To: **Renfrewshire Integration Joint Board**

On: **27 January 2023**

Report by: **Head of Health and Social Care**

Heading: **Unscheduled Care Winter Update**

Direction Required to Health Board, Council or Both	**Direction to:**	
	1. No Direction Required	X
	2. NHS Greater Glasgow & Clyde	
	3. Renfrewshire Council	
	4. NHS Greater Glasgow & Clyde and Renfrewshire Council	

1. Summary

1.1. To update members on developments in the Governance of the Unscheduled Care agenda and Scottish Government's high impact change areas for Winter 2022 to 2023.

1.2. At its meeting in March 2022 the IJB received an update report on the Unscheduled Care Design and Delivery Plan for the period 2022 to 2023 through to the period 2024 to 2025. Subsequently the NHSGGC Board and HSCP Chief Officers have adapted to the requirement for Scottish Government assurance through refinement of the governance structure for Urgent and Unscheduled Care.

2. Recommendation

It is recommended that the IJB:

- Note the content of this report; and
- Note that a further update will be brought back to the IJB in Summer 2023.

3. Purpose and Background

3.1 The purpose of this report is to update the IJB on developments in Urgent and Unscheduled (U&UC) care governance across NHSGGC and how HSCPs are delivering against U&UC priorities to minimise the impact of unscheduled care during Winter.

3.2 In March 2022 IJBs received an update report on the Unscheduled Care Design and Delivery Plan for the period 2022 to 2023 through to the period 2024 to 2025 ratified by all 6 IJBs. This detailed how HSCPs would seek to operate in conjunction with acute sector colleagues to meet the unprecedented levels of unscheduled care across NHSGGC and meet the continuing challenges of an ageing population with increasing complex care needs.

3.3 The enduring and significant impacts of unscheduled care on NHS Scotland have led the Scottish Government to seek assurances from NHS boards and HSCPs aligned to eight specific themes, termed High Impact Change areas (HIC). Further detail can be found at Appendix 1. NHSGGC partnerships are participating actively in three of these HIC areas;

- HIC 3 – Virtual Capacity
- HIC 5 – Rapid Assessment & Discharge
- HIC 8 – Community Focussed Integrated Care

4. Urgent and Unscheduled Care Governance

4.1 As a result of Scottish Government requests for assurances around Unscheduled Care the NHSGGC Board and HSCP Chief Officers have adapted the governance structure for Urgent and Unscheduled Care, whilst staying true to the three key themes of the Delivery Plan;

- **early intervention and prevention** of admission to hospital to better support people in the community;
- **improving hospital discharge** and better supporting people to transfer from acute care to community supports; and,
- **improving the primary** / **secondary care interface** jointly with acute to better manage patient care in the most appropriate setting

4.2 This new governance structure is shown at Appendix 2. Operational delivery remains largely unchanged with acute sector; and individual HSCP implementation groups are driving activity locally. Tactical co-ordination has been aligned with the High Impact Change structure, with HSCP senior officers leading on the “Discharge without Delay and Rapid Acute Assessment” and “Community Focussed Integrated Care” workstreams. In the strategic space, a new Urgent and Unscheduled Care Oversight Board draws together all activity and is jointly led by Chief Operating Officer NHSGGC and Chief Officer GCHSCP. This group links to both the COVID-19 Recovery Tactical Group and Moving Forward Together Programme Board, ensuring whole-system integration and ultimately reports into the Board’s Corporate Management Team.

