

Urgent and Emergency Care Update August 2024: Capacity and Discharge Funds Allocation

Report To (Meeting):	ONE Stockport Health and Care Board		
Report From (Executive Lead)	Philippa Johnson, Deputy Place Based Lead, NHS Greater Manchester (Stockport)		
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Date:	28 August 2024	Agenda Item No:	12
Previously Considered by:	One Stockport Health and Care Executive		

Purpose of the report:

The report provides the Board with

1. Stockport's Urgent and Emergency Care (UEC) Performance Improvement Plan, and Waterfall Chart.
2. Stockport's Performance Improvement Plan for reducing bed days for Clinically Ready for Discharge for Adult Acute and Rehabilitation Mental Health.
3. Summary messages from the NHS England visit to Stockport as part of the support package for systems in Tier 1.
4. UEC Capacity and Discharge funding recommendations for agreement by One Health and Care Locality Board.

Key points (Executive Summary):

Stockport Urgent and Emergency Care (UEC) Performance Improvement Plan:

- **Goal:** Achieve a 78% 4-hour standard of care target by March 2025.
- **Plan:** The UEC Performance Improvement Plan includes a number of high impact interventions chosen and agreed to make a positive difference and contribute to the 78% 4-hour standard of care target throughout March 2025. The Waterfall element of the report calculates the percentage difference each of these high impact interventions will make in order to reach the target set.
- **Key Interventions:**
 - Reducing referral times and paediatric breaches.
 - Increasing Urgent Treatment Centre streams.
 - Improving Same Day Emergency Care performance.
 - Embedding Clinical Decision Unit pathways.
 - Reducing overnight delays and late diagnostics.
 - Enhancing morning discharges and managing bed occupancy.
 - Review inclusion of type 3 activity.
 - Commissioning a "Surge hub" and enhancing "Home First" initiatives.
 - Reviewing transfer of care processes and complex case reviews.



- Establishing brokerage functions and additional support to meet higher acuity needs in bed base.

Mental Health Performance Improvement Plan:

- **Goal:** Reduce bed days for clinically ready for discharge patients by 25 % to meet March 2025 targets.
- **Plan:** The Mental Health Performance Improvement Plan includes interventions chosen and agreed to make a positive difference and narrow the gap between current position and target for the number of days lost due to patients who are clinically ready for discharge. This plan is in development with system partners and any schemes requiring funding have been outlined in the financial allocation recommendations, subject to evidence of effectiveness being supplied.
- **Key Interventions:**
 - Increase the Use of Step down and crisis beds
 - Implement Mental Health High Impact schemes
 - Voluntary, Community and Social Enterprise (VCSE) support to discharge
 - Further joint working with Adult Social Care and neighbourhood teams and community Learning Disability teams to improve discharge

Stockport System review by NHS England (10 July 2024):

- As requested locally, a team from NHS England integrated Urgent and Emergency Care (iUEC) / Emergency Care Improvement Support Team (ECIST) / Get it Right First Time (GiRFT) team visited Stepping Hill Hospital as part of the support package for systems in Tier 1.
- Feedback was based on data, discussions with staff and the observations on the day.

Recommendations: The report identified good practices and recommended areas for improvement in operational, emergency, acute medicine, and frailty departments. As well as recommendations for the hospital there were recommendations we need to consider as a system including increasing alternatives to the Emergency Department (ED), ensuring GP referrals flow to specialty receiving areas rather than ED, reducing demand for acute frailty care through better care coordination and reducing care home conveyances focussing on falls, head injury and end of life care. There was a recommendation for the system and the hospital that we should consider a frailty strategy that stops conveyance unless absolutely necessary, ensures that frailty patients are seen as near as possible to their arrival time, and no older patient is kept on a trolley unless it is absolutely necessary.

Next Steps:

- Develop actions to address the recommendations and discuss further support options from the National team.
- Maintain oversight and reporting through the Urgent and Emergency Care Delivery Board.

Capacity and Discharge Funds

- In 2023/24 Stockport received discharge funding and capacity funding totalling £4.711m and will receive £7.197m in 2024/25 an increase of £2.486m.
- Funds must be pooled as part of the Better Care Fund (BCF) and approved by the locality Health and Wellbeing Board
- The allocation of the funds is set out using the agreed principles and aligns with the improvement plans. The plans have been discussed at One Stockport Health and Care Executive committee and now are presented to the Board for agreement before being signed off at the Health and Wellbeing Board.
- The funding for mental health schemes is subject to receiving evaluation and reviews of effectiveness from providers.

