supported – People are safe – The workforce continually improves – Resources are used effectively and efficiently

**THEME 1: BUILDING RESILIENCE** - Taking greater responsibility for our health and wellbeing

**THEME 2: HOME FIRST** - Being supported at home or in a homely setting as far as possible

**THEME 3: PARTNERS IN CARE** - Making choices and taking control over decisions affecting our care and support

#### TRANSFORMATION (DELIVERY) PLAN supported by enablers:



## BUILDING RESILIENCE

- **EA-01:** RATE OF EMERGENCY OCCUPIED BED DAYS FOR OVER 65S PER 1000 POPULATION
- **EA-02:** EMERGENCY ADMISSIONS RATE PER 1000 POPULATION FOR OVER 65S
- **EA-03:** NUMBER OF PEOPLE OVER 65 YEARS ADMITTED AS AN EMERGENCY IN THE PREVIOUS 12 MONTHS PER 1000 POPULATION
- **HR-01:** PERCENTAGE OF EMERGENCY RE-ADMISSIONS TO HOSPITAL WITHIN 28 DAYS - MORAY PATIENTS (DR GRAY'S)
- **HR-02:** PERCENTAGE OF EMERGENCY RE-ADMISSIONS TO HOSPITAL WITHIN 7 DAYS - MORAY PATIENTS (DR GRAY'S)
- **SM-01:** NHS SICKNESS ABSENCE % OF HOURS LOST
- **SM-02:** COUNCIL SICKNESS ABSENCE (% OF CALENDAR DAYS LOST)

## HOME FIRST

- **DD-01:** NUMBER OF DELAYED DISCHARGES (INCLUDING CODE 9, CENSUS SNAPSHOT, AT END OF QUARTER)
- **DD-02:** NUMBER OF BED DAYS OCCUPIED BY DELAYED DISCHARGES PER QUARTER (INC CODE 9) PER 1000 18+ POPULATION
- **UN-01:** NUMBER OF LONG-TERM HOME CARE HOURS UNMET AT WEEKLY SNAPSHOT
- **UN-02:** NUMBER OF PEOPLE WITH LONG-TERM CARE HOURS UNMET AT WEEKLY SNAPSHOT

## PARTNERS IN CARE

- **OA-01:** NUMBER OF REVIEWS OUTSTANDING AT END OF QUARTER SNAPSHOT
- **MH-01:** PERCENTAGE OF PATIENTS COMMENCING PSYCHOLOGICAL THERAPY TREATMENT WITHIN 18 WEEKS OF REFERRAL
- **AE-01:** A&E ATTENDANCE RATES PER 1000 POPULATION (ALL AGES)

## APPENDIX 3: NATIONAL HEALTH AND WELLBEING OUTCOMES

- 1 - PEOPLE ARE ABLE TO LOOK AFTER AND IMPROVE THEIR OWN HEALTH AND WELLBEING AND LIVE IN GOOD HEALTH FOR LONGER.**
- 2 - PEOPLE, INCLUDING THOSE WITH DISABILITIES OR LONG-TERM CONDITIONS, OR WHO ARE FRAIL; ARE ABLE TO LIVE, AS FAR AS REASONABLY PRACTICABLE, INDEPENDENTLY AT HOME, OR IN A HOMELY SETTING IN THEIR COMMUNITY.**
- 3 - PEOPLE WHO USE HEALTH AND SOCIAL CARE SERVICES HAVE POSITIVE EXPERIENCES OF THOSE SERVICES, AND HAVE THEIR DIGNITY RESPECTED.**
- 4 - HEALTH AND SOCIAL CARE SERVICES ARE CENTRED ON HELPING TO MAINTAIN OR IMPROVE THE QUALITY OF LIFE OF PEOPLE WHO USE THOSE SERVICES.**
- 5 - HEALTH AND SOCIAL CARE SERVICES CONTRIBUTE TO REDUCING HEALTH INEQUALITIES.**
- 6 - PEOPLE WHO PROVIDE UNPAID CARE ARE SUPPORTED TO LOOK AFTER THEIR OWN HEALTH AND WELLBEING, INCLUDING TO REDUCE ANY NEGATIVE IMPACT OF THEIR CARING ROLE ON THEIR OWN HEALTH AND WELLBEING.**
- 7 - PEOPLE USING HEALTH AND SOCIAL CARE SERVICES ARE SAFE FROM HARM.**
- 8 - PEOPLE WHO WORK IN HEALTH AND SOCIAL CARE SERVICES FEEL ENGAGED WITH THE WORK THEY DO AND ARE SUPPORTED TO CONTINUOUSLY IMPROVE THE INFORMATION, SUPPORT, CARE, AND TREATMENT THEY PROVIDE.**
- 9 - RESOURCES ARE USED EFFECTIVELY AND EFFICIENTLY IN THE PROVISION OF HEALTH AND SOCIAL CARE SERVICES.**