

Agenda Item

5.4

Joint Commissioning Committee

Improving Patient Flow, Oversight and Repatriation in Mental Health Hospitals
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Dyddiad y Cyfarfod / Date of Meeting	20/05/2025
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	Choose an item.
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Cyflwynydd yr Adroddiad / Report Presenter	Adrian Clarke, Director of Commissioning for Mental Health, Learning Disabilities and Vulnerable Groups
Noddwr yr Adroddiad / Report Sponsor	Huw George, Chief Commissioner

Pwrpas yr Adroddiad / Report Purpose	For Approval
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Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/Group)		
Committee / Group / Individuals	Date	Outcome
JCC Senior Leadership Team	07/05/2025	Approved

Acronyms / Glossary of Terms	
CPA	Care Programme Approach
DeToC	Delay Transfers of Care
MHLDVG	Mental Health, Learning Disabilities and Vulnerable Groups
WHSSC	Welsh Health Specialised Services Committee

1. SITUATION/BACKGROUND

The purpose of this report is to recommend actions to the Joint Commissioning Committee (JCC) members from the Mental Health, Learning Disabilities and Vulnerable Group Directorate that supports JCC cost reduction, improves patient experience and reduces vacancies in commissioned services.

2. SPECIFIC MATTERS FOR CONSIDERATION

There are a number of actions we are undertaking to support the route to breakeven of the JCC and improve patient experience and outcomes in respect of patient with mental illness or learning disabilities placed in specialist hospitals.

These actions concern:

- Reviewing gatekeeping functions and process
- Reviewing capacity (in terms of environment and staff) of NHS Wales's units.
- Reducing variation and improving effectiveness in commissioning case management provision.
- Reducing delayed discharge recharge terms and expand this process from medium secure to all other mental health services.

The last two of these issues are expanded upon below:

2.1 Delayed Discharges

A delayed transfer of care is experienced by an inpatient in a hospital, who is ready to move on to the next stage of care but is prevented from doing so for one or more reasons. The former Welsh Health Specialised Services Committee (WHSSC) agreed a process in 2010 to recharge health boards for the cost of the placement after three months when a patient remained within the JCC commission service.

The process was introduced because it was found that:

- 'The majority of delays are caused by LHBs non-attendance at CPA reviews. This in turn leads to significant delays in identifying placements for step down and obtaining funding agreement for the new placement'
- it ensured that 'all patients are moved to the most clinically appropriate level of care'
- it incentivised 'LHBs to reduce financial and clinical risk by placing patients in the lowest level of appropriate security at the earliest opportunity'
- and to reduce 'length of stay'.

Members should note that:

- The majority of placements do not result in a delayed discharge
- In 2023 there were 22 recharge letters issued and to date in 2024 there have been 24
- the amount recharged over the last 24 months is £407,787

- Circa 50% of patients are discharged before any recharge is applied and the recharge term for the other 50% is from 3 to 183 days
- At present, the recharge is only applied to delayed medium secure patients although delayed discharges have been detected in other services the JCC commission such as neuropsychiatry and eating disorders

Any delay in discharge results in patient remaining in environments of care for longer than necessary which is a poor outcome. It is often that a patient will remain in placements with a higher level of security than necessary which may impact their personal freedoms and result in a poor experience.

In the financial year 2024/2025 the total recharge amount was £0.6m for the extant post three-month recharge term. If the term was reduced to a 1-month period the recharge amount would be £1.4m.

In order to drive improvement in outcomes and experience, and incentivise repatriation it is recommended that the recharge term is reduced from three to one month and expanded to cover all mental health inpatient services.

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The Delayed Discharge of patients in Mental Health and Learning Disability services, commissioned via the JCC was discussed at the recent strategy workshop, where there was an appetite to reduce the notice period in order to improve the experience of these patients.

In order to drive improvement in outcomes and experience, and incentivise repatriation it is recommended that the recharge term is reduced from three to one month and expanded to cover all mental health inpatient services.

3. ASSESSMENT

Objectives / Strategy	
Dolen i Amcan (au) Strategol CBC / Link to JCC Strategic Objectives(s)	Ensure Quality
Dolen i Ddeddf Llesiant Cenedlaethau'r Dyfodol – Nodau Llesiant / Link to Wellbeing of Future Generations Act – Wellbeing Goals 150623-guide-to-the-fg-act-en.pdf (futuregenerations.wales)	A Healthier Wales
	If more than one applies please list below:
Dolen i Hwyluswyr Ansawdd <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Enablers of Quality</i> (Duty of Quality Statutory Guidance (gov.wales))	Whole-systems Perspective
	If more than one applies please list below:
Dolen i Feysydd Ansawdd	Safe
	If more than one applies please list below:

(<i>Canllawiau Statudol</i> <i>Dyletswydd Ansawdd</i> <i>(llyw.cymru)</i>) / Link to Domains of Quality <i>(Duty of Quality Statutory Guidance (gov.wales))</i>	
Effaith Amgylcheddol/ Cynaliadwyedd (5R) / Environmental /Sustainability Impact (5Rs)	No - Not Applicable
	If more than one applies please list below:

Impact Assessment		
Ansawdd <i>Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Ansawdd? /</i> Quality <i>Have you undertaken a Quality Impact Assessment Screening?</i>	Yes: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>
	Outcome:	If no, please include rationale below:
Cydraddoldeb <i>Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Gydraddoldeb? /</i> Equality <i>Have you undertaken an Equality Impact Assessment Screening?</i>	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>
	Outcome: Positive or neutral outcome for patient groups.	If no, please include rationale below:
Cyfreithiol / Legal	There are no specific legal implications related to the activity outlined in this report.	
Enw da / Reputational	There is no direct impact on the reputation of the Joint Committee as a result of the activity outlined in this report.	
Effaith Adnoddau <i>(Pobl /Ariannol) /</i> Resource Impact <i>(People / Financial)</i>	Yes (Include further detail below)	
	Transfer of resources to JCC required	

4. RECOMMENDATIONS

The Joint Committee is asked to:

- **Note** the report; and
- **Approve** the reduction of the DeToC timescale from 3 months to 1 month and expand the scope to include other JCC commissioned inpatient MH/LD services.

5. NEXT STEPS

The DeToC process will be shared with Health Board personnel with new timescales explained.