

South Ayrshire Health and Social Care Partnership

REPORT

Meeting of South Ayrshire Health and Social Care Partnership	Integration Joint Board
Held on	25 March 2020
Agenda Item	10
Title	Delayed Discharges Position Update
Summary: The purpose of the report is to provide an update on delayed discharges for Older People's Services in South Ayrshire and summarise the outcome of actions taken to reduce delays from 91 to fewer than 60 by end November 2019.	
Presented by	Director of Health and Social Care
Action required: It is recommended that the IJB note the current position and action taken regarding delayed discharges in South Ayrshire.	

Implications checklist – check box if applicable and include detail in report									
Financial	<input type="checkbox"/>	HR	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Equalities	<input type="checkbox"/>	Sustainability	<input type="checkbox"/>
Policy	<input type="checkbox"/>	ICT	<input type="checkbox"/>						

Directions required to NHS Ayrshire & Arran South Ayrshire Council, or both	1. No Direction Required	<input checked="" type="checkbox"/>
	2. Direction to NHS Ayrshire and Arran	<input type="checkbox"/>
	3. Direction to South Ayrshire Council	<input type="checkbox"/>
	4. Direction to NHS Ayrshire and Arran and South Ayrshire Council	<input type="checkbox"/>

**SOUTH AYRSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP
INTEGRATION JOINT BOARD
25th March 2020
Report by Director of Health & Social Care**

DELAYED DISCHARGES POSITION PAPER AND ACTION PLAN

1. PURPOSE OF REPORT

1.1 The purpose of the report is to provide an update on delayed discharges for Older People’s Services in South Ayrshire and summarise the outcome of actions taken to reduce delays from 91 to fewer than 60 by end November 2019.

2. RECOMMENDATION

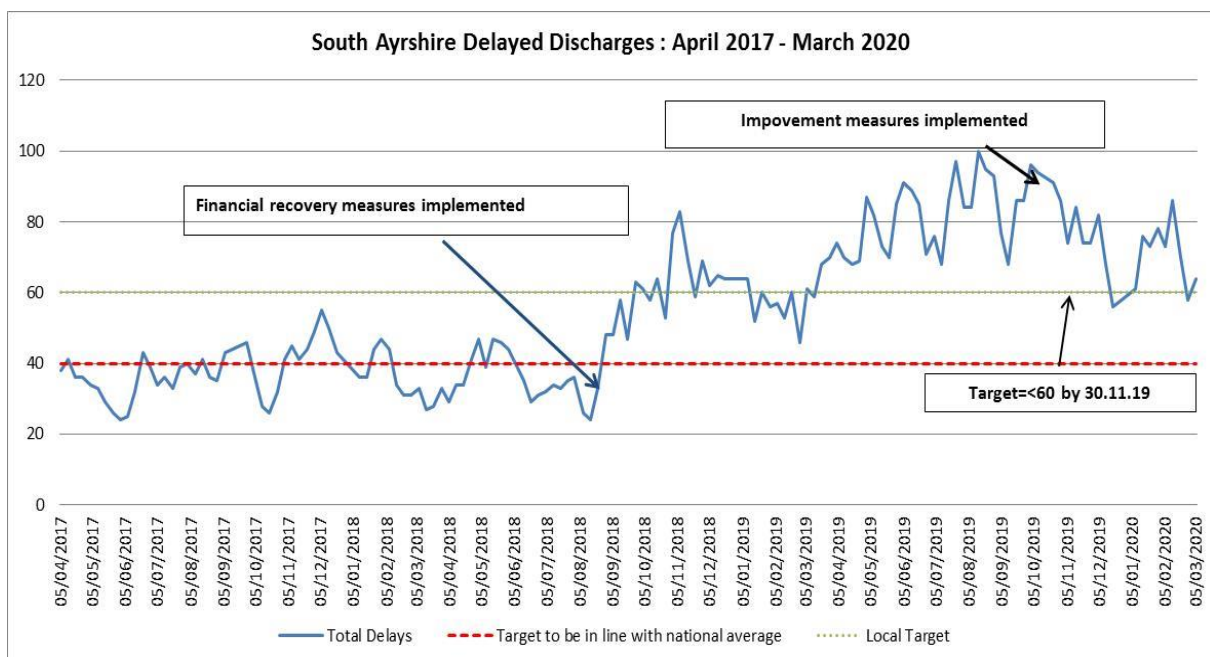
2.1 It is recommended that the IJB note the current position and action taken regarding delayed discharges in South Ayrshire.

3. BACKGROUND INFORMATION

3.1 In November 2019 the IJB received a paper that outlined the consequence of financial recovery measures on delayed discharges for older people.