5. High Impact Change 3 – Virtual Capacity

5.1 Designed to offer a virtual alternative to the need for face to face, in person attendance and in-patient care, this work is focused on driving innovation and improvement in virtual pathways making best use of technology where appropriate and increasing capacity across GGC. Our HIC 3 workstream is targeted to deliver on four key areas:

- Reduced number and proportion of patients self-presenting to Emergency Departments (ED) as unplanned/unscheduled care attendance
- Increase the number of patients assessed and discharged through the use of the 'NearMe' consultation IT platform via the Flow Navigation Centre (FNC)
- Increase the number of patients attending /scheduled into more clinically appropriate alternative pathways via FNC e.g. Minor Injury Units
- Scottish Ambulance Service (SAS) hospital conveyance rates - work with SAS to reduce conveyancing rates to hospital to be aligned closer to the average NHS Scotland Board rates

5.2 14 virtual pathways are now live across NHSGGC with ongoing discussions with partner agencies e.g. SAS and NHS24 as to how their use can be further maximised. Flow Navigation Centre capacity is likely to be the rate limiting step in the short term, however, options to expand this are being considered.

6. High Impact Change 5 – Rapid Assessment & Discharge

6.1 The HIC 5 workstream seeks to optimise flow by aligning capacity with demand across the system. Much of this is synonymous with the existing Discharge to Assess policy and ongoing Discharge without Delay activity. Improvement will be enacted through refining discharge processes, improving patient experience by simplifying the discharge process. It will also improve length-of-stay by ensuring the necessary arrangements have been made to safely discharge patients on the planned day of discharge. The interface care workstream is also monitored under HIC 5, however is a primarily acute endeavour.

6.2 For Discharge without Delay, HSCPs are equipped with dedicated multi-disciplinary teams including Allied Health Professionals, Elderly Care Advanced Nurse Practitioners or Specialist Nurses. These teams proactively reach into hospital wards to prevent unnecessary delays and manage early supported, safe, timely and effective discharge. All HSCPs continue to develop the use of local data to understand and project demand, complexities of need to inform local responses around recruitment. This includes the re-alignment of resources and use of local intermediate care facilities to provide a more suitable alternative pathway to acute hospital in-patient services offering a step up/step

down approach. The use of interim beds across NHSGGC will be optimised over the winter period including Bonnyton House, intermediate care facility (East Ren), 6 additional care beds provided in Inverclyde, new Intermediate Care Service contract being tendered in Glasgow City (75 beds). Renfrewshire also is currently modelling a potential 6 beds service based within a local care home.

6.3 KPI targets are still being developed for HIC 5 around increasing the proportion of patients effectively discharged within 48 hours of admission and increasing the proportion of patients discharged pre-noon to improve patient flow through the hospital and improve access for new patients. Opportunities have already been identified to build on a successful rapid discharge practices through a test of change in Ward 54 of the QEUH by rolling this process out to 17 other wards across the South Sector, before further application in North and Clyde.

7. High Impact Change 8 – Community Focused Integrated Care

7.1 Our well-established Unscheduled Care Design and Delivery plan has allowed us to progress existing initiatives through HIC 8. We are delivering on 3 key priorities:

- GG&C Community Falls Pathway
- Hospital @ Home
- Home First Response Service

7.2 The GGC Community Falls Pathway launched in September 2022, linking SAS crews with professional advice through the FNC in order to reduce conveyance for those fallers for whom it was deemed clinically appropriate to direct to scheduled care. When compared with the previous year, data from September/October 2022 showed a 108% improvement in the rate of referral to Community Rehabilitation by SAS, demonstrating that the pathway is working. Further review is intended one-year post-implementation to demonstrate the utility and financial impacts of the pathway in addition to aspirations to make the pathway accessible to SAS crews responding to fallers in Care Homes.

7.3 The Hospital @ Home (H@H) test of change has published its first phase evaluation and is delivering reduced admittance by providing care direct to patients within their home or homely setting. With 187 patients having used the service, it is estimated that 906 bed days have been saved in that period as a result of H@H. Governance discussions are underway to agree the timeline for expanding the 10 bed model to 15.

