

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

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

<b>Direction:</b> Unscheduled Care	<b>Direction to:</b> NHS Shetland (NHSS)	<b>Overall Budget allocated by IJB for Direction:</b> <b>£3,803,972</b>
<b>Reference Number:</b> 1.8	<b>Relevant Function(s):</b> Unscheduled Care in hospital setting	<b>Review Date:</b> March 2027
<b>IJB Report(s) Reference Number:</b> CC-10-26		
<b>Date Direction issued/authorised by IJB:</b> 18 March 2026	<b>Date Direction takes effect:</b> 1 April 2026	<b>Does the Direction supersede, amend or revoke an existing Direction? If yes, include reference number of existing Direction:</b>  Supersedes Direction 1.8 (IJB Report Ref. CC-30-25-F)
<b>Purpose of Direction</b>		
<p>Delivery of Unscheduled Care services as delegated to the IJB:</p> <ul style="list-style-type: none"> <li>• Emergency Care provided by the Emergency Department (not including critical care or surgical pathways)</li> <li>• Older Peoples Care, including fast track rehabilitation. Older peoples care is provided in the General Medical Ward (Ward 3) and Surgical Ward (1).</li> <li>• Acute Medicine (provided via the General Medical Ward)</li> </ul> <p>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.</p>		

<b>Accountability and Governance</b>			
<p>NHS Shetland is accountable for the delivery of the services within this Direction, which have been commissioned by the Integration Joint Board (IJB).</p>			
<b>Overarching Directions to Function(s)</b>			
<ul style="list-style-type: none"> <li>• Emergency Care provided by the Emergency Department (not including critical care or surgical pathways)</li> <li>• Older Peoples Care, including fast track rehabilitation</li> <li>• Acute Medicine (provided via the General Medical Ward)</li> </ul>			
<b>Relevant Links:</b>			
<ul style="list-style-type: none"> <li>• <a href="#">HSCP Joint Strategic Plan</a></li> </ul>			
<b>Directions</b>	<b>Outcomes and key actions</b>	<b>Performance Monitoring and Indicators</b>	<b>Challenges &amp; Opportunities – inc. Risks and Finance</b>
<p><b>Unscheduled Care</b></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"> <li>• Emergency Care provided by the Emergency Department – including emergency psychiatric care and paediatrics (not including critical care or surgical pathways)</li> </ul>	<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 length of stay (LoS) in hospital, patients and carers feel supported throughout process.</p>	<p>There are a number of health improvement, efficiency, access and treatment (HEAT) targets which specifically relate to quality or performance markers for effective emergency care systems:</p> <ul style="list-style-type: none"> <li>• Delayed Discharges</li> <li>• Total Delayed Discharges</li> <li>• Access to ED in 4 hours</li> <li>• Rate of attendance at ED</li> <li>• Rate of emergency patients admitted to hospital (NI-12)</li> </ul>	<p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Workforce capacity</li> <li>• Workforce capacity for improvement work</li> <li>• System/professional acceptance of change</li> <li>• Service sustainability – infrastructure. remedial work at Gilbert Bain Hospital</li> </ul>

<ul style="list-style-type: none"> <li>• Older Peoples Care, including fast track rehabilitation</li> <li>• Acute Medicine (provided via the General Medical Ward)</li> </ul>	<p>Review how we deliver urgent care for children.</p> <ul style="list-style-type: none"> <li>• HCSWs supporting discharge planning as part of capability development work</li> <li>• Daily dynamic discharge model implemented across inpatient settings</li> <li>• 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</li> <li>• Link with regional planning groups focused on emergency care for children to support review of service within regional context.</li> <li>• Understand service and workforce needs to deliver effective emergency care for children.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of presentations 'Out of Hours' (OOHs)</li> <li>• Average acute medical length of stay in hospital</li> <li>• Number of children who are admitted via the urgent care pathway</li> <li>• Reduced unnecessary delays (transport, medicines)</li> <li>• Carers feel supported throughout process</li> </ul>	<p>may result in service disruption.</p>
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