

Transfers of care

Signposting resource





Integration and Better Care Fund series

This series of guides was originally developed to support the mobilisation of Better Care Fund programme plans across the country. These guides continue to be of practical use to everyone involved in planning and delivering joined-up, integrated care for individuals and communities, person-centred care as part of BCF plans as well as other programmes that foster collaborative cross-system working under the new goals and ambitions of the NHS Long Term Plan. This includes frontline professionals and managers, commissioners, as well as councillors and board members in local government and the NHS, community and voluntary groups, independent providers and groups speaking for people who use health and care services.

- **How to... lead and manage better care**
- **How to... bring budgets together and use them to develop coordinated care provision**
- **How to... work together to achieve better joined-up care**
- **How to... understand and measure impact**
- **Sharing risks and benefits of integrated care: quick guide**

Key overarching resources

Delivering safe and timely transfers of care is a shared responsibility across the whole local health and social care system, including housing, private providers and the voluntary/community sectors. All parties need to be at the table for both strategic and operational planning to ensure optimisation of effort. There is no clear relationship between funding levels and the numbers of delayed transfers in different systems – therefore, local practice issues must play their part in performance. Systems that are more advanced on the integration journey have better performance in managing transfers of care.

Organisation	Resource	Type
ADASS	Top Tips for working safely in escalation in the urgent care system when increasing bed availability through fast track discharge (September 2018)	Guidance
Better Care Support Team	Better Care Exchange The Better Care Exchange is a collaborative, social network for health and social care professionals. It enables networking, information and knowledge sharing on good practice for delivering better integrated care, and implementing Better Care Fund plans. In order to join the Exchange, you must work for or with local authorities, CCGs, or the NHS. To request access please email bettercareexchange@nhs.net with your name, job title, and organisation.	Resources and case studies
Department of Health & Social Care, Ministry of Housing, Communities & Local Government	2019–20 Better Care Fund Policy Framework	Policy framework
Institute of Public Care	Stepping up to the place – A review of the vision (October 2018)	Report
King's Fund	Better transfers of care for older people – conference February 2017	Presentations
King's Fund	Delayed discharge: 'It's not just about the money'	Article
King's Fund	Delayed transfers of care: A quick guide (January 2018)	Article
Local Government Association (Newton Europe)	Why not home, why not today? Putting a stop to DTOC (November 2017)	Report



Local Government Association	Care and Health Improvement Programme: Integration support offer for health and care system leaders (November 2018)	Tools and resources
Local Government Association et al	Shifting the centre of gravity: Making place-based, person-centred health and care a reality (November 2018)	Toolkit
Local Government Association	Care Act 2014 – Implementation support	Guides, e-learning etc.
Local Government Association and NHS	High impact change model	Toolkit
Local Government Association	Integrated care value case toolkit	Toolkit
Local Government Association	Integration and the Better Care Fund	Tools and resources
Local Government Association	Care and Health Improvement Programme: Integration support offer for health and care system leaders (November 2018)	Tools and resources
Local Government Association	Stepping up to the place: integration self-assessment tool (2016)	Toolkit
Local Government Association, University of Birmingham, Association of Directors of Adult Social Services and Think Local Act Personal	Simple guide to the Care Act and delayed transfers of care (DTCOC)	Guide
National Audit Office	Discharging older people from hospital (2016)	Report
National Institute for Health and Care Excellence	Transition between inpatient hospital settings and community or care home settings for adults with social care needs (NG27) . See also the associated costing statement and the scope which has useful contextual information.	Guide
Newton Europe	People first, manage what matters (2019)	Report
NHS England	Better use of care at home (October 2015)	Quick guide
NHS England	Identifying local care home placements (October 2015)	Quick guide
NHS England	Sharing patient information (October 2015)	Quick guide



NHS England	Transforming urgent and emergency care services in England. Safer, faster, better: good practice in delivering urgent and emergency care – A guide for local health and social care communities (Keogh urgent care review)	Guide
NHS England et al	Quick guides: Transforming urgent and emergency care services in England (December 2017)	Guidance
NHSE/Better Care Support Team	Better Care Fund: 2018/19 planning data (November 2018)	Report
NHSE	Shared decision making: Summary guide (January 2019)	Guidance
NHS Improvement	Safer, better, faster care for patients	Webinars
NHS Improvement	Elective care	Resources
NHS Improvement	Emergency care	Resources
NHS Providers	Right place, right time: better transfers of care	Report
Royal College of Physicians	Integrated care – taking specialist medical care beyond the hospital walls	Report
Better Care Support Team and Social Care Institute for Excellence	Delivering integrated care masterclasses and webinars 2017 <ul style="list-style-type: none"> • Sharing responsibility for transfers of care • Measuring success • Sharing risk and benefits 	Presentations, models and case examples
Social Care Institute for Excellence	Integrated health and social care 2020: research	Research study
Social Care Institute for Excellence	Prevention and wellbeing	Case studies and resources
UK Parliament	Discharging older people from acute hospital (July 2016)	Inquiry

