

# **Agenda Item**

**14**

**Title/Subject:** Falkirk HSCP Unscheduled Care Improvement Plan

**Meeting:** Integration Joint Board

**Date:** 6 December 2019

**Submitted By:** Head of Integration

**Action:** For Noting

## **1. INTRODUCTION**

- 1.1. This report provides the board with an update on the report presented to the IJB in September, and presents the Falkirk HSCP Unscheduled Care Improvement Plan. As agreed by the board the plan will be integral to the whole system approach to unscheduled care and support an improvement in performance against delivery targets, including delays in discharge. This will support better transfer of care, promote independence and improve outcomes for people in our communities.

## **2. RECOMMENDATION**

The Integration Joint Board is asked to

- 2.1. note and support delivery of the Falkirk HSCP Unscheduled Care Plan- Appendix 1.

## **3. BACKGROUND**

- 3.1. At the previous IJB the board members agreed to the development of a Falkirk HSCP Unscheduled Care Improvement Plan.
- 3.2. This is presented today as Appendix 1.

## **4. UNSCHEDULED CARE PLAN**

- 4.1. Falkirk HSCP Senior Leadership Group will support the delivery of the plan. This will involve engagement with the Forth Valley Unscheduled Care Programme Board to minimise any duplication of effort and to maximise opportunities.
- 4.2. The HSCP are cognisant of the work that has already been established for improvement with these factors, and are committed to continuing with and building on their existing links with the Forth Valley Unscheduled Care Programme Board and its work streams. It is envisaged that having a

separate HSCP plan will provide a partnership focus to this essential strategic and service delivery priority.

## **5. CONCLUSIONS**

- 5.1. Based on the information available, the HSCP Senior Leadership Group recognise the requirement to give a priority focus to the improvement of the delivery of unscheduled care to the communities living in Falkirk. They support the development and delivery of a partnership unscheduled care plan to facilitate this improvement. The plan will be regularly reported to and progress will be monitored by the HSCP Senior Leadership Group and provide updates to the Forth Valley Unscheduled Care Programme Board and IJB.

### **Resource Implications**

There are no resource implications for the development of the plan. Future delivery of the plan will be made within available budgets, existing substantive budgets and partnership funding streams, to ensure they align to the priority actions required in the plan.

Any development that identifies a requirement for additional financial resource will be considered as a separate funding request through the appropriate route of governance and approval:

- Strategic Lead: Patricia Cassidy, Chief Officer Falkirk HSCP.
- Lead Officer: Lorraine Paterson, Head of Integration Falkirk HSCP.
- Key Stakeholders: NHS Forth Valley, Clackmannanshire and Stirling HSCP Falkirk General Practitioners, service users, carers, staff and Strategic Planning Group.

### **Impact on IJB Outcomes and Priorities**

This proposal would contribute to the delivery of the HSCP Strategic Plan, and Scottish Government Improvement Targets and improve outcomes for people and their carers.

### **Legal & Risk Implications**

This proposal has no legal or risk implications. There is a reputational risk with failure to improve performance in unscheduled care and delayed discharge.

### **Consultation**

The development of the plan requires no immediate consultation. Any resultant changes to service delivery which have an impact on staff or communities would involve staff and public engagement and consultation.

### **Equalities Assessment**

The plan and any resulting changes to service delivery would be subject to an Equality Impact Assessment, to ensure all implications are considered.

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Approved for submission by: Patricia Cassidy, Chief Officer

**Author** Lorraine Paterson, Head of Integration Falkirk HSCP

**Date:** 26 November 2019

**List of Background Papers:**

NHS Scotland Quality Improvement Hub 6 Essential Actions for Unscheduled Care

Daily Dynamic Discharge Approach

SMRO1 Integration Performance Indicators

National Day of Care Survey

Falkirk HSCP Delayed Discharge Dashboard

IPC and Falkirk HSCP Developing a Promoting Independence Strategy, Adult Social Care and Out of Hospital System

Falkirk HSCP Intermediate Care Facility IJB Report

Falkirk HSCP Reablement and Bed based Intermediate Care Services IJB Paper  
7 June 2019.

## Falkirk HSCP Unscheduled Care Action Plan 2019-2021

The Falkirk HSCP Unscheduled Care Plan is based on the Scottish Government 6 Essential Actions.

To deliver the plan, there is a requirement to progress Health and Social Care Integration and continued partnership working with NHS Forth Valley and Stirling and Clackmannanshire HSCP.

