

DIRECTION FROM THE SHETLAND ISLANDS INTEGRATION JOINT BOARD (“IJB”)

ISSUED UNDER SECTION 26(1) OF THE PUBLIC BODIES (JOINT WORKING) (SCOTLAND) ACT 2014

Direction: Unscheduled Care	Direction to: NHSS	Overall Budget allocated by IJB for Direction: £3,869,854
Reference Number: 1.8	Relevant Function(s): Unscheduled Care in hospital setting	Review Date: March 2025
IJB Report(s) Reference Number: CC-17-24		
Date Direction issued/authorised by IJB: 1 May 2024	Date Direction takes effect: 1 April 2024	Does the Direction supersede, amend or revoke an existing Direction? If yes, include reference number of existing Direction: Supersedes Direction 1.8 (IJB Report Ref. CC-30-23-F)
Purpose of Direction		
Delivery of Unscheduled Care services as delegated to the IJB: <ul style="list-style-type: none"> • Emergency Care provided by the Emergency Department (not including critical care or surgical pathways) • Older Peoples Care, including fast track rehabilitation. Older peoples care is provided in the General Medical Ward (Ward 3) and Surgical ward (1). • Acute Medicine (provided via the General Medical Ward) While Community Urgent and Unscheduled Care Pathways are not included, development and improvement in each area impacts on the other, as such communication and collaboration between teams is essential.		
Accountability and Governance		

NHS Shetland is accountable for the delivery of the services within this Direction, which have been commissioned by the Integration Joint Board (IJB).

Overarching Directions to Function(s)

- Emergency Care provided by the Emergency Department (not including critical care or surgical pathways)
- Older Peoples Care, including fast track rehabilitation
- Acute Medicine (provided via the General Medical Ward)

Directions	Outcomes and key actions	Performance Monitoring and Indicators	Challenges & Opportunities – inc. Risks and Finance
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<p>Unscheduled Care</p> <p>Unscheduled care takes place across community, hospital and specialist settings. This Direction is in respect of Unscheduled Care in the hospital setting.</p> <p>The majority of healthcare functions within the wider healthcare system have an unscheduled care response or pathway, but the main ones covered by this Direction are defined as:</p> <ul style="list-style-type: none"> • Emergency Care provided by the Emergency Department –including emergency psychiatric care and paediatrics (not including critical care or surgical pathways) • Older Peoples Care, including fast track rehabilitation • Acute Medicine (provided via the General Medical Ward) 	<p>People in Shetland are able to access high quality, appropriate urgent and unscheduled care services to meet their needs – these services are sustainable</p> <p>Discharge without Delay programme – improved patient outcomes associated with decreased LoS in hospital, patients and carers feel supported throughout process.</p> <p>Reviewing how we deliver urgent care for children</p> <ul style="list-style-type: none"> • HCSWs supporting discharge planning as part of capability development work 	<p>There are a number of HEAT targets which specifically relate to quality or performance markers for effective emergency care systems:</p> <ul style="list-style-type: none"> • Delayed Discharges • Total Delayed Discharges • Access to ED in 4 hours • Rate of attendance at ED • Rate of emergency patients admitted to hospital (NI-12) • Number of presentations ‘Out of Hours’ (OOHs) • Average acute medical length of stay in hospital • Number of children who are admitted via the urgent care pathway 	<p>Recruitment</p> <p>Workforce capacity</p> <p>Workforce capacity for improvement work</p> <p>System/professional acceptance of change</p>
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	<ul style="list-style-type: none"> • Daily dynamic discharge model implemented across inpatient settings • Close working with partners to review people who are delayed in Hospital to understand the reasons why e.g. SAERs, day of care audits etc • Link with regional planning groups focused on emergency care for children to support review of service within regional context. • Understand service and workforce needs to deliver effective emergency care for children. 	<ul style="list-style-type: none"> • Reduced unnecessary delays (transport, medicines) • Carers feel supported throughout process 	
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Shifting Balance of Care

This Direction links to the following Shifting Balance of Care work streams:

Project ref	Service/Programme
PJR0004	Primary Care - Redesign - Urgent and Unscheduled Care
PJR0017	System Workforce Planning (NEW)
PJR0036	Hospital at Home