

NHS Glasgow Delayed Discharge Action Plan

Please find attached the Glasgow partnership's plan for 2006-8. The detailed trajectory from the Local Delivery Plan is reproduced below.

NHSGG projected trajectories

July 2005	October 2005	January 2006	April 2006
104	122	126	80
July 2006	October 2006	January 2007	April 2007
80	60	60	40
July 2007	October 2007	January 2008	April 2008
40	20	20	0
July 2008	October 2008	January 2009	April 2009
0	0	0	0

As you will be aware from previous years' plans the ring-fenced resource has been invested in a range of additional services and initiatives that have underpinned our achievement of the 2005/6 target.

For the 2006/8 period the plans will require to be resource neutral, rely on service redesign or alternative sources of funding. The partnership therefore held a workshop last week to look at current examples of good practice and to discuss detailed actions for 2006/7 onwards. This is currently being written up and will be shared with you when it is complete. It is expected that work will focus on process redesign – in particular the role of the multidisciplinary discharge teams at ward level and on a different approach to the management of “choice” issues which remain a major challenge in the partnership.

The new organisational arrangements within the partnership with the creation of a single acute division and a number of CH(C)Ps offer significant opportunities to take forward service redesign and to develop local solutions for chronic disease and for older people's services. These would all impact on the reduction in delayed discharges. However, as structures are still so new this work is at the evolutionary stage and I would expect that more specific actions will be highlighted in early 2007.

Similarly the Unscheduled Care Collaborative has an emphasis on discharge planning and this will be part of a dedicated piece of work in the autumn.

Greater Glasgow Local Joint Action Plans for 2006-2008

Lead Responsibility	Project title	Description	Anticipated Outcome	Cost
Acute Division	Acute Outreach and Rapid Response Enhancement:	The Supported Discharge services provide rehabilitation in patients' own homes to allow for earlier discharge. The teams are now in place and report monthly on activity and annually on outcomes and patient satisfaction. Further expansion of the teams into new areas is limited by resources	1/2/3/4/6	£800k
Local Authorities	Additional Community Care Places:	Following reviews of capacity and demand each authority has a commissioning plan to respond to local need and this includes additional places and a range of accommodation options including housing based alternatives. This is reported monthly. Capacity is not an issue although current funding is required to sustain current practice and will be challenged as further demand for places is generated. Capacity planning will be reviewed in 2006/7 in light of the new targets, the impact of free personal care and the agreed Scottish Care rate.	1/2/3/5/6	£1350k

Local Authorities	Care Packages for 1 Year Plus Delays:	In order to reduce the longest waits a small ring fenced resource has been created. This has been allocated to named individuals and if no longer required will be absorbed into the overall care home provision	1/5/6	£250k
Local Authorities	Homecare:.	All authorities have increased funds for home-care in response to demand and this has included allowing NHS staff to directly order care for hospital discharge. Funds are also available for overnight home-care. This is reported via LITs. Home care budgets in all authorities are under considerable financial pressure and in some areas waiting lists are operating.	1/2/3/5/6	£1210k
Local Authorities	Information for carers:	Information is now provided by all agencies on the discharge process, options for future care and support to maintain living at home.	1/2/4/6	£25K
Acute Division	Joint Training:	An organisational development post has been created to focus on joint training for staff involved in discharge across all agencies. In 2006/7 work will focus on arrangements with the new CHCPs	1/2/4/6	£25k

