

Critical Risk report

Risk ID: 709

Risk Type: Quality

Risk Category: Q – Quality of Care

Date: 20th September 2016

1	Current risk score (Likelihood) x (Impact) = z	5 x 4 = 20
2	Previous risk score (Likelihood) x (Impact) = z	4 x 4 = 16
3	Risk description	Risk that patients being discharged from hospital are subject to delays in their transfer of care due to (a) a lack of service capacity in NHS and non-NHSE services outside hospital, and (b) health and social care systems and processes are not currently optimised, resulting in a poor patient experience, additional pressure on the current acute bed base and the system being benchmarked as a national outlier.
4	Current position (include any relevant data as attachments)	This was reviewed during risk cycle 1 (2016-17) with consideration to the fact that the score has remained unchanged for several cycles. This and related performance issues was discussed at F+P last month. The view there was that more needs to be done in relation to the application of controls, particularly in relation to potential contractual action. It was agreed that we would need to discuss potential approaches to this at SMT. Matt Walsh has increased the likelihood score to 5. This risk has materialised. The things that we do not want to be happening to our patients are actually happening, and to a number that is significant.
5	Assessment of the issues	Whilst we have significantly improved our performance as a system relating to formally reported Delays Transfers of Care (DTC), we have a significant issue locally around the discharge of patients who, whilst not technically delayed, are ready to leave hospital after their period of acute care. This has been exacerbated by increases in demand and a significant increase in the acute bed base through winter. We recognize that this has had a significant impact on patient care, patient experience and also delivery of the NHS Constitutional four hour A&E target.
6	Future actions	<ol style="list-style-type: none"> 1. A formal plan TOC Improvement Plan was signed off by the CCG Governing Body in August and the SRG in July 2. We have commissioned as a system and are using a new real-time, share system providing an overview of patients who are on a discharge pathway. Providers share data on delays and

		<p>mitigating actions and commissioners see an aggregated version that gives them the opportunity to assess progress.</p> <p>3. We have engaged our system in the national Ambulatory Care and Frailty programmes where we are being exposed to national models of good practice and dedicated time to develop new ways of working to improve patient flow and patient experience.</p>
7	Identified gaps	<p>1. Sustainable improvement in performance</p>

Relevant data: (attach as necessary)

Risk Owner: Debbie Graham

Senior Manager: Matt Walsh

Date review completed: 22.9.16