

Midlothian Integration Joint Board



Thursday 15 June 2017 at 2.00pm

Measuring Performance Under Integration

Item number: 5.6

Executive summary

To update the IJB on progress towards achieving the Local Improvement Goals that the IJB agreed in April 2017.

Board members are asked to:

- Note the baselines that will be used to measure performance against the Local Improvement Goals.
- Note that at this time it is not possible to draw meaningful conclusions on progress towards the goals.
- Note that the IJB will receive an update on progress every three months. The next update will be in September 2017

Measuring Performance Under Integration

1. Purpose

- 1.1. To update the IJB on progress towards achieving the Local Improvement Goals that the IJB agreed in April 2017.

2. Recommendations

- 2.1 Note the baselines that will be used to measure performance against the Local Improvement Goals.
- 2.2 Note that at this time it is not possible to draw meaningful conclusions on progress towards the goals.
- 2.3 Note that the IJB will receive an update on progress every three months. The next update will be in September 2017

3. Background and main report

- 3.1 Scottish Government has invited all IJBs to set local goals for each of the indicators. The context for these improvement objectives is the IJB Strategic Commissioning Plan and the IJB's Directions that are issued to NHS Lothian and Midlothian Council. The three products are interdependent – the Strategic Commission Plan sets the vision for change in Midlothian, the Directions describe the actions to work towards this vision and the indicators will demonstrate progress of the actions and towards the vision.
- 3.2 The IJB will demonstrate progress against the national health and wellbeing outcomes which have a much wider focus than the Local Improvement Goals described in this paper which are predominantly about change in how hospital- based services are utilised. Progress on the health and wellbeing outcomes will be reported to the IJB within its Annual Report.
- 3.3 In addition the Joint Management Team of the Midlothian Health and Social Care Partnership receives a more detailed operational report which provides a deeper understanding on progress to achieving the IJB's local improvement goals.
- 3.4 The purpose of the integration of health and social care and the establishment of Integration Joint Boards is to drive forward the changes required that have not been possible to achieve under previous governance and organisation configurations.

- 3.5 The IJB must be ambitious in the scale and pace of change it demands across the system. The rapid demographic change and the current overreliance on hospital-based care are incompatible. The IJB must provide strong leadership through its vision and directions. The performance improvement goals quantify the scale and pace that the IJB requires Midlothian Council and NHS Lothian to deliver.
- 3.6 The IJB agreed to use the following local improvement goals to measure improvement across the health and care system. These goals are based on indicators that the Ministerial Strategic Group for Health and Community Care agreed in December 2016.

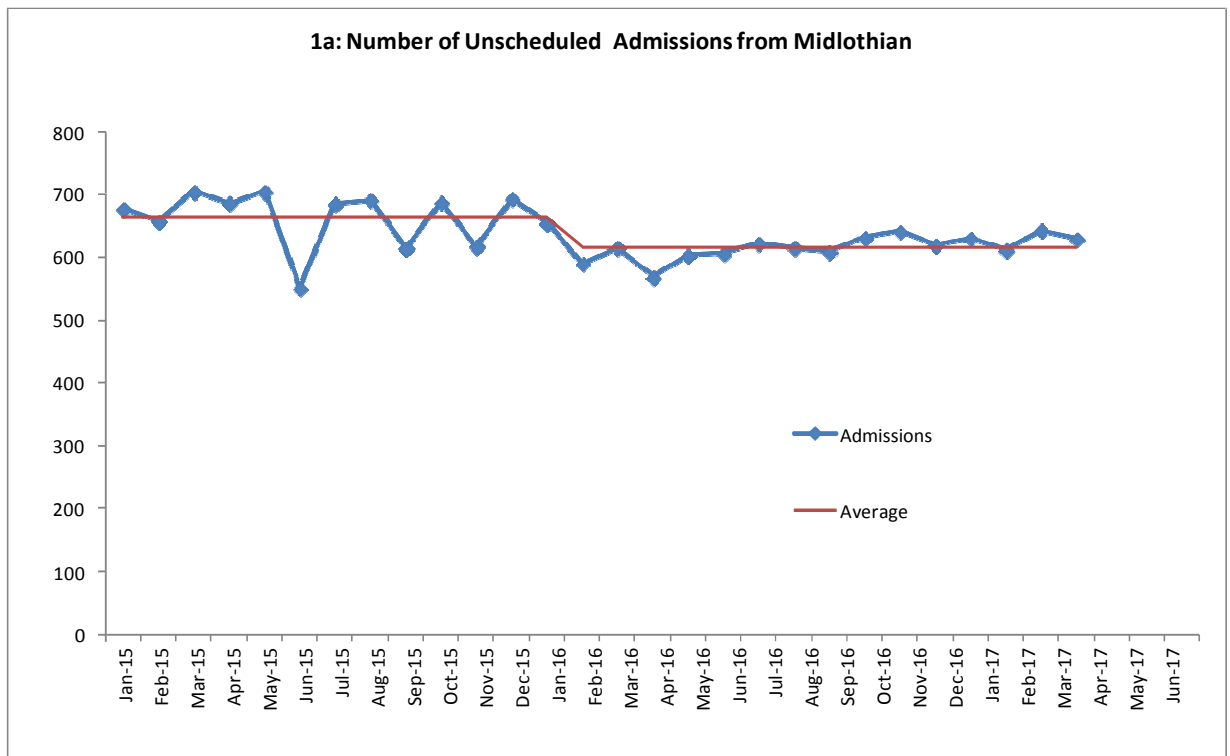
Midlothian IJB Local Improvement Goals	
1:	Reduce unscheduled admissions by 5% by September 2018
2:	Reduce unscheduled hospital occupied bed days by 10% by April 2019
3:	Reduce the number of patients arriving by ambulance to A&E who are subsequently discharged home
4:	By April 2018 over 87% of patients who are subsequently admitted into hospital from A&E are within the 4 hour standard
5:	Maintain the current number of patients using A&E (ongoing)
6:	Reduce delayed discharge occupied bed days by 30% by April 2018
7:	No patients in the RIE or WGH with a delayed discharge over 72 hours by April 2018
8:	Reduce by 10% by April 2018 the number of occupied bed days in the RIE and WGH during the last six months of life*
9:	Reduce the percentage of patients over 75 who are in a larger hospital from 1.9% to 1.6% and in a care home from 6.8% by TBD*