7.4 The Home First Response Service, hosted by Renfrewshire and Glasgow City HSCPs, conducted the first of a series of phased launches on 1st Nov 2022. This service delivers a multidisciplinary virtual team at the ED front door of the Royal Alexandra Hospital and

Queen Elizabeth University Hospital who review frail patients with a view to avoiding admittance through community care provision. Recruitment is ongoing to establish 11 Advanced Practice Frailty Practitioners in post by mid-January 2023, however even with limited staff the initial phase of the service has proved promising with several patients having been urgently referred to Community Rehabilitation opposed to being unnecessarily admitted. Full data will be gathered once the service is deemed fully operational.

7.5 Progress and reporting across all three High Impact Change Areas will now take place through the new governance structures to ensure delivery and oversight of each of the programmes.

8. Next Steps

8.1 The Board is asked to note the contents of the Report.

8.2 A further update on the Unscheduled Care Programme will be brought to the IJB in the summer of 2023.

Implications of the Report

1. **Financial –** The legislation requires the IJB and Health Board to put in place arrangements to support set aside arrangements for unscheduled care, and is subject to external assessment. The Unscheduled Care Commissioning Plan delivers a joint strategic commissioning approach to unscheduled care which will deliver on the intentions of the legislation. The IJB's budget for 2022/23 includes a "set aside" amount for the commissioning of acute hospital services within scope (e.g. accident & emergency services). This is currently estimated to be £63,579,000 for Renfrewshire HSCP.
2. **HR & Organisational Development** – none
3. **Strategic Plan and Community Planning** – none
4. **Wider Strategic Alignment** – The approach outlined will have implications for the planning and delivery of acute hospital services for all 6 GG&C HSCPs.
5. **Legal –** The integration scheme for the IJB includes specific responsibilities for the strategic planning of certain acute hospital services.
6. **Property/Assets –** none
7. **Information Technology –** none
8. **Equality & Human Rights –** none
9. **Fairer Duty Scotland –** none
10. **Health & Safety –** none
11. **Procurement** – none
12. **Risk –** none
13. **Privacy Impact** – none.

List of Background Papers – March 2022 IJB Report: Unscheduled Care Commissioning Plan (Design & Delivery Plan 2022/23-2024/25)

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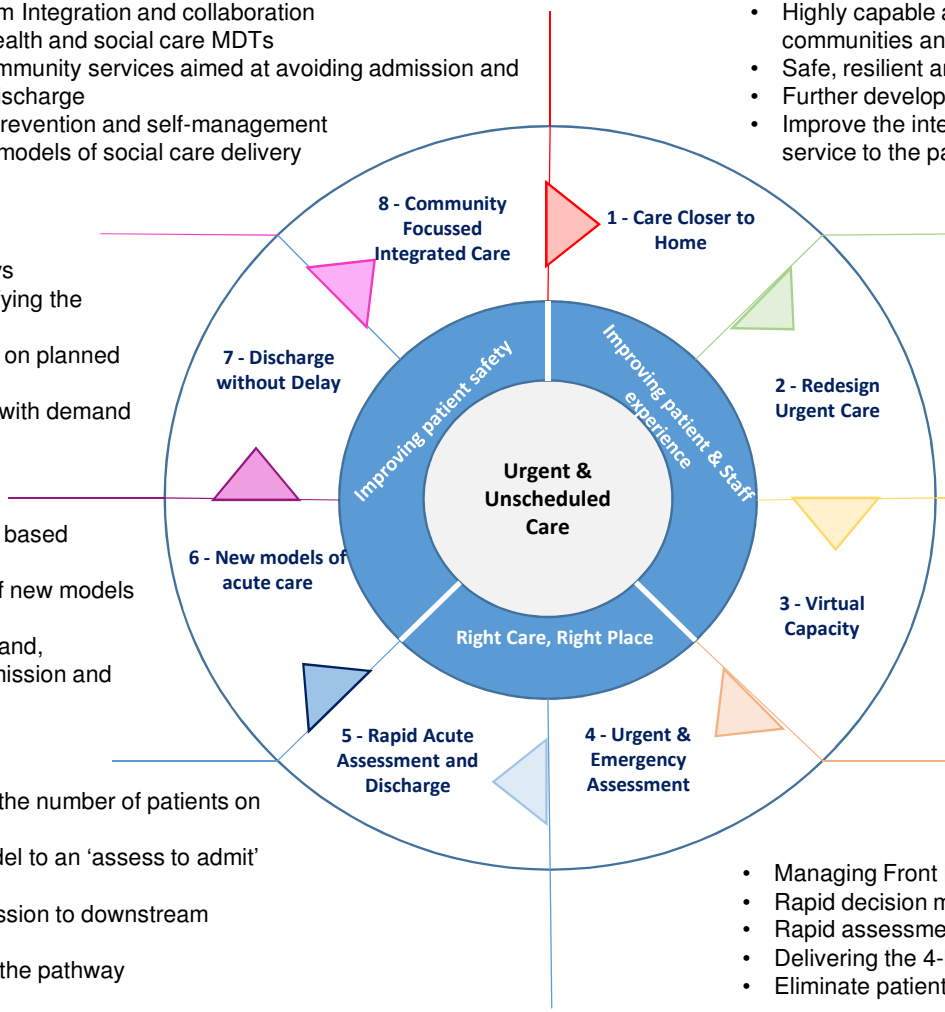
Any enquiries regarding this paper should be directed to Carron O'Byrne, Head of Health and Social Care Services (Carron.Obyrne@renfrewshire.gov.uk / 0141 618 6855)

