



Llywodraeth Cynulliad Cymru
Welsh Assembly Government

To: Chief Executives
NHS Trusts,
Health Commission Wales
Local Health Boards in Wales
Director, Delivery and Support Unit
Regional Directors

Mrs Ann Lloyd CBE
Head, Department for Health & Social Services
Chief Executive, NHS Wales
Pennaeth, Adran Iechyd a Gwasanaethau
Cymdeithasol
Prif Weithredwraig, GIG Cymru

Eich cyf / Your ref:
Ein cyf / Our ref: SF/EH/ 0468/08 and EH/ML/019/08

October 2008

Dear Colleague,

CHANGE TO ANNUAL OPERATING FRAMEWORK (AOF) TARGETS 6, 17 & 18 FOR 2008 / 2009

Please find attached the Minister's letter to NHS Chairs formally announcing the change to AOF targets 17 and 18 on delayed transfers of care and the mandating of the data collection for AOF target 6 on sexual health services.

The revised target and rationale for delayed transfers of care is attached as annex 1 and can be accessed at:

<http://howis.wales.nhs.uk/sites3/page.cfm?orgid=407&pid=17873>.

DSCN(2008)09(W) will be issued shortly detailing the collection of sexual health services data.

The achievement of both these targets is important in our efforts to improve services for patients. I expect your organisation to achieve these targets along with the other AOF targets by the year end.

Yours sincerely

Mrs ANN LLOYD CBE
Head, Department for Health & Social Services



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Enc. Rationale for delayed transfers of care

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Information Systems Librarian	Capital Audit Team
Director	Welsh Pharmaceutical Quality Assurance

Edwina Hart AM MBE

Y Gweinidog dros Iechyd a Gwasanaethau Cymdeithasol
Minister for Health and Social Services



Llywodraeth Cynulliad Cymru
Welsh Assembly Government

Our ref: (SF/EH/0553/08 reference)
(EH/ML/019/08)

Your ref:

To: Chairs of NHS Trusts, Local Health Boards
and Health Commission Wales

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15th October 2008

Dear

2008/2009 AOF TARGET 6 – SEXUAL HEALTH SERVICES
2008/2009 AOF TARGETS 17 & 18 – DELAYED TRANSFERS OF CARE

This letter alerts you to:

- AOF target 6 – mandating the collection of sexual health service data; and
- AOF targets 17 & 18 – changes to the delayed transfers of care target.

Both targets were originally communicated to you and your organisation under WHC (2007) 086 in December 2007.

AOF Target 6 – Sexual Health Services

The data collection process has been finalised through the Welsh Information Governance Standards Board and is now mandated. A DSCN will be issued shortly informing of the data collection.

AOF Targets 17 & 18 – Delayed Transfers of Care

The current set of targets for Delayed Transfers of Care (DToC) are based upon the use of a quartile approach which ranks LHBs in one of four quartiles and requires sufficient levels of improvement to move into the quartile above; e.g. organisations in the lowest quartile (quarter 4) are required to reduce the number of delays or the days delayed sufficiently to ensure that they progressed into quartile 3

by March 2009. Organisations in the top quartile were required to maintain their position by sustaining or further improving their performance.

The current target, and the linked methodology to calculate and assess performance, has been in place since 2006/07 to the time of writing. Analysis of performance over this period indicates that it has not served to influence the expected reduction in the number of delays or the days delayed. Therefore, the current targets are replaced by a family of targets that are robust and challenging and require an integrated approach from both health and social services sectors to ensure delivery.

The revised targets are based on a 3-year delivery strategy that requires all health organisations to be operating within the top 10 percentile of LHB performance, using a 2007/08 baseline, by March 2011. The targets will continue to be applied to the number of delays and the days delayed elements for both non-mental health and mental health services; although there will be a change in the latter to reflect the cumulative length of delays as opposed to days between each census. The targets require organisations to make a proportional reduction in the number of delays and the days delayed each year from the 2007/08 baseline position as follows:

- 2008/2009 40% of overall reduction required
- 2009/2010 30% of overall reduction required
- 2010/2011 30% of overall reduction required

The rationales for the new targets, including the methodology to describe the 3-year delivery plan are attached as appendices 1 and 2 respectively. The following pages provide clarity in respect of 2008/09 DToC targets and delivery dates.