*further work required to finalise the goal target or date.

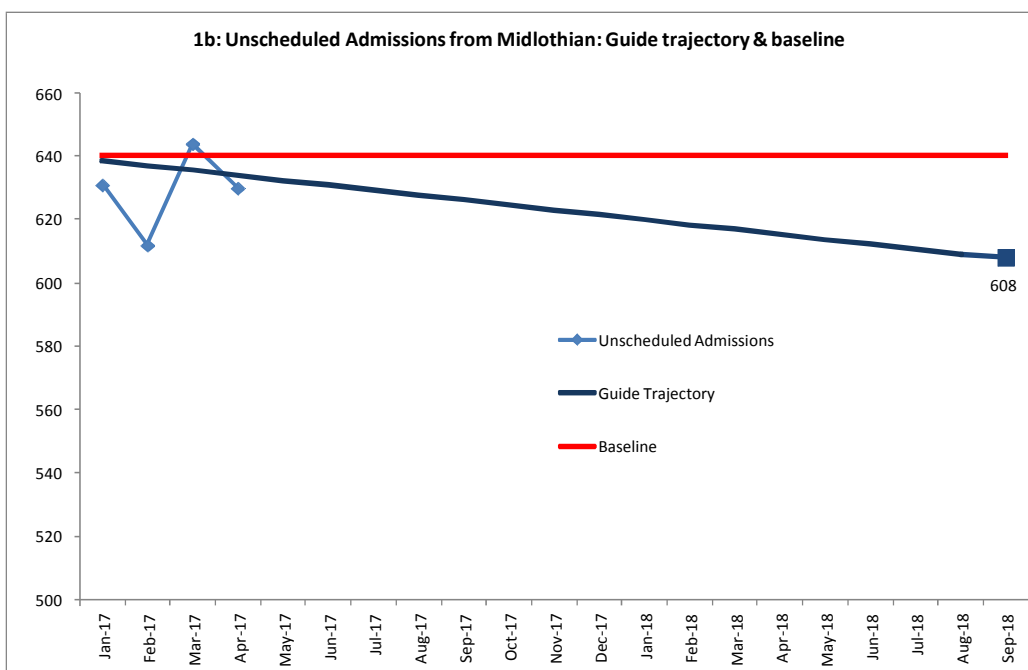
- 3.7 The IJB agreed in April 2017 to receive a quarterly update on progress towards the Midlothian IJB Local Improvement Goals. This is the first of these reports. The next report will be presented to the IJB in September 2017.
- 3.8 There is work underway in NHS Lothian and ISD Scotland to develop systems to ensure that accurate data is provided to the IJBs. Currently information is available for most of the IJB's Local Improvement Goals. Information for all indicators will follow.
- 3.9 Appendix One provides technical detail of how these goals are measured and how the baselines were calculated.