3.2 Financial recovery measures were successful in containing budget pressures but delays rose quickly over a 2month period from a low of 24 (15th August 2018) to a high of 83 (7th November 2018) 2019 (Fig 2).

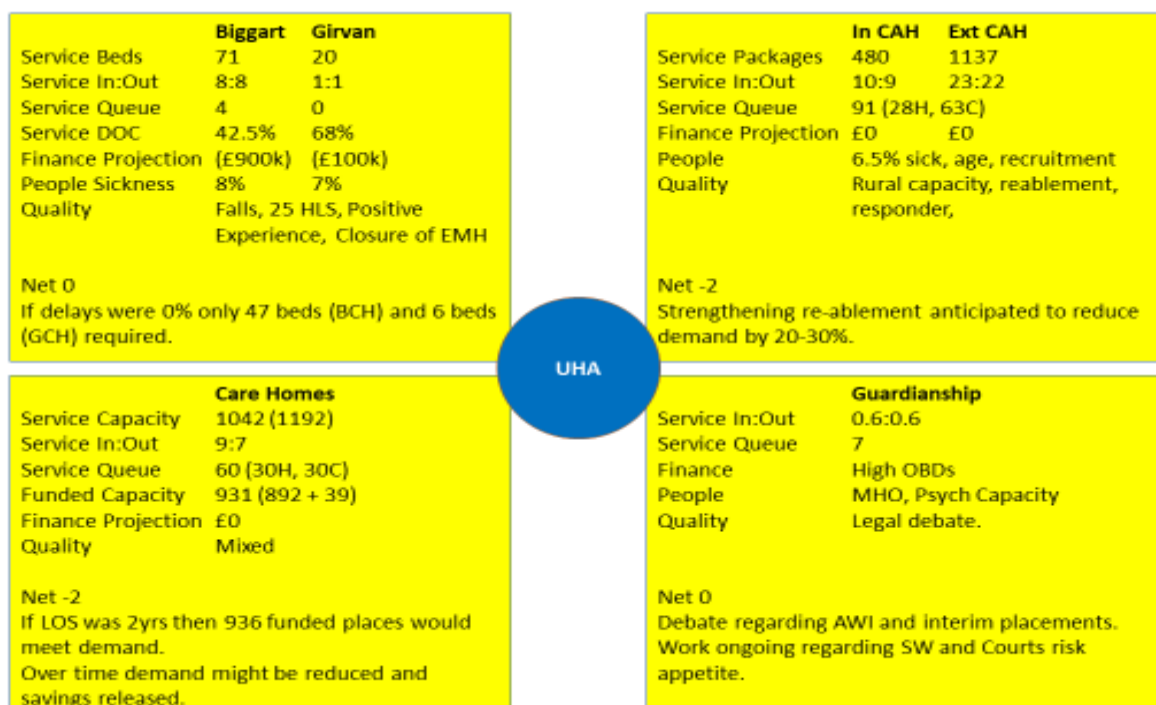
Figure 1: Total Delayed Discharges in South Ayrshire



3.3 Delays continued to rise gradually reaching a peak of 100 (21st August 2019) with occasional improvements due to short term measures such as purchasing additional care home beds or care at home rotas.

3.4 Despite a range of improvement measures implemented during 2019, capacity in Care Homes, Re-ablement and Care at Home and Mental Health Officer availability mean that delays remain a significant challenge (Fig 2).

