

Report to STP Board: 22 November 2018

Agenda item:	2.2		
Title:	Delayed Transfers of Care		
Lead:	Jan Thomas, Chief Executive, CCG		
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Report purpose <i>(Please mark one in bold)</i>			
APPROVAL	DECISION	ASSURE	INFORM
Link to STP Priorities <i>(Please mark all applicable in bold)</i>			
AT HOME IS BEST	SAFE & EFFECTIVE HOSPITAL CARE, WHEN NEEDED	WE'RE ONLY SUSTAINABLE TOGETHER	SUPPORTED DELIVERY
Committees/groups where this has been presented to before <i>(including date)</i>			
Not applicable.			

Purpose of the paper
<p>Cambridgeshire and Peterborough has particularly high levels of Delayed Transfers of Care (DTOCs) compared to other health and care Systems. Consequently, patients are staying too long in hospital, in particular beyond the point at which they are medically fit to be discharged.</p> <p>The Delayed Transfers of Care reduction programme is focused on:</p> <ol style="list-style-type: none"> Providing organisations with a clear view of their individual performance across their delivery elements of the discharge pathway; Identifying where there are issues/system blockers; and Supporting transformation across the pathways and operational processes to address these. <p>The purpose of this paper is to:</p> <ul style="list-style-type: none"> Provide an update so far on the DTOC reduction programme Provide an overview of the next steps
The STP Board is invited to:
<p>The STP Board is asked to note this report and the report to the 31 October Health and Care Executive which outlines an update on the DTOC reduction programme and identified risks/requirements.</p>

1. INTRODUCTION / BACKGROUND

Cambridgeshire and Peterborough has been working together to reduce DTOCs and, to assist this, we have refreshed our programme plan for DTOC reduction programme. The plan, presented to Health and Care Executive on 31 October, includes:

- An outline of the root cause issues identified
- A new focus and ethos for the DTOC reduction programme
- New programme and delivery arrangements, including a new governance structure
- Key actions taken over the last 30 days and areas of focus for the next 30 days
- Key risks for each of Peterborough City, Addenbrookes and Hinchingsbrooke Hospitals

The full report is enclosed (Attachment 1). This paper highlights the main issues to be addressed.

2. BODY OF REPORT

The DTOC programme remains on track, however we have identified a number of key issues:

- A need for increased assurance that all partners are aware of and taking the actions associated with their organisation. These actions should be discussed regularly at individual Boards to support pace. Assurance is key for each partner *and* the STP Board.
- A need to ensure new programme governance is robust and well attended.
- The involvement of primary care in the programme needs to be strengthened, in line with discussions at the last STP Board.
- Proactive management of a number of escalations / emerging significant risks, which the STP Board should be sighted on, and developing mitigations to address these:
 - Supporting staff on the front-line to change;
 - Engagement with medical and nursing leaders within each acute Trust to build on SAFER;
 - Recruitment to increase domiciliary care capacity.
- Revisiting improvement trajectories to show a less aggressive timeline.

3. RECOMMENDATIONS

The STP Board is asked to note this report and the report to the 31 October Health and Care Executive which outlines an update on the DTOC reduction programme and identified risks/requirements.

15 November 2018

Appendices: Attachment 1 – Report to Health and Care Executive – 31 October 2018