1. Reduce Unscheduled Admissions by 5% by September 2018

- 1.1. The baseline for this goal is **640 admissions** each month which was the average number of unscheduled admissions each month during 2015 and 2016.
- 1.2. Chart 1A shows that there was a significant change in admissions activity from February 2016. Before then the average month admissions was 664 and subsequently was 616. This means there are now about 1.6 fewer unscheduled admissions each day from Midlothian. The cause for this is not understood.

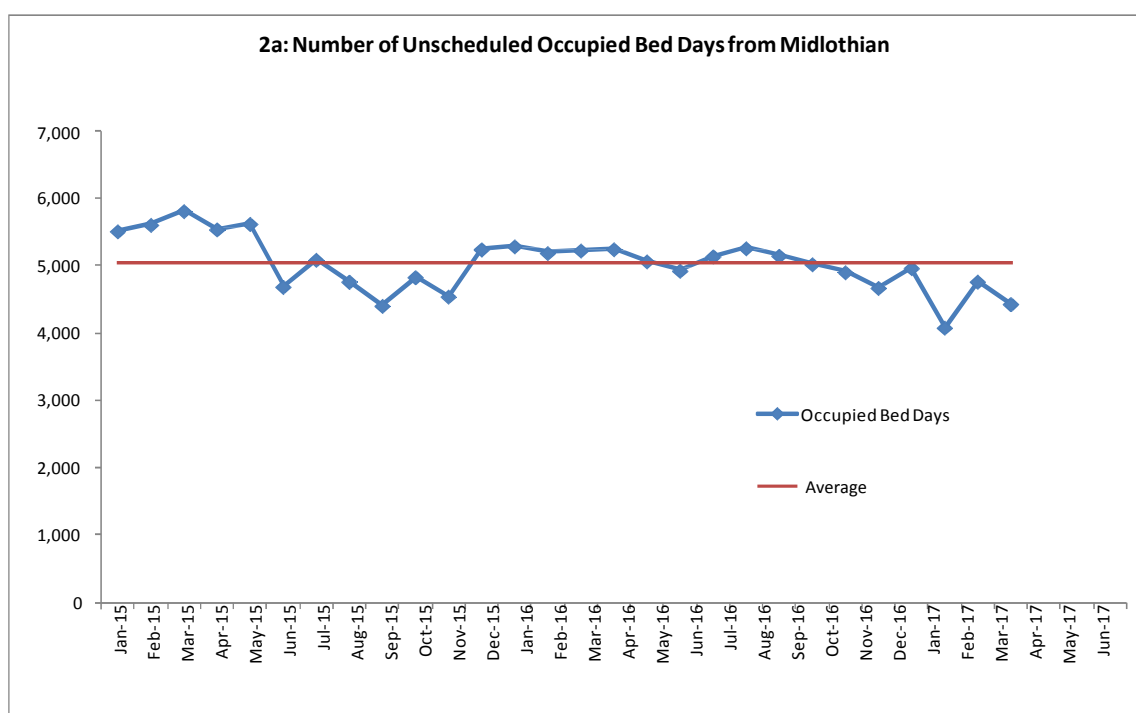


- 1.3. Chart 1b shows monthly activity against a notional trajectory to where the IJB's Local Improvement Goal. It should be used with caution because there will not be a consistent improvement from month to month.