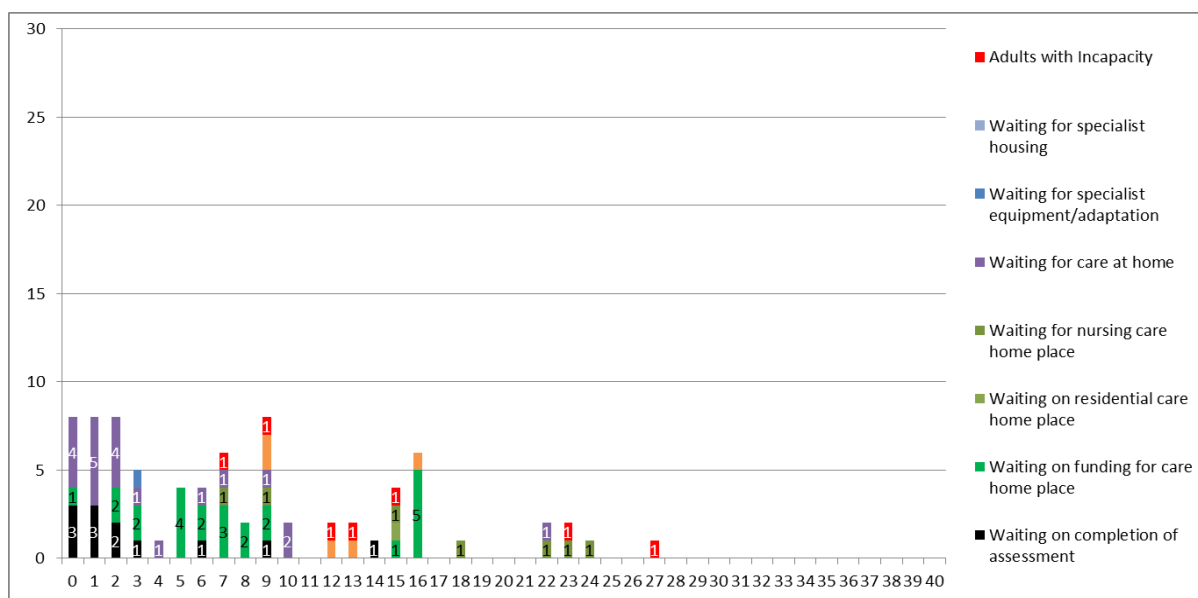
Figure 2: Summary of South Ayrshire Community Capacity



3.5 If we were to have done nothing this would have resulted in delays reaching 104-168 by end March 2020 at an additional cost of £6.6m (£175/bed day) to Acute. To clear the backlog through increasing capacity in “business as usual” would cost approximately of £2.1m (104 x £20k) and to eliminate the growth in delays (60-100/yr) would cost an additional £1-2m every year.

3.6 In late October 2019 the team embarked on a range of improvement activities aimed at reducing the total number of delays from 91 to fewer than 60 by the end of November 2019.

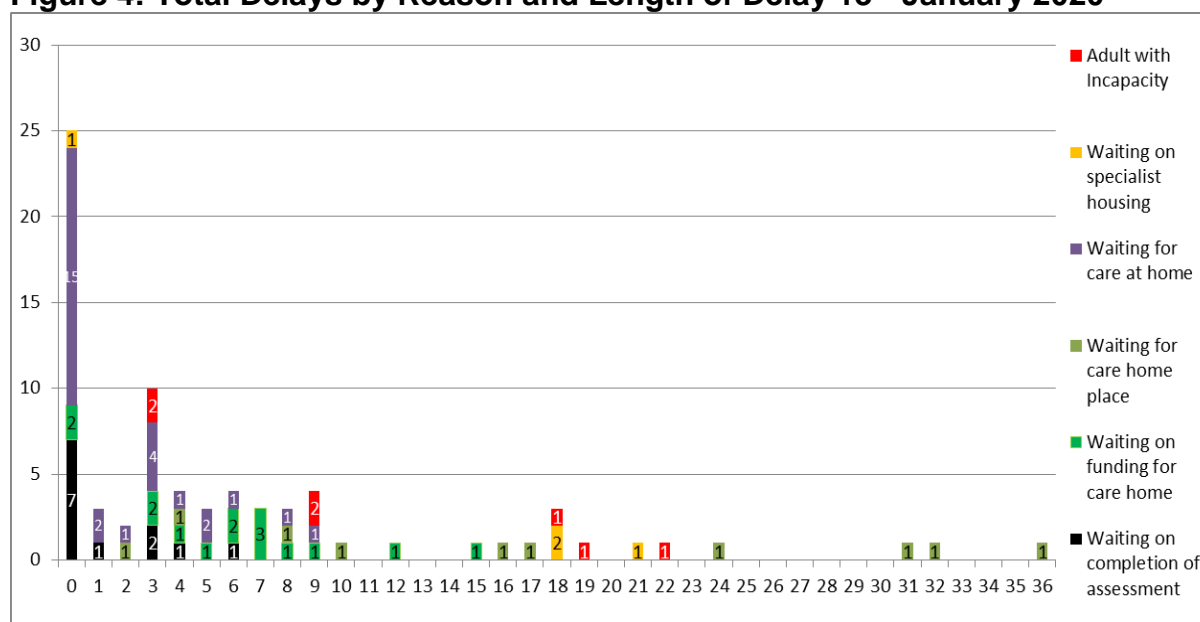
Figure 3: Total Delays by Reason and Length of Delay 24th October 2019



4 REPORT

- 4.1 As at 24th October 2019 there were 91 South Ayrshire residents who were medically fit but in hospital awaiting a transfer of their care to a community setting. This results in a poor experience for the individuals, poor experience to others who are trying to access care and additional, unnecessary costs to the system.
- 4.2 By 20th December 2019 delays had reduced to 57 but following the festive break had risen again to over 70. However significant improvements have been made in the number and the length of waits since 24th Oct (Fig 3 and 4):
- Total waiting 76 13th January compared to 91 in October;
 - 33% waiting less than 1 week compared to 5% in October;
 - 58% waiting less than 4 weeks compared to 37% in October;
 - Total bed days for those delays have been reduced from 5096 to 2915, a reduction of 43%.