Resource groups

Person-centred, coordinated care

Preventing hospital admissions and ensuring safe, timely transfers of care is dependent on agencies coordinating care around the needs of the person. This enables informed choice for the individual and meaningful integration of services. Promoting personal independence and self-care through asset-based approaches and engagement with the public is essential to improving health and preventing hospital admissions, as well as promoting successful transfers of care.

Organisation	Resource	Type
Alzheimer's Society	Guidance for NHS continuing healthcare assessors – Evaluating emotional and psychological needs for people in the later stages of dementia	Guide
British Journal of Hospital Medicine	Understanding safe discharge of patients with dementia from the acute hospital	Article
Health Foundation	Ideas into action: person-centred care in practice. What to consider when implementing shared decision making and self-management support	Toolkit
Health Foundation	My discharge – a proactive case management for discharging patients with dementia	Case study report
Health Foundation	Person-centred care made simple. What everyone should know about person-centred care	Toolkit
Joint Commissioning Panel for Mental Health	Guidance for commissioners of liaison mental health services to acute hospitals	Guide
King's Fund and the Picker Institute	Patients experience of using hospital services (December 2015)	Report
LGA and others	High impact change model: Managing transfers of care between hospital and home (July 2017)	Toolkit



NHS England	Keep safe, stay well and remain independent: Windsor, Ascot and Maidenhead CCG (November 2017)	Case study
NHS England	Personalised care and support planning handbook: The journey to person-centred care. Core Information	Guide
Public Health England	Working together 2: Easy steps to improve support for people with learning disabilities in hospital. Guidance for hospitals, families and paid support staff	Guide
Think Local Act Personal	Personalised care and support planning	Toolkit
Think Local Act Personal and National Voices	A narrative for person-centred coordinated care	Guide
Social Care Institute for Excellence	Prevention and wellbeing	Case studies and resources
Social Care Institute for Excellence	Person-centred care	Resources



Carers and family members

It is crucial that carers and family members are fully engaged as equal partners in the discharge planning process. They need clear written information at the point of admission which explains the estimated date of discharge, the choice protocol and the 'home first' policy including discharge to assess schemes. Carers' own needs must be taken into consideration and the information provided should always include the offer of a carer's assessment.

Organisation	Resource	Type
Alzheimer's Society	Going into hospital	Information
Carers UK	Coming out of hospital	Fact sheet
Carers UK	Pressure points: Carers and the NHS (September 2016)	Report
Family Caregiver Alliance	Hospital discharge planning: A guide for families and caregivers	Guidance
King's Fund	Patient and family centres care toolkit (May 2014)	Toolkit
King's Fund	People in control of their own health and care – the state of involvement (November 2014)	Report
National Institute for Health Research	Understanding and improving transitions of older people: a user and carer centred approach	Report
NHS Improvement	Patient experience improvement framework (January 2019)	Guidance
NHS Improvement	Partnership working with health service users (January 2018)	Toolkit
NHS Improvement	Reducing length of stay (January 2018)	Toolkit

Community, including support to care homes

Community and voluntary sector resources can play a key role as part of an integrated support plan in helping people safely transfer home and remain at home, by tackling issues such as social isolation. Bespoke health and social care input to care homes also makes an important contribution to reducing unnecessary hospital admissions and facilitating transfers of care.

Organisation	Resource	Type
ADASS	Admissions to residential and nursing care from hospital and delayed transfers of care (2018)	Advice note
Better Care Support Team	How to ... work together to achieve better joined-up care (August 2019)	Guide
Housing Learning and Improvement Network	Hospital 2 home resource pack	Toolkit
Local Government Association	Combating loneliness – A guide for local authorities (January 2016)	Guide
King's Fund	Enhanced health in care homes (December 2017)	Report
National Institute for Health and Care Excellence	NICE SC1 Managing medicines in care homes (including support for commissioning and a checklist for care home medicines policy)	Guide
NHS England	Framework for maximising the use of care homes and use of therapy-led units for patients medically fit for discharge (December 2017)	Guidance
NHS England	How a simple red bag improved care for care home resident Patricia (June 2018)	Case study
NHS England	Quick guide: Hospital transfer pathway – 'Red Bag' (June 2018)	Guidance
NHS England	Pioneering home alteration project between NHS and Council helps get people home from hospital sooner (August 2018)	Case study
NHS England	Continuing healthcare	Framework and regulations