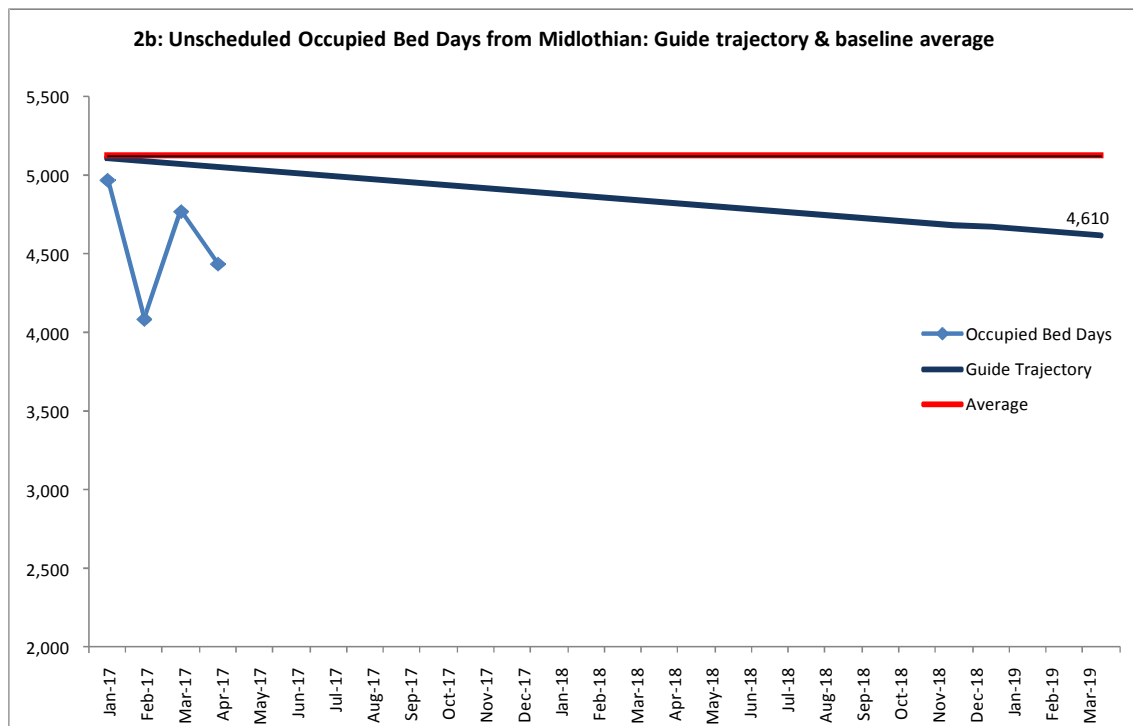


2. Reduce unscheduled hospital occupied bed days (OBD) by 10% by April 2019

- 2.1. The baseline for this goal is **5,122 unscheduled occupied bed days (OBD)** each month which was the average number of unscheduled OBD each month during 2015 and 2016.
- 2.2. Chart 2a plots the monthly Midlothian unscheduled OBD. There is seasonally variation apparent in the chart.

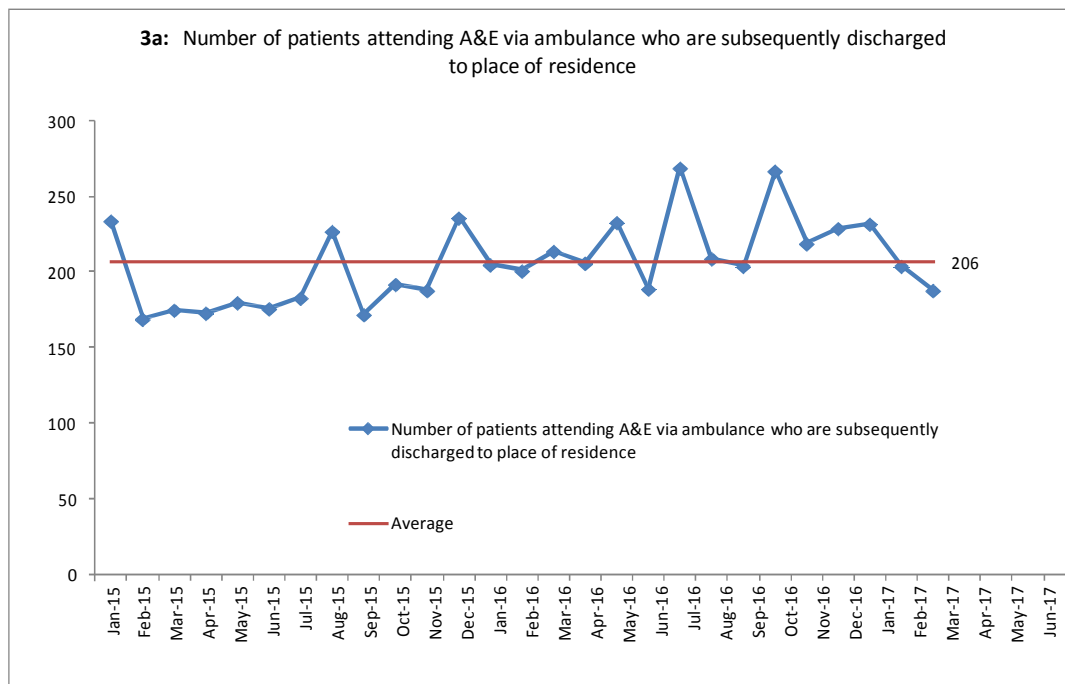


- 2.3. Chart 2b shows monthly activity against a notional trajectory to where the IJB's Local Improvement Goal. It should be used with caution because there will not be a consistent improvement from month to month.