<b>ACTION 1 - Clinically Focussed and Empowered Hospital Management</b>			
<b>Action</b>	<b>Leads</b>	<b>Timescale for delivery</b>	<b>RAG Status</b>
Identify Clinical and Operational Leadership in Falkirk Community Hospital (FCH)	Head of Integration Deputy Nurse Director Clinical Director Ageing and Health Clinical Nurse Manager	April 2020	<b>Amber</b>
Identify Clinical and Operational Leadership in Bo'ness Community Hospital(BCH)	Head of Integration Deputy Nurse Director Clinical Director Ageing and Health Clinical Nurse Manager	April 2020	<b>Amber</b>
Identify and agree the model of care delivery for FCH- including admission/discharge criteria.	Chief Officer Head of Integration Identified Support Team	March 2021	<b>Red</b>
Identify and agree the model of care delivery for BCH- including admission/discharge criteria.	Chief Officer Head of Integration Identified Support Team	March 2021	<b>Red</b>
Agree staffing model and levels to meet the service models for FCH.	Chief Officer Head of Integration Identified Support Team	March 2021	<b>Red</b>
Agree staffing model and levels to meet the service models for BCH.	Chief Officer Head of Integration Identified Support Team	March 2021	<b>Red</b>
Implement duty/bed manager role to FCH and BCH.	Deputy Nurse Director Clinical Nurse Manager	November 2019	<b>Green</b>
Implement daily safety huddles in FCH and BCH with community in reach.	Deputy Nurse Director Clinical Nurse Manager	December 2019	<b>Amber</b>

	Locality Managers Home First Manager		
Implement escalation procedures for FCH and BCH.	Deputy Nurse Director Clinical Nurse Manager Locality Managers Home First Manager	December 2019	Amber
Adopt a whole systems approach to patient flow through all hospitals.	Head of Integration Director of Acute Services Clinical Director Ageing and Health Medical Director Home First Manager Associate Director of Allied Health Professions GP Clinical Lead IPC Locality Managers	September 2020	Amber

ACTION 2 - Capacity and Patient Flow Realignment			
Action	Leads	Timescale for delivery	RAG Status
Establish a statistical data base showing demand of patient flow aligned with capacity across FCH and BCH.	Senior Service Manager Unscheduled Care Programme Manager NHS FV Information Team	April 2020	Red
Building on the modelling work, establish “right beds in the right place” including options for cohort, criteria led discharging, intermediate care, step up and specialist rehabilitation.	Clinical Director Ageing and Health Head of Integration Associate Director of Allied Health Professions Deputy Nurse Director Home First Manager	April 2020	Amber
Implement a discharge co-ordination and home first ethos in FCH and BCH.	Head of Integration Clinical Director Ageing and Health Deputy Nurse Director Associate Director of Allied Health Professions	March 2020	Amber

ACTION 3 - Patient Rather than bed Management			
Action	Leads	Timescale for delivery	RAG Status
Apply a patient tracking system through all hospitals.	Head of Integration Deputy Nurse Director Associate Director of Allied Health Professions Support Team	July 2020	Red
Apply Daily Dynamic Discharge approach in FCH and BCH.	Head of Integration Deputy Nurse Director Clinical Nurse Manager Discharge Team Manager	January 2020	Amber
Apply estimated date of discharge.	Head of Integration Deputy Nurse Director Clinical Nurse Manager Discharge Team Manager	January 2020	Amber
Commence discharge planning at the point of admission.	Head of Integration Deputy Nurse Director Clinical Nurse Manager Discharge Team Manager Home First Manager	January 2020	Amber

ACTION 4 - Processes arranged to pull patients from ED			
Action	Leads	Timescale for delivery	RAG Status
Implement a “home first” approach in ED/AMD’S to support turn around/discharge and prevent admission downstream.	Head of Integration Director of Acute Services Medical Director Home First Manager	January 2020	Red
Implement a “home first” approach in ED/AMD’S to support turn around/discharge and prevent admission downstream.	Head of Integration Director of Acute Services Medical Director Home First Manager	January 2020	Red
Support frailty at the front door.	Head of Integration	February 2020	Red

	Director of Acute Services Medical Director Clinical Director Ageing and Health Home First Manager		
Establish a “community front door” to prevent presentations at ED and potential admission.	Head of Integration Associate Director of Allied Health Professions GP Clinical Lead Locality Managers Head of Nursing	March 2020	Amber

ACTION 5 – 7 Day services			
Action	Leads	Timescale for delivery	RAG Status
Ensure community services are available 7 days per week to support timely discharges.	Heads of Integration Associate Director of Allied Health Professions Head of Nursing	April 2020	Amber

ACTION 6 – Ensuring Patients are cared for in their own home			
Action	Leads	Timescale for delivery	RAG Status
Adopt a “home first” ethos across the whole patient pathway.	Head of Integration Director of Acute Services Medical Director Associate Director of Allied Health Professions Deputy Nurse Director Home First Manager	April 2020	Amber
Develop and implement locality based integrated community teams who support the community front door.	Heads of Integration Locality Managers	October 2020	Amber
Review Social Care assessment and care management processes.	Head of Integration Locality Managers Service Manager-SW	April 2020	Amber
Ensure equal application of eligibility criteria.	Head of Integration	January 2020	Amber



	Locality Managers Service Manager-SW		
Review the JLES, to ensure timely provision of equipment.	Head of Integration Service Manager Clinical Nurse Manager	December 2020	Amber
Further develop bedded intermediate care, working towards a new build facility.	Head of Integration Home First Manager Support Team	Part 1-April 2020 Part 2(New Build)-March 2022	Amber
Work with IPC to develop community services in Falkirk based on promoting independence and Living Well.	Heads of Integration Locality Managers Service Managers Clinical Managers CVS Chief Executive	October 2020	Amber

Red	Not yet commenced
Amber	Commenced
Green	Complete