Target 17: Health organisations must improve the rate of timely and effective discharge planning by reducing the number of delayed transfers of care and days delayed (excluding mental health facilities) per 10,000 of population. All health communities are required to achieve year 1 (2008/09) targets as stated in the 3-year delivery plan, as shown in the following table.

2008/09 DToC and Delayed Days Targets (Non-Mental Health)

LHB Area	DToC Target	Delayed Days Target
Blaenau Gwent	10.02	379
Bridgend	9.91	656
Caerphilly	17.91	620
Cardiff	21.04	2150
Carmarthenshire	16.03	547
Ceredigion	9.52	205
Conwy	4.67	122
Denbighshire	6.87	136
Flintshire	7.24	145
Gwynedd	8.48	347
Isle of Anglesey	8.08	166
Merthyr Tydfil	17.45	1113
Monmouthshire	10.86	290
Neath Port Talbot	14.08	926
Newport	13.40	400
Pembrokeshire	2.74	123
Powys	14.93	763
Rhondda Cynon Taff	14.52	556
Swansea	17.59	1226
Torfaen	35.09	3041
Vale of Glamorgan	18.38	1496
Wrexham	10.92	249

Targets to be achieved by March 2009. Assessment will be based on average performance over a 12 month period; i.e. April 2008 to March 2009.

Target 18: Health organisations must improve the rate of timely and effective discharge planning by reducing the number of delayed transfers of care and days delayed in mental health facilities per 10,000 of population. All health communities are required to achieve year 1 targets as stated in the 3-year delivery plan, as shown in the following table.

2008/09 DToC and Delayed Days Targets (Mental Health)

LHB Area	DToC Target	Delayed Days Target
Blaenau Gwent	0.26	20
Bridgend	0.25	44
Caerphilly	0.21	13
Cardiff	0.90	171
Carmarthenshire	0.42	24
Ceredigion	0.18	12
Conwy	0.18	8
Denbighshire	0.22	12
Flintshire	0.14	6
Gwynedd	0.31	38
Isle of Anglesey	0.54	34
Merthyr Tydfil	0.74	110
Monmouthshire	0.32	27
Neath Port Talbot	0.42	23
Newport	0.35	39
Pembrokeshire	0.19	15
Powys	0.61	47
Rhondda Cynon Taff	0.53	38
Swansea	0.45	62
Torfaen	0.37	24
Vale of Glamorgan	0.45	46
Wrexham	0.17	5

Targets to be achieved by the March 2009 census. Assessment will be based on average performance over a 12 month period; i.e. April 2008 to March 2009.

The information contained within this correspondence supersedes that stated in WHC(2007)086 and the associated rationales.

The achievement of these targets is important to me, the Welsh Assembly Government and the people of Wales in our efforts to improve the management of delayed transfers of care. I expect your organisation to achieve these targets, along with the other AOF targets by the year end.

I will be kept apprised of progress and compliance by my officials.

A handwritten signature in black ink, appearing to be 'L. J. Jones' or similar, written in a cursive style.

Appendix 1: Revised Rationale for DToC (Non Mental Health) Targets

Target 17: Health organisations must improve the rate of timely and effective discharge planning by reducing the number of delayed transfers of care and days delayed (excluding mental health facilities) per 10,000 of population. All health communities are required to achieve year 1 (2008/09) targets as stated in the 3 year delivery plan.

[Target date: March 2009]

Rationale

Timely transfer and discharge arrangements are important in ensuring that patients receive appropriate care in an appropriate setting and help the NHS to effectively manage emergency pressures. The primary aim should be to provide effective and efficient discharge planning.

The targets cover all reasons to reflect the partnership working required to address a target set at the interface between health and social care. It reflects the whole systems context within which DToC information and subsequent commissioning decisions are made.

Whilst all delays are not within the sole remit of health to influence, the target aims to promote shared ownership and emphasise the close partnership working required between organisations to effect sustainable reductions and to promote effective and timely discharge planning arrangements.