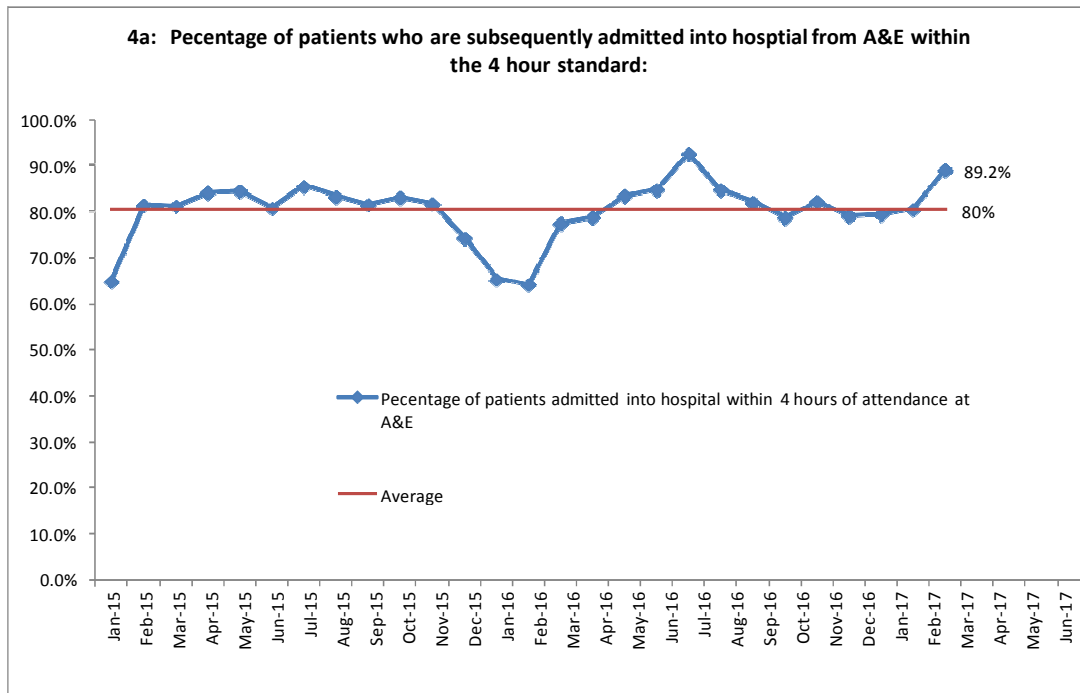
3. Reduce the number of patients arriving by ambulance to A&E who are subsequently discharged home

- 3.1 The baseline for this goal is **206 patients per month who attend A&E via Ambulance who were subsequently discharged to their place of residence**. This was the average number of attendances each month during 2015 and 2016.