Appendix 1 to Renfrewshire IJB
Unscheduled Care Winter Update – 25 Jan 23

Urgent & Unscheduled Care Collaborative
The Right Care, in the Right Place, for Every Person, Every Time
High Impact Changes and Aims

- Whole system Integration and collaboration
- Integrated health and social care MDTs
- Range of community services aimed at avoiding admission and supporting discharge
- Supporting prevention and self-management
- Sustainable models of social care delivery

- Highly capable and accessible MDTs built around the needs of communities and people
- Safe, resilient and sustainable Out of Hours primary care services
- Further develop the digitally enabled gateway to the NHS in Scotland
- Improve the interface before and after urgent care to provide a seamless service to the patient



- Optimise discharge without any delays
- Improve patient experience by simplifying the discharge process
- Improve LOS by discharging patients on planned day of discharge
- Optimising Flow by aligning capacity with demand across the system

- Supporting people to choose the right care delivered at the right time and in the right place
- Reduce avoidable ED attendances by directing patients to more appropriate urgent care settings
- All Flow Navigations Centres will be 24/7 with immediate access to senior clinical decision maker
- Improve patient safety by scheduling urgent appointments to ED and MIU and avoiding waits in busy A&E departments

- Developing new models of acute care based around patient need
- Use of data to support development of new models of acute care
- Understand current capacity and demand, realigning footprint and managing admission and discharge balance

- Improve patient experience by reducing the need to travel for care
- Offering alternatives to in-patient care
- Ambulatory Interface Care, Hospital at Home, Remote Monitoring
- Create Virtual Capacity

- Optimising patient flow by increasing the number of patients on a 0-48 hour/ short stay pathway
- Moving from an 'admit to assess' model to an 'assess to admit' model
- Alternative pathways to prevent admission to downstream ward areas where appropriate
- Introducing clinical decision earlier in the pathway

- Managing Front Door Flow – Every Patient, Every Time
- Rapid decision making and streaming
- Rapid assessment and diagnostics
- Delivering the 4-hour Emergency Access Standard
- Eliminate patient waits over 12 hours

Appendix 2 to Renfrewshire IJB
Unscheduled Care Winter Update – 25 Jan 23

New Governance Structure – NHS GGC Urgent and Unscheduled Care Programme
New Whole systems Oversight Board
New Rapid Discharge Group
New Virtual Pathways Group (replacing FNC group)
Community Integrated Care Group (currently HSCP unscheduled care group)