Local Authorities	Enhanced Social care Infrastructure:	This has allowed the further development of care management and intensive home care solutions. This is reported via LITs	1/2/3/5/6	£600k
Local Authorities	Improved Access to Equipment and Adaptations:	Investment in increased numbers of requests for nursing equipment and aids to daily living and in particular the increased numbers of high value items. Direct ordering by hospital staff. The possible introduction of a wider range of items for this is currently under consideration. This is reported via the LITs. West Dumbartonshire is joining the current joint store with GCc and East Dum in 2006/7.	1/2/4/5/6	£250k
CHCPs	Community Health Supports:	A service has been established to support home based enteral feeding. This allows earlier discharge from hospital and helps prevent admission. This is now established and is reported via routine management systems	2/3/5	£50k
Acute Division	Integrated Hospital Discharge Teams (Glasgow City Council and Acute Divisions):	Health and social care resources focused on discharge have been brought together into single integrated teams, led by a Head of Discharge. This has allowed a focus on discharge within hospitals and has assisted in the development of shared processes and target setting. The	1/2/3/4/6	£250k

		IDMs report monthly against the targets. In 2006/7 the teams will further review practice in light of the new organisational structures within NHS Glasgow and GCC		
Local Authorities	Improved Locality Based Discharge Arrangements (Other LA's):	This additional investment has addressed capacity issues and ensured effective relationships and practices across the partnership area. Waiting times for assessment and allocation and monitored monthly and each authority meets the IDM monthly to discuss the targets and an action plan.	1/2/3/4/6	£100k
Acute Division	New and Improved IM & T Solutions:	Currently information is held on different systems. A project has been initiated to develop a shared reporting system that also meets legislative requirements for data protection and confidentiality.	1/2/4/6	£100k
Acute Division	Improved Health Supports to Care Home Residents:	Glasgow has a GP practice for care homes and a range of other support staff. In 2005/6 a service review was undertaken and recommendations for action produced to improve performance and equity. A steering group is now taking this work forward .	3	£250k

Acute Division	Falls Prevention Programme:	In 2006/7 the community based falls service will roll out to cover all of NHS Glasgow. This provides direct referral for all older people and activity and waiting times are monitored monthly.	3	£250k
Acute Division / CHCPs	Further Enhancement of Rehabilitation, Transitional and Intermediate Care Services:	Teams have been established in the community for older people, the physically disabled and for older people with mental health problems. In 2005/6 a service review of rehabilitation was undertaken and in 2006/7 this will be taken forward including a review of the roles and relationships between community and hospital teams providing services to older people and the disabled.	1/2/3/4/6	£500k
TOTAL INVESTMENT				£6010k

	<u>Resources from NHS Glasgow's other allocations</u>			
Acute Division	Falls Prevention Programme:	The falls programme will be further developed to provide exercise programmes for longer periods, exercise in care homes a more comprehensive osteoporosis service, a hospital falls service and falls support to care homes. The impact of each element will be reported to the falls steering group. The recruitment of sufficient AHPs will be key to this development.	1/2/3/6	2006/7 £300k 2007/8 £500k
Acute Division	Developing a consistent approach towards hospital discharge:	The integrated discharge teams received additional resource to provide more comprehensive cover by discharge coordinators and of supported discharge services. This investment should be fully effective during 2006/7 and will be reported as described above.	1/2/3/4/6	2005/6 £625k
Local Authorities	Reviewing hospital screening services:	Additional resource has been allocated to ensure that each authority has sufficient capacity to undertake its own screening and assessment of hospital referrals. Waiting times for assessment and allocation are reported monthly.	1/2/4/6	£250k

Acute Division (planning role)	Challenging Cases	Behaviour	Additional resource has been made available to help fund care packages for adults with challenging behaviour. Traditionally these types of packages take lengthy periods to develop and to resource and these cases can be amongst the longest delays.	1/5/6	£300k
	Chronic Management	Disease	NHS Glasgow has a range of Local Enhanced Services providing additional care to patients with heart disease, stroke and diabetes. In 2006/7 a service for COPD will be established . This is known to be amongst the main reasons for emergency admission to hospital amongst the elderly. Current LES are not provided to the housebound. A project will be undertaken in 2006/7 to develop alternative solutions for the house-bound including enhanced community transport and a domiciliary service	3	£675k £75k
Acute Division (planning role)	Palliative care		Additional resources have been made available to hospices to enhance palliative care and also to community services to support patients at home wherever possible.	3/5	£1,250K