Conclusion:

- Significant efforts are underway to improve patient journeys in Stockport through high-impact interventions in urgent and emergency care and mental health.
- Oversight is maintained through local, sub-regional, and national groups to ensure continuous improvement and collaboration.

Recommendation:

ONE Stockport Health and Care Board are asked to: –

Agree Stockport Locality Urgent and Emergency Care Capacity and Discharge funding proposals 2024/25

Note the following:

- Stockport UEC Performance Improvement Plan.
- Stockport Mental Health Performance Improvement Plan to reduce bed days for Clinically Ready For Discharge people in Adult acute and Rehabilitation Mental Health beds.
- Note the National team recommendations from onsite visit.

Decision	x	Discuss/Direction	X	Information/Assurance	X
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Aims (please indicate x)

Which integrated care aim(s) is / are supported by this report:	People are happier and healthier and inequalities are reduced	x
	There are safe, high-quality services which make best use of the Stockport pound	x
	Everyone takes responsibility for their health with the right support	x
	We support local social and economic development together	

Conflicts of Interests

Potential Conflicts of Interest:	None
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Risk and Assurance:

List all strategic and high-level risks relevant to this paper

Risk	Mitigation / Assurance
Changes to Tier 1 performance requirements.	All areas of Stockport System have a joined-up approach to delivery. No one System partner is solely responsible for achieving these performance targets. Schemes / initiatives will be agreed, monitored delivered and reviewed collectively.
Capacity to deliver Tier 1 work programmes at pace.	System partner commitment to prioritise Tier 1 programme, provider collaborative and formal undertakings requirements.
Stockport Performance Improvement Plans not meeting targets.	The Plans are reviewed, revised and resubmitted on a monthly basis. Where initiatives do not make a positive measurable difference/ impact they are changed for ones that will.

Consultation and Engagement:

Local People / Patient Engagement:	Healthwatch Stockport representation at Urgent and Emergency Care Delivery Board and Safe and Timely Discharge Group.
Workforce Engagement:	System partners are engaged through Urgent and Emergency Care Delivery Board Chaired by Stockport Foundation Trust Chief Executive and Safe and Timely Discharge Group Chaired by Stockport Deputy Place Lead. Stockport Mental Health Partnership Chaired by the Director of Adult Social Care and Mental Health Planning and delivery Group Chaired by Executive Nurse, Pennine Care Foundation Trust.

Potential Implications:

Financial Impact:	Non-Recurrent Expenditure	£nil			
	Recurrent Expenditure (please state annual cost)	£7.197m (UEC Capacity and Discharge Funding)			
	Amount included in the s75 Pooled Budget	Discharge Funding £4.871m			
Finance Comments:	<p>In 2024/25 the Stockport system will receive capacity and discharge funding totalling £7.197m (Capacity funding £2.326m, Discharge Funding £4.871m) an increase of £2.486m when compared to 23/24. Discharge funds totalling £4.871m must be pooled as part of the Better Care Fund (BCF) and approved by the locality Health and Wellbeing Board.</p> <p>A significant proportion (85%) of the funding has been allocated to community bed provision to alleviate hospital pressures by supporting patient flow through the hospital. Work is ongoing to utilise the community bed provision more effectively to release resources to invest in preventative and admission avoidance schemes.</p>				

Performance Impact:	<p>Performance is being monitored through Tier 1 accountability process with National Team and agreed new processes. At a Locality level for UEC this is through Urgent and Emergency Cared Delivery Board, Locality Board, and Safe and Timely Discharge group.</p> <p>For Mental Health this is through Locality Escalation group and GM OAPS (Out of Area Placements) and CRFD (Clinically Ready for Discharge) – both weekly meetings.</p> <p>All of which will be reported quarterly to Locality Executive and One Stockport Health and Care Board.</p>					
Workforce Impact:	Additional pressure on some of the workforce already in place.					
Quality and Safety Impact:	This will be completed at a later date.					
Compliance and/or Legal Impact:	N/A					
Equality and Diversity:	General Statement: EQIA to be completed					
	Has an equality impact assessment been completed?	Yes		No X		N/A
	If Not Applicable please explain why					
Environmental Impact:	General Statement: For discussion if this is required.					
	Has an environmental impact assessment been completed?	Yes		No X		N/A
	If Not Applicable please explain why					