
Delayed Transfers of Care – Summary Report

Committee considering report:	Health and Wellbeing Board
Date of Committee:	24 January 2019
Portfolio Member:	Councillor Graham Bridgman
Report Author:	Nick Carter

1. Purpose of the Report

- 1.1 To set out the findings of the LGA Review into Delayed Transfers of Care and to update on current progress with implementing the recommendations.

2. Recommendation

- 2.1 That;
- (1) The report be noted, alongside the progress that is currently being made by the BWO Delivery Group in respect of the recommendation

3. Implications

- 3.1 **Financial:** The report itself has no financial implications. The Review was funded by the LGA and the LGA subsequently provided some grant funding to assist with the implementation of the recommendations. Improving DTOC performance does come at a cost and this is reflected in separate reports.
- 3.2 **Policy:** The report has no direct policy implications although it does make a number of recommendations regarding practice and future potential direction of travel.
- 3.3 **Personnel:** None.
- 3.4 **Legal:** None.
- 3.5 **Risk Management:** Delayed transfers of care are a high government priority and are frequently reported in the media. More importantly they are not a good outcome for any patient in hospital.
- 3.6 **Property:** None.
- 3.7 **Other:** None.

Executive Summary

4. Introduction / Background

- 4.1 Over recent years Delayed Transfers of Care (DTOC) have been a challenge for West Berkshire. Whilst by no means not the worst nationally, West Berkshire has struggled to meet its targets and been subject to, at times, significant scrutiny and oversight. The topic has been the subject of much discussion and media attention locally.
- 4.2 West Berkshire sits within the Berkshire West health economy although there are also strong linkages with the Great Western Hospital in Swindon and the North Hants Hospital in Basingstoke. Our joint integration work however is focussed around Berkshire West and a grouping entitled the Berkshire West 10. The 10 comprise the four Clinical Commissioning Groups (now one), the three unitary authorities, the Royal Berkshire Hospital (RBH), the Berkshire Healthcare Foundation Trust (RBHT) and the South Central Ambulance Service (SCAS). The integration work has historically been taken forward through a strategic Integration Board and an operational Delivery Group.
- 4.3 The BW10 Integration Board, some three years ago, raised the question as to why Wokingham's DTOC performance was notably better than that of Reading and West Berkshire. The task was left to the BW10 Delivery Group to answer but after three attempts the BW Integration Board took the view that some external assistance was needed and the Local Government Association (LGA) was commissioned to undertake a Peer Challenge. This was undertaken in early 2018 and the resulting report published in March 2018. It is attached as Appendix A.
- 4.4 The report and its recommendations have been discussed by the BW10 Integration Board and the BW10 Delivery Group and the latter has been instrumental in implementing the recommendations.
- 4.5 The whole process has been seen to have been highly successful in helping to reinvigorate joint working across Berkshire West and help strengthen existing relationships.
- 4.6 Whilst it would be difficult to identify a causal link local DTOC performance has improved dramatically over the course of 2018. This is highlighted in Appendix B. Appendix A sets out the full LGA Report. Appendix C highlights where the BW10 Delivery Group are with the implementation of the Report's recommendations as at December 2018.

5. Proposals

- 5.1 The recommendations from the LGA Peer Challenge are set out in Appendix A. The key recommendations can be summarised as follows;
 - (1) more collaboration – less competition;
 - (2) more joint commissioning across Berkshire West;
 - (3) joint workforce strategy;
 - (4) focus on the patient;

- (5) get social care support into hospital
- (6) take a strategic approach to step up and step down provision
- (7) implement trusted assessor;
- (8) work together to manage the price of care;
- (9) greater leadership collaboration.

6. Conclusion

- 6.1 The LGA was commissioned to undertake a Peer Review of the Berkshire West System's approach to managing Delayed Transfers of Care (DTOC). Whilst triggered in part by relatively poor DTOC performance it was also focused on trying to understand variable DTOC performance across Berkshire West. As can be seen, the LGA Peer Challenge Team have not focused on this not instead looked at all three local authority areas separately to identify areas to enhance performance both individually and collectively.
- 6.2 The report has been well received and funding was received from the LGA to help with implementation. The BW10 Delivery Group remains active in taking forward the recommendations and over the course of 2018 DTOC performance both across Berkshire West and West Berkshire has seen a notable improvement.

7. Appendices

- 7.1 Appendix A – Berkshire West 10 Delayed Transfers of Care (DTOC) Peer Challenge Report
- 7.2 Appendix B – DTOC Performance Trends
- 7.3 Appendix C – Action Plan – December 2018