Rates are shown by LHB because of the need for a health community approach to the delivery of this target. Both LHBs and NHS Trusts have direct responsibility and accountability for achievement of the target through effective partnership.

These are health community targets and it is expected that Trusts and LHBs will work in partnership to ensure their delivery, together with Local Authorities.

Actions and Performance Monitoring Arrangements

Performance against the target will be measured through Trust submissions of monthly census returns (see 'Submission Arrangements'). Monitoring and assessment will be based on the average monthly performance over a 12 month period, to account for monthly and seasonal variation.

Performance Information Flow

Data Source	- Monthly Delayed Transfers of Care Data Collection.
Submission	- Trusts to submit monthly census returns for the third

Arrangements	Wednesday of the month.
Reporting Format	<ul style="list-style-type: none"> - Number of delayed transfers of care per 10,000 population, excluding mental health facilities. - Number of days delayed per 10,000 population for patients recorded as a delayed transfer of care, excluding those in mental health facilities.
Interpretation	<ul style="list-style-type: none"> - Higher indicator values reflect greater numbers of delayed transfers of care per 10,000 population. - Higher indicator values reflect greater numbers of days delayed per 10,000 population for patients recorded as a delayed transfers of care.
Definition	<ul style="list-style-type: none"> - Delayed Transfer of Care: a patient who continues to occupy a hospital bed after his/her ready-for-transfer of care date during the same inpatient episode experiences a delayed transfer of care. - Ready-for-Transfer Date: is the date on which a hospital inpatient is ready to move on to the next stage of care. This is determined by the clinician responsible for the inpatient care, in consultation with colleagues in the hospital's multi-disciplinary health care team and all agencies involved in planning the patient's transfer of care (both NHS and non-NHS). The "next stage of care" covers all appropriate destinations within and outside the NHS, i.e. those patients who are unable to be discharged from NHS care, and also patients who are unable to be transferred within the NHS to a more appropriate bed. - Further definitional guidance is provided within the description of the 3 year delivery plan below.

3 Year Delivery Plan Methodology

The tables on the following pages represent the schedule of targets that have been set for organisations over the next 3 years for reductions in the number of delays and the days delayed. The objective of the approach is for all organisations to be performing at a high and consistent level by March 2011. The methodology adopted to derive the targets can be described as follows:

- 2007/08 baseline data used to evaluate March 2011 target;
- March 2011 targets derived from top 10 percentile of LHB performance from baseline data;
- baseline data and derived targets represent average monthly performance over a 12 month period;

- required annual reductions in the number of delays and days delayed to meet the March 2011 target based on proportional decreases from baseline position as follows:
 - 2008/09 40% of overall reduction required
 - 2009/10 30% of overall reduction required
 - 2010/11 30% of overall reduction required
- targets for organisations within the 2007/08 top 10 percentile are fixed so as to maintain that level across the delivery period;
- 2006 mid year population estimates for ages 75 and over apply to all calculated rates. Note this is different to the previous target which used over 75 years only. Population estimates are available on the StatsWales website using the following link:

<http://www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=3122>

- delayed days targets are now based on cumulative days delayed as opposed to days delayed between each census used previously.

Target 17: Reductions in DToC (Non Mental Health)

3 year Target Delivery Schedule

LHB Area	2007/08 Baseline	2008/09 Target	2009/10 Target	2010/11 Target
Blaenau Gwent	12.09	10.02	8.48	6.93
Bridgend	11.90	9.91	8.42	6.93
Caerphilly	25.23	17.91	12.42	6.93
Cardiff	30.46	21.04	13.99	6.93
Carmarthenshire	22.11	16.03	11.48	6.93
Ceredigion	11.26	9.52	8.23	6.93
Conwy	4.67	4.67	4.67	4.67
Denbighshire	6.87	6.87	6.87	6.87
Flintshire	7.45	7.24	7.08	6.93
Gwynedd	9.52	8.48	7.70	6.93
Isle of Anglesey	8.85	8.08	7.50	6.93
Merthyr Tydfil	24.47	17.45	12.19	6.93
Monmouthshire	13.48	10.86	8.89	6.93
Neath Port Talbot	18.85	14.08	10.50	6.93
Newport	17.72	13.40	10.16	6.93
Pembrokeshire	2.74	2.74	2.74	2.74
Powys	20.27	14.93	10.93	6.93
Rhondda Cynon Taff	19.58	14.52	10.72	6.93
Swansea	24.70	17.59	12.26	6.93
Torfaen	53.86	35.09	21.01	6.93
Vale of Glamorgan	26.01	18.38	12.65	6.93
Wrexham	13.59	10.92	8.92	6.93