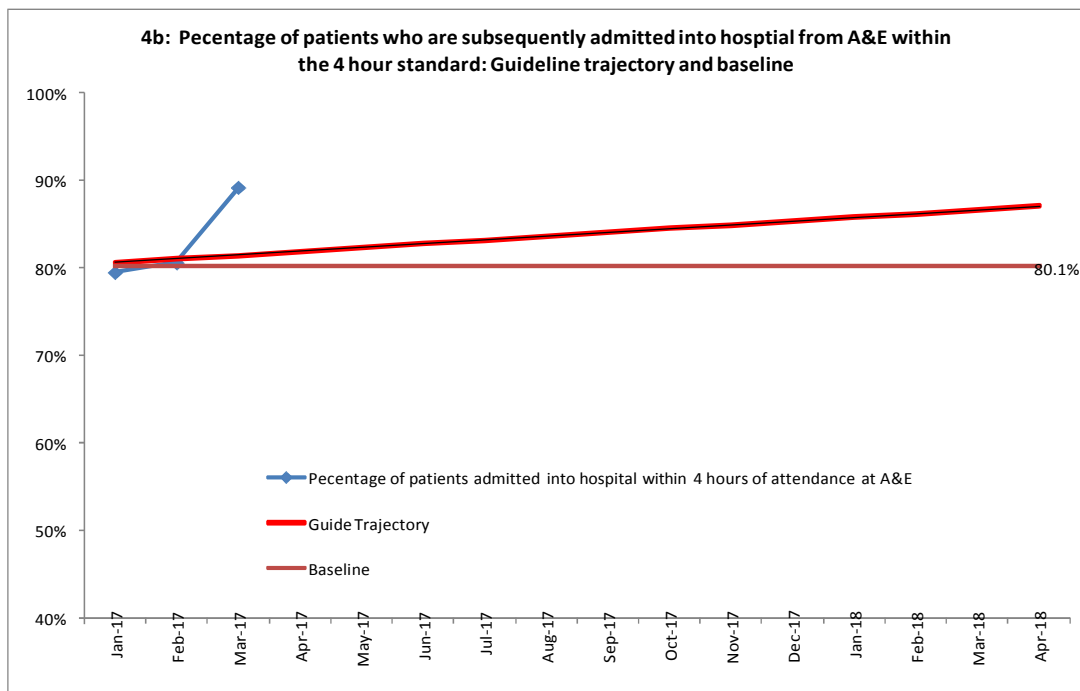


4. By April 2018 over 87% of patients who are subsequently admitted into hospital from A&E are within the 4 hour standard.

- 4.1 The baseline for this goal is **80.1%** each month which was the average percentage each month during 2015 and 2016 against the 4 hour A&E standard for patients who were subsequently admitted to hospital.

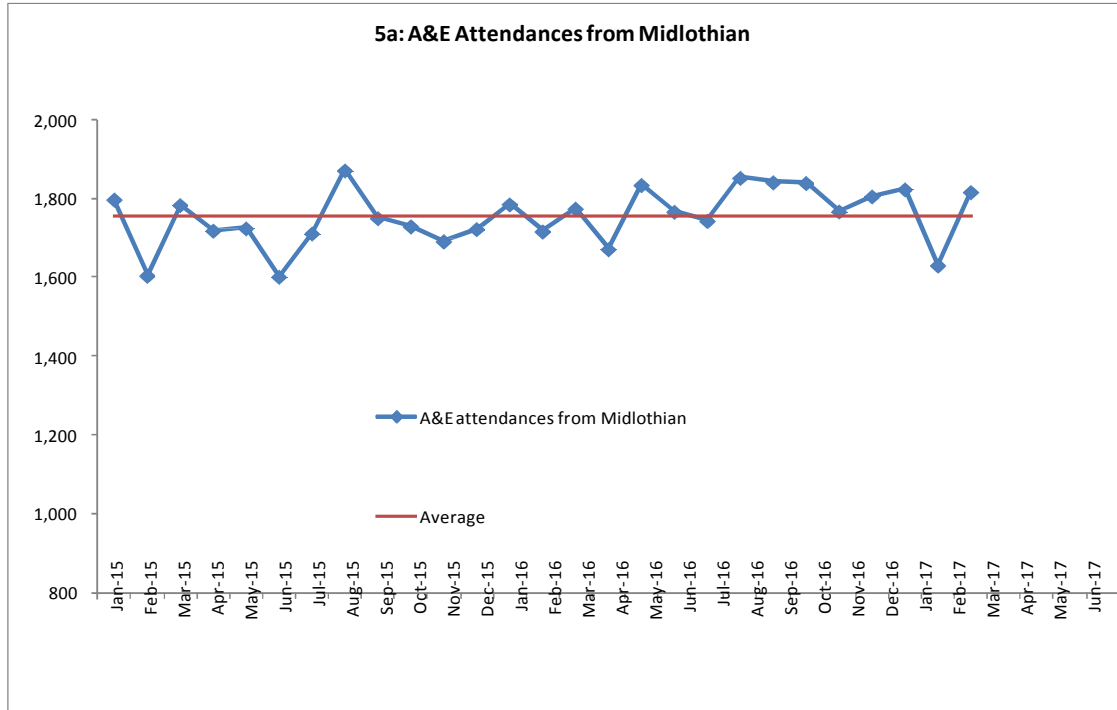


4.2 Chart 5b shows monthly activity against a notional trajectory to where the IJB's Local Improvement Goal. It should be used with caution because there will not be a consistent improvement from month to month.



