

Home for Christmas MADE 1 of 3 SaTH

Abstract: Multi Agency Discharge Events (MADEs) are held to work with internal and external partners across the Integrated Care System to maximise discharges to provide capacity in the acute setting.

SMART Aim

To discharge the most patients possible from 14th December 2022 'Home for Christmas'

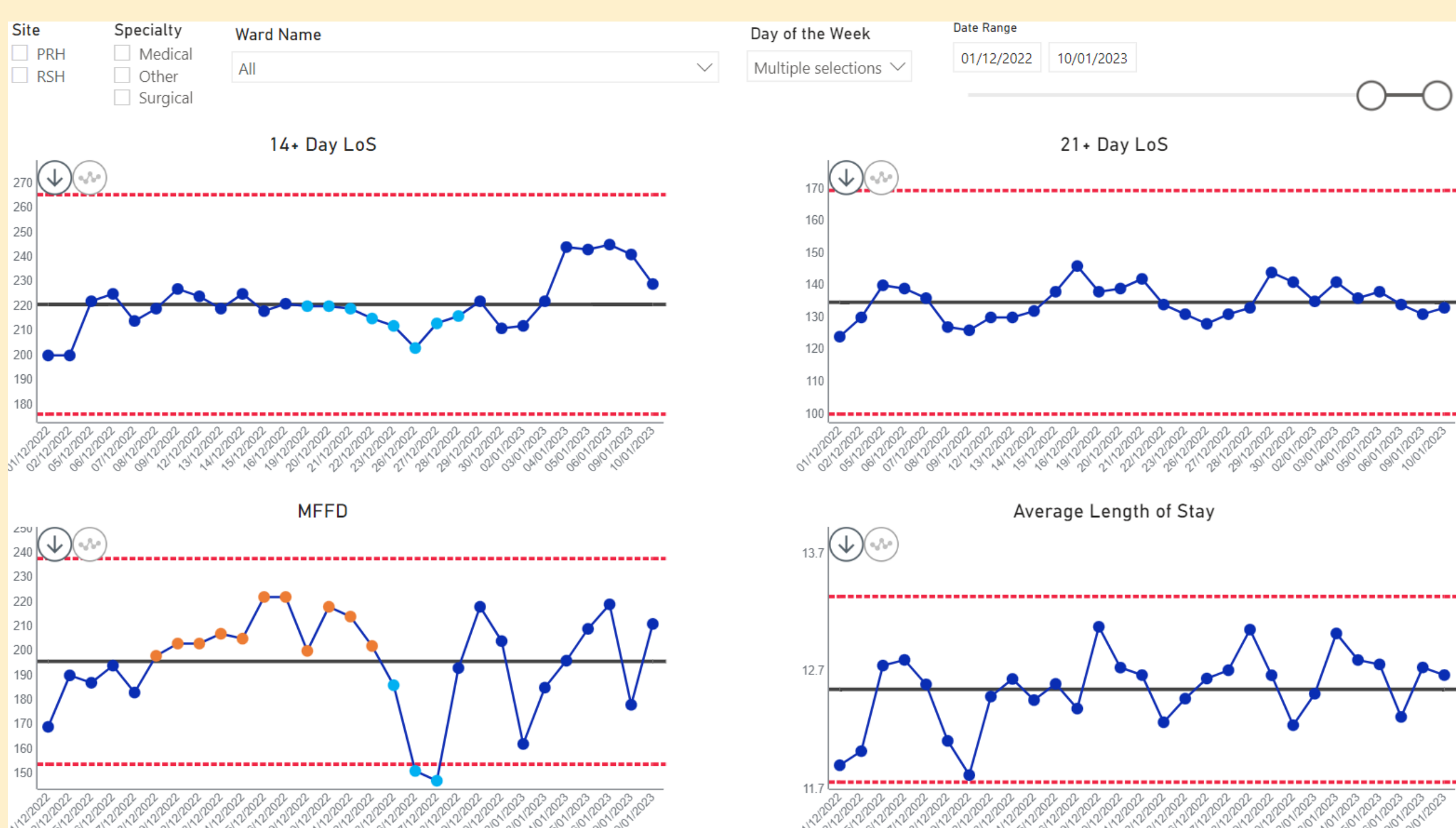
Plan

Utilising data from 2021 the learning from MADE team predicted that SaTH would require flow to cope with on average 150 decisions to admit every day between Christmas and New Year. In order to work towards this the working group organised daily support from each division, local authority and Shropshire Community Trust from the 14th December 2022- 21st December 2022 (excluding the weekend). Each site would operate from a command centre, the Improvement Hub at RSH and Education Room G at PRH, with the ability to have a virtual link for set touch points during the day. Each command centre would attend the standard daily work for site management via teams. As the trust was in a critical incident on the MADE dates, the decision was made to use the usual incident command centre telephone numbers and email address. The event was advertised through various internal communications, emails and fortnightly teams meetings from November 2022. It is important to note that staff sickness for December was at 7.18% and total arrivals at ED were significantly above average from the 3rd December 2022.

Do

Both sites carried out a check chase challenge on every patient, using a tracking document to note what the patients next critical step for discharge was. The document also recorded length of stay, what discharge pathway the patients was (if known), their local authority or if the patient was end of life. There was also the option to track discharge letters, TTO's and if transport had been booked. Following the check, chase, challenge on day 1 plans were put in place for each site and who was accountable for tracking which patients. Shropcom colleagues were utilised to support pathway 2 and virtual wards, local authority colleagues supported pathway 1 & 3 along with the teams from complex discharge and actions and escalation was managed through the site management team, matrons and operations. The plans were reviewed daily and updated accordingly.