Target 17: Reductions in Delayed Days (Non Mental Health)

3 year Target Delivery Schedule

LHB Area	2007/08 Baseline	2008/09 Target	2009/10 Target	2010/11 Target
Blaenau Gwent	540	379	258	137
Bridgend	1002	656	397	137
Caerphilly	941	620	378	137
Cardiff	3492	2150	1144	137
Carmarthenshire	821	547	342	137
Ceredigion	250	205	171	137
Conwy	122	122	122	122
Denbighshire	136	136	136	136
Flintshire	151	145	141	137
Gwynedd	487	347	242	137
Isle of Anglesey	185	166	152	137
Merthyr Tydfil	1763	1113	625	137
Monmouthshire	391	290	213	137
Neath Port Talbot	1452	926	532	137
Newport	575	400	269	137
Pembrokeshire	123	123	123	123
Powys	1180	763	450	137
Rhondda Cynon Taff	834	556	346	137
Swansea	1952	1226	682	137
Torfaen	4976	3041	1589	137
Vale of Glamorgan	2401	1496	817	137
Wrexham	323	249	193	137

Appendix 2: Revised Rationale for DToC (Mental Health) Targets

Target 18: Health organisations must improve the rate of timely and effective discharge planning by reducing the number of delayed transfers of care and days delayed in mental health facilities per 10,000 of population. All health communities are required to achieve year 1 (2008/09) targets as stated in the 3 year delivery plan.

[Target date: March 2009]

Rationale

Timely transfer and discharge arrangements are important in ensuring that patients receive appropriate care in an appropriate setting and help the NHS to effectively manage emergency pressures. The primary aim should be to provide effective and efficient discharge planning.

The target covers all reasons to reflect the partnership working required to address a target set at the interface between health and social care. It reflects the whole systems context within which DToC information and subsequent commissioning decisions are made.

Whilst all delays are not within the sole remit of health to influence, the target aims to promote shared ownership and emphasise the close partnership working required between organisations to effect sustainable reductions and to promote effective and timely discharge planning arrangements.

Rates are shown by LHB because of the need for a health community approach to the delivery of this target. Both LHBs and NHS Trusts have direct responsibility and accountability for achievement of the target through effective partnership.

This is a health community target and it is expected that Trusts and LHBs will work in partnership to ensure its delivery, together with Local Authorities.

Actions and Performance Monitoring Arrangements

Performance against the target will be measured through Trust submissions of monthly census returns. See 'Submission Arrangements'. Monitoring and assessment will be based on the average monthly performance over a 12 month period, to account for monthly and seasonal variation.

Performance Information Flow

Data Source	- Monthly Delayed Transfers of Care Data Collection.
Submission Arrangements	- Trusts to submit monthly census returns for the third Wednesday of the month.
Reporting Format	<ul style="list-style-type: none"> - Number of delayed transfers of care per 10,000 population in mental health facilities. - Number of days delayed per 10,000 population for patients recorded as a delayed transfer of care in mental health facilities.
Interpretation	<ul style="list-style-type: none"> - Higher indicator values reflect greater numbers of delayed transfers of care per 10,000 population. - Higher indicator values reflect greater numbers of days delayed per 10,000 population for patients recorded as delayed transfers of care.
Definition	<ul style="list-style-type: none"> - Delayed Transfer of Care: a patient who continues to occupy a hospital bed after his/her ready-for-transfer of care date during the same inpatient episode experiences a delayed transfer of care. - Ready-for-Transfer Date: is the date on which a hospital inpatient is ready to move on to the next stage of care. This is determined by the clinician responsible for the inpatient care, in consultation with colleagues in the hospital's multi-disciplinary health care team and all agencies involved in planning the patient's transfer of care (both NHS and non-NHS). The "next stage of care" covers all appropriate destinations within and outside the NHS, i.e. those patients who are unable to be discharged from NHS care, and also patients who are unable to be transferred within the NHS to a more appropriate bed. - Further definitional guidance is provided within the description of the 3 year delivery plan below.