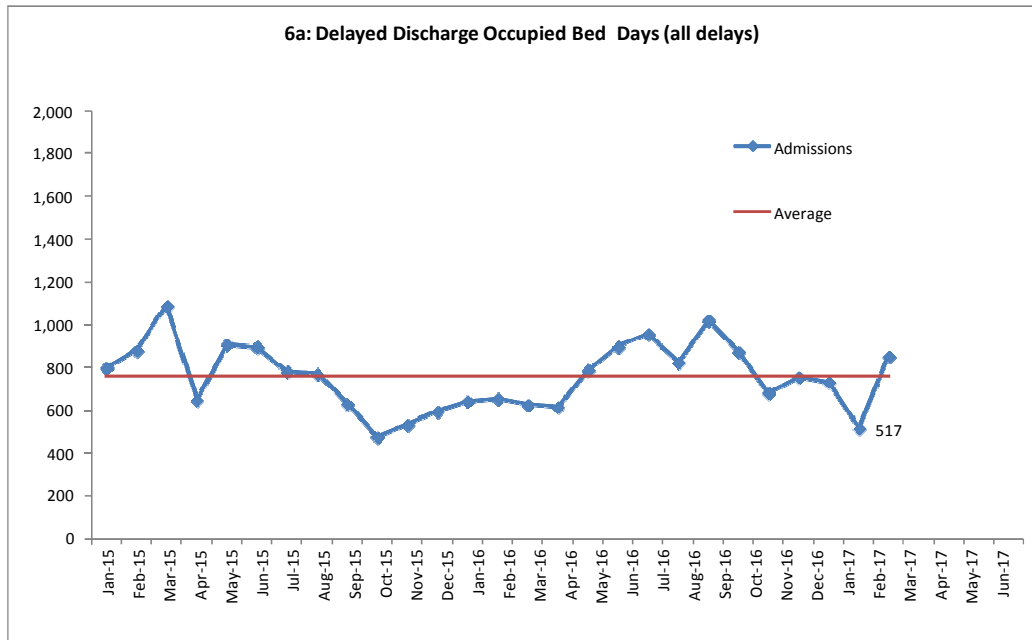
5. Maintain the current number of patients using A&E (ongoing)

- 5.1 The baseline for this goal is **1,756 A&E attendances** each month which was the average number of attendances each month during 2015 and 2016.

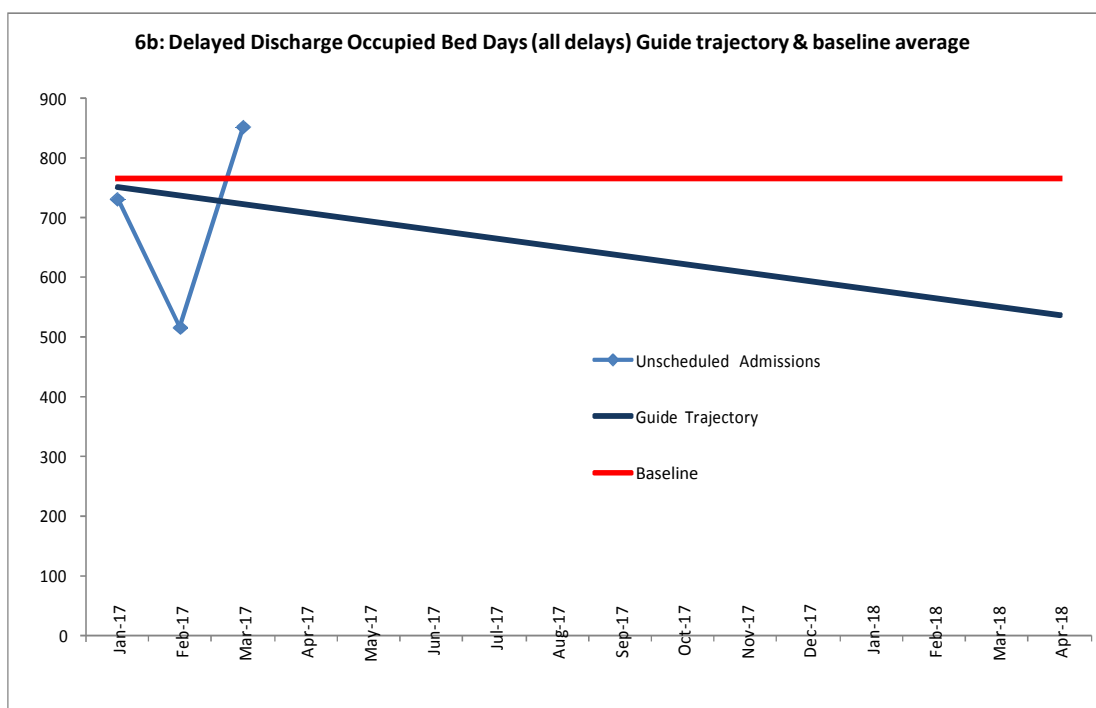


6. Reduce delayed discharge occupied bed days by 30% by April 2018

- 6.1 The baseline for this goal is **765 Delayed Discharge Occupied Bed Days (OBD)** each month which was the average number of OBD as a result of all delays each month during 2015 and 2016.