Figure 4: Total Delays by Reason and Length of Delay 13th January 2020



4.3 A range of measures are being taken to reduce delays from 91 to fewer than 60 by the end November 2019 within the resources available. Teams will focus on the 10 longest delays in the first instance and work back from there. The work and progress is being overseen by the Resource Allocation Group which meets every Thursday and reports to the Head of Service escalating any issues immediately following each meeting.

4.3.1 **Waiting completion of assessment Current = 24 Aim = 5**
 14 of the 24 awaiting assessment have waited less than 2weeks. However 10 have waited up to 7 weeks and one has waited 21 weeks. These assessments will be prioritised with the aim of reducing the number of people awaiting an assessment to 5 or fewer and a longest wait of 2weeks.

4.3.2 **Waiting for funding Current = 24 Aim = 34**
 A “book in turn” approach to funding has been adopted which includes those in the community. However, recent system pressures and safety concerns have meant that this process is reviewed as necessary. It is anticipated that by the end of November 15 of the current 24 will have been funded but that these will have been replaced and additional people being added as people are assessed, meaning that this number is likely to rise.

4.3.3 **Waiting for Care at Home Current = 18 Aim = 8**
 There has been £50k winter pressures money spent in October to increase Care at Home capacity by 2 rotas in the private sector which enabled an additional 10 people to be supported home. There is further winter pressures money available and an additional £50k would provide an additional x2 rotas reducing the number waiting for CAH to 8.

4.3.4 **Waiting for Guardianship Current = 10 Aim = 5**
 There has been an agreement to fund up to 9 Adult with Incapacity placements (either in care homes or their own home) through the closure of 4

beds in Biggart Hospital. An individualised and tailored approach will be taken working with service users and families to enable and interim placement of their choosing. Teams have begun working with families and it is anticipated that those remaining in hospital may reduce from 10 to 5.

- 4.3.5 Waiting for Care Home Place Current = 9 Aim = 3**
There have been short term constraints on care home capacity as a result of moratoria leaving on 14 available places across Ayrshire. One care home has recently had a moratorium lifted bringing an additional 15 care home places into use and East Ayrshire have provided information regarding free capacity there. This combined with taking a more robust approach to choices meetings and interim placements means that we aim to have 0 people waiting for a care home place.
- 4.3.6 Waiting for Housing or Equipment Current = 5 Aim = 2**
Waits for specialist housing or the adaptation of housing can often take a long time. In order to minimise lengthy delays the Social Work Team will use interim placements and respite where possible.
- 4.3.7 Waiting for family/carer reasons Current = 1 Aim = 0**
In some instances there are complications with families and carers that require more complex support. These are few in number and by taking a more focused and proactive approach it is anticipated that these delays can be eliminated.

5 STRATEGIC CONTEXT

- 5.1** The contents of this report relate to the following IJB strategic objectives:
- We will protect vulnerable children and adults from harm.
 - We will shift the balance of care from acute hospitals to community settings.
 - We will manage resources effectively, making best use of our integrated capacity.

6 RESOURCE IMPLICATIONS

6.1 Financial Implications

- 6.1.1** There are no immediate financial implications related to this report.

6.2 Human Resource Implications

- 6.2.1** There are no staffing implications related to this report.

6.3 Legal Implications

- 6.3.1** There are no immediate legal implications related to this report.

7 CONSULTATION AND PARTNERSHIP WORKING

- 7.1** There has been no consultation or partnership working in the preparation of this report.

8. Risk Assessment

- 8.1 There are medium to high reputational and legal risks to the IJB associated with Delayed Discharges continuing to rise.
- 8.2 There are medium clinical and safety risks to South Ayrshire citizens who are directly and indirectly affected by delayed discharges.

9. EQUALITIES IMPLICATIONS

- 9.1 There are no equalities implications related to this report.

10. SUSTAINABILITY IMPLICATIONS

- 10.1 There are no environmental sustainability issues related to this report.

REPORT AUTHOR AND PERSON TO CONTACT

Name: Billy McClean, Head of Community Health and Care Services
Phone number: 01292 616438
Email address: billy.mcclean@nhs.net

BACKGROUND PAPERS

[IJB Report – Delayed Discharges Position Paper and Action Plan](#)