3 Year Delivery Plan Methodology

The tables on the following pages represent the schedule of targets that have been set for organisations over the next 3 years for reductions in the number of delays and the days delayed. The objective of the approach is for all organisations to be performing at a high and consistent level by March 2011. The methodology adopted to derive the targets can be described as follows:

- 2007/08 baseline data used to evaluate March 2011 target;

- March 2011 targets derived from top 10 percentile of LHB performance from baseline data;
- baseline data and derived targets represent average monthly performance over a 12 month period;
- required annual reductions in the number of delays and days delayed to meet the March 2011 target based on proportional decreases from baseline position as follows:
 - 2008/09 40% of overall reduction required
 - 2009/10 30% of overall reduction required
 - 2010/11 30% of overall reduction required
- targets for organisations within the 2007/08 top 10 percentile are fixed so as to maintain that level across the delivery period;
- 2006 mid year population estimates for all age groups apply to all calculated rates. Population estimates are available on the StatsWales website using the following link:
<http://www.statswales.wales.gov.uk/TableViewer/tableView.aspx?ReportId=3122>
- delayed days targets are now based on cumulative days delayed as opposed to days delayed between each census used previously.

Target 18: Reductions in DToC (Mental Health)

3 year Target Delivery Schedule

	2007/08 Baseline	2008/09 Target	2009/10 Target	2010/11 Target
Blaenau Gwent	0.31	0.26	0.22	0.18
Bridgend	0.30	0.25	0.22	0.18
Caerphilly	0.23	0.21	0.20	0.18
Cardiff	1.38	0.90	0.54	0.18
Carmarthenshire	0.59	0.42	0.30	0.18
Ceredigion	0.18	0.18	0.18	0.18
Conwy	0.18	0.18	0.18	0.18
Denbighshire	0.24	0.22	0.20	0.18
Flintshire	0.14	0.14	0.14	0.14
Gwynedd	0.40	0.31	0.25	0.18
Isle of Anglesey	0.79	0.54	0.36	0.18
Merthyr Tydfil	1.11	0.74	0.46	0.18
Monmouthshire	0.41	0.32	0.25	0.18
Neath Port Talbot	0.58	0.42	0.30	0.18
Newport	0.47	0.35	0.27	0.18
Pembrokeshire	0.20	0.19	0.19	0.18
Powys	0.89	0.61	0.39	0.18
Rhondda Cynon Taff	0.76	0.53	0.35	0.18
Swansea	0.63	0.45	0.31	0.18
Torfaen	0.50	0.37	0.28	0.18
Vale of Glamorgan	0.63	0.45	0.31	0.18
Wrexham	0.17	0.17	0.17	0.17

Target 18: Reductions in Delayed Days (Mental Health)

3 year Target Delivery Schedule

	2007/08 Baseline	2008/09 Target	2009/10 Target	2010/11 Target
Blaenau Gwent	28	20	15	9
Bridgend	67	44	26	9
Caerphilly	16	13	11	9
Cardiff	279	171	90	9
Carmarthenshire	35	24	17	9
Ceredigion	14	12	10	9
Conwy	8	8	8	8
Denbighshire	14	12	10	9
Flintshire	6	6	6	6
Gwynedd	58	38	24	9
Isle of Anglesey	51	34	22	9
Merthyr Tydfil	177	110	59	9
Monmouthshire	39	27	18	9
Neath Port Talbot	32	23	16	9
Newport	59	39	24	9
Pembrokeshire	19	15	12	9
Powys	73	47	28	9
Rhondda Cynon Taff	58	38	24	9
Swansea	97	62	35	9
Torfaen	34	24	16	9
Vale of Glamorgan	72	46	28	9
Wrexham	5	5	5	5