- 6.2 Chart 6b shows monthly activity against a notional trajectory to where the IJB's Local Improvement Goal. It should be used with caution because there will not be a consistent improvement from month to month.



- 7. No patients in the RIE or WGH with a delayed discharge over 72 hours by April 2018**
- 7.1 *System is not in place yet to report on this goal. Data will be available from end of June 2017*
- 8. Reduce by 10% by April 2018 the number of occupied bed days in the RIE and WGH during the last six months of life.**
- 8.1 *System is not in place yet to report on this goal. Data will be available from end of June 2017*
- 9. Reduce the percentage of patients over 75 who are in a larger hospital from 1.9% to 1.6% and in a care home from 6.8% by TBD**
- 9.1 *System is not in place yet to report on this goal. Data will be available from end of June 2017*

4. Policy Implications

The performance improvement goals will support the implementation of the IJB Strategic Plan.

5. Equalities Implications

There are no equality implications from focussing on these goals but there may be implications in the actions that result from work to achieve them.

The focus of most of the goals is on reducing hospital activity and hospitals are not used equally by the population. There are population groups that make more use of hospitals than other groups – for example older people or people living in areas of deprivation.

There has not been an EQIA undertaken for the establishment. Specific actions resulting from work to achieve this goals will have an EQIA completed as part of the establishment and evaluation of the action.

6. Resource Implications

There are no immediate resource implications as a result of the recommendations in this paper

7 Risks

The main risk is that the IJB fails to set a suitable ambitious pace of change across the health and care system to reduce hospital utilisation and respond to the changing demographics

8 Involving People

The Strategic Planning Group has been consulted in agreeing the Local Improvement Goals.

9 Background Papers

None

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DATE	25 th May 2017

Appendix 1:

Midlothian IJB Local Improvement Goals	Technical information on data used to monitor the goal
1: Reduce unscheduled admissions by 5% by September 2018	<ul style="list-style-type: none"> • Data Source: TRAK (Oracle Analytical Database), NHS Lothian • Ages Included: 20+ • Hospitals Included: RIE, WGH, STJ, REAS, Liberton, Royal Alexander Eye Pavilion • IJB area of residence: Midlothian • Admission Type: Unplanned
2: Reduce unscheduled hospital occupied bed days by 10% by April 2019	<ul style="list-style-type: none"> • Data Source: TRAK (Oracle Analytical Database), NHS Lothian • Ages Included: 20+ (report does not allow 18+ to be selected) • Hospitals Included: RIE, WGH, STJ, REAS, Royal Alexander Eye Pavillion • IJB area of residence: Midlothian • Admission Type: Unplanned
3: Reduce the number of patients arriving by ambulance to A&E who are subsequently discharged home*	<ul style="list-style-type: none"> • Data Source: NSS Discovery Level 2 A&E Waiting Target Residence • Ages Included: 20+ (report does not allow 18+ to be selected) • IJB area of residence: Midlothian • Arrival Mode: 'Ambulance –Road', 'Ambulance – air', 'ambulance + A&E retrieval tea,' • Discharge Destination: 'Place of Residence'
4: By April 2018 over 87% of patients who are subsequently admitted into hospital from A&E are within the 4 hour standard	<ul style="list-style-type: none"> • Data Source: NSS Discovery Level 2 A&E Waiting Target Residence • Ages Included: 20+ (report does not allow 18+ to be selected) • IJB area of residence: Midlothian • Discharge Destination: 'Admitted'
5: Maintain the current number of patients using A&E (ongoing)	<ul style="list-style-type: none"> • Data Source: TRAK (Oracle Analytical Database), NHS Lothian • Ages Included: All • A&E/MIU included: RIE, WGH, STJ. The A&E in Sick Kids is excluded • IJB area of residence: Midlothian

6: Reduce delayed discharge occupied bed days by 30% by April 2018	<ul style="list-style-type: none"> • Monthly data release by SOURCE team for Measuring Performance Under Integration • 'All' Delayed Discharges included
7: No patients in the RIE or WGH with a delayed discharge over 72 hours by April 2018	
8: Reduce by 10% by April 2018 the number of occupied bed days in the RIE and WGH during the last six months of life	
9: Reduce the percentage of patients over 75 who are in a larger hospital from 1.9% to 1.6% and in an care home from 6.8% by TBD*	