Study

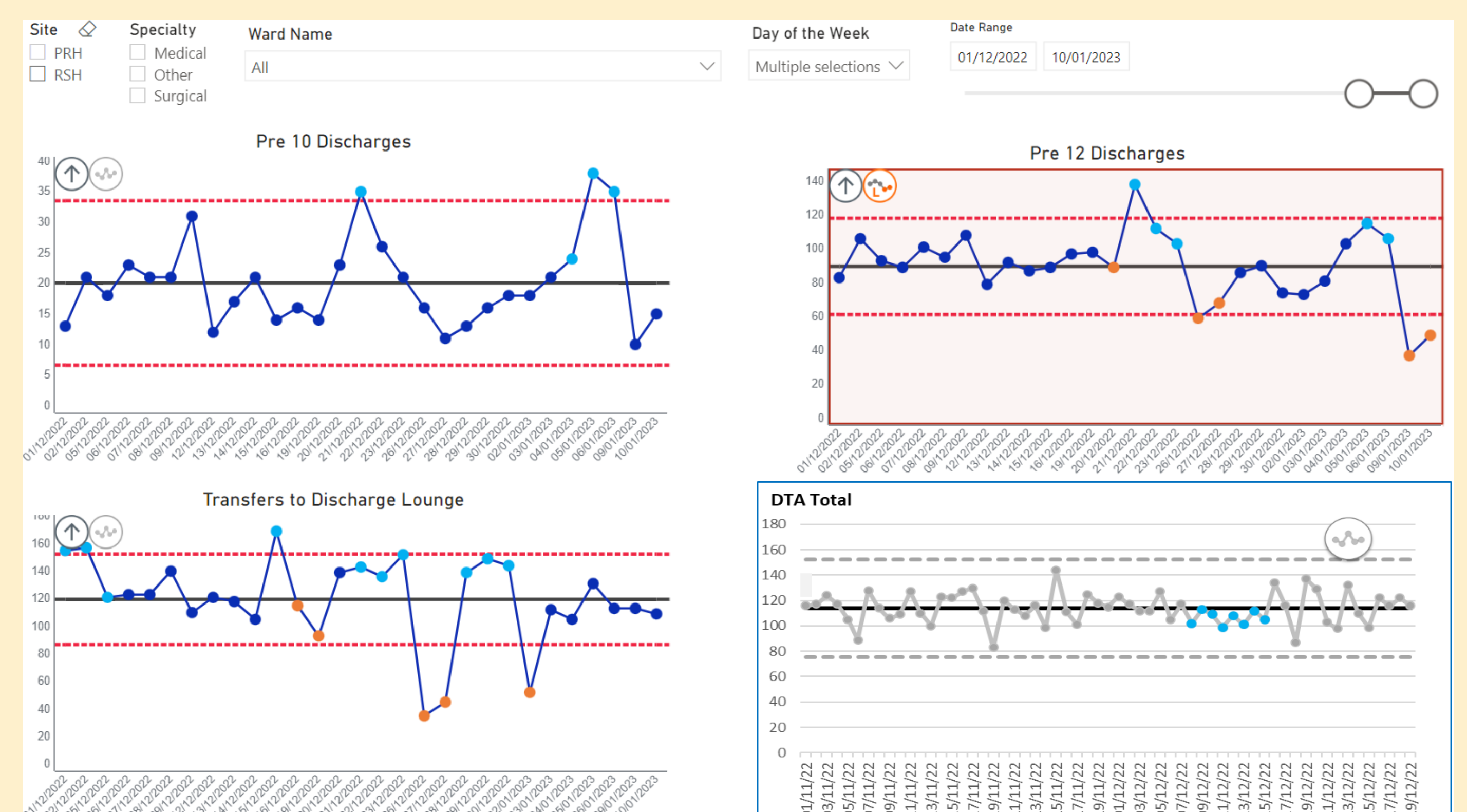


- On the last day of MADE the pre 10 & Pre 12 discharges exceeded the normal range demonstrating that processes trialled can have a positive impact but have not been sustained.
- Patients being transferred to the discharge lounge also exceeded the normal ranges but has not returned to these levels following the New Year bank holiday.

Observations and escalations

- It was observed that minimum numbers of definite discharges were pre booked and made ready for transport
- Not Made Ready was often escalated post midday but with little movement and at time resulting in cut off times at nursing homes being missed.
- There was minimal engagement from clinicians to plan for tomorrow

- The trust saw an improving trend in patients who had resided in SaTH for over 14 days from the 19th December onwards before increasing from the 27th December onwards. This would suggest that actions to complete the next critical step for a patient to be discharged increased in completion.
- +21 days length of stay did fall below average in the same time frame, however it did not improve enough to demonstrate an improving trend.
- One of the significant successes was the improvement in the medically fit for discharge numbers peaking on the 15th December and decreasing down to 147 resulting in a 44% Improvement.
- There was no statistical change in the average length of stay. This would support that the biggest impact was on the medically fit for transfer residing between 7-21 days.



Act

The next steps is to open an improvement project on pre booked transport and escalation process for patients booked but not made ready to ensure a timely discharge. The +21 day review from previous learning from MADE will be extended to include all patients over 14 days and escalated to our system partners via the long stay meetings. To address engagement the MADEs for 2023 will be pre booked and shared via the various communication routes in the trust.