NHS England	Better use of care at home (October 2015)	Guide
NHS England	Clinical input into care homes (October 2015)	Guide
NHS England	Identifying local care home placements (October 2015)	Guide
NHS England	Improving hospital discharge into the care sector (October 2015)	Guide
NHS England	Technology in care homes (October 2015)	Guide
NHS England	The framework for enhanced health in care homes (September 2016)	Framework
Regional Voices	Working with the voluntary and community sector: A guide for health and wellbeing boards	Guidance
Social Care Institute for Excellence	Asset-based places: a model for development (July 2017)	Model and case studies
Social Care Institute for Excellence	Strength-based approaches	Model
Social Care Institute for Excellence	Intermediate care	Research and case studies
Think Local Act Personal	Developing the power of strong, inclusive communities	Toolkit



Management of patient flow

There are many good practice examples of how hospitals are optimally managing the patient journey through the hospital, from admission to timely discharge. These include use of the SAFER patient flow bundle, which all acute hospitals should now be implementing, together with the introduction of integrated discharge teams and 'home first' models such as trusted assessor and discharge to assess.

Organisation	Resource	Type
Academy of Fabulous NHS Stuff	Developing a home first mindset	Guide
Age UK	Personalised integrated care programme	Case study
Better Care Support Team	Delivering integrated care masterclasses and webinars 2017 <ul style="list-style-type: none"> • Sharing responsibility for transfers of care • Measuring success • Sharing risk and benefits 	Presentations, models and case examples
Doncaster Metropolitan Borough Council, Rotherham, Doncaster and South Humber NHS Foundation Trust and Doncaster and Bassetlaw NHS Foundation Trust	Urgent and emergency care – integrated 'discharge to assess' model reduces admissions to hospital	Case study
Emergency Care Improvement Programme	Lincolnshire Care Home Trusted Assessor Project	Case study
Health Foundation	Safer clinical systems: East Kent Hospitals University NHS Foundation Trust	Sharing responsibility for transfers of care
Health Foundation	Improving patient flow (Sheffield Teaching Hospital NHS Trust and South Warwickshire NHS Foundation Trust)	Learning report
Institute of Public Care	Housing and adult social care 2015	Measuring success



King's Fund	Better transfers of care for older people – conference February 2017	Sharing risk and benefits
Local Government Association et al.	High impact change model	Toolkit
Monitor	Moving health care closer to home case studies: Enabling early discharge	Case studies
NHS England	No hospital is an island – learning from the acute care collaborations (January 2018)	Report
NHS England	Discharge case study: the Ipswich Hospital NHS Trust	Case study
NHS England	Discharge to assess: quick guide 2016	Guide
NHS England	Health and housing: quick guide (October 2016)	Guide
NHS England	Improving hospital discharge into the care sector	Guide
NHS Improvement	Rapid improvement guide: SAFER patient flow bundle	Guide
NHS Improvement	Good practice guide: focus on improving patient flow (July 2017)	Guidance
NHS Improvement	Developing trusted assessment schemes: Essential elements (July 2017)	Guidance
NHS Improvement	The SAFER patient flow bundle and Red2Green days approach – Criteria led discharge (September 2017)	Guidance
NHS Improvement	Rapid improvement guide: Red2Green bed days (2017)	Guidance
NHS Improvement	Red2Green improvement tool (March 2018)	Toolkit
NHS Improvement	Sheffield Teaching Hospitals NHS Foundation Trust: Red2Green (November 2018)	Case study
NHS Improvement	Discharge planning (January 2018)	Guidance
NHS Improvement	Flow – reduce unnecessary waits (January 2018)	Toolkit
NHS Improvement	Sharing best practice: Improving patient flow within local services (January 2018)	Case study



NHS Improvement	Implementing seven day hospital services (March 2018)	Case studies
NHS Improvement	Managing increased demand from winter illness (June 2018)	Guidance
NHS Improvement	Complex recovery assessment and consultation team: ensuring people with complex needs are not stranded in the system (October 2018)	Case study
NHS Improvement	Discharge to assess: Home in a day (October 2018)	Case study
NHS Improvement	Emergency flow improvement tool (February 2019)	Toolkit
NHS Improvement	Delayed transfer of care (DTC) improvement tool (February 2019)	Toolkit
Nuffield Trust	What's behind delayed transfers of care? (2017)	Briefing
University Hospitals Birmingham NHS Foundation Trust	Discharge case study – University Hospitals Birmingham NHS Foundation Trust	Case study

Diverse and sustainable provider market through integrated commissioning

Integrated health and social care market shaping and commissioning (including a co-produced joint market position statement) is more likely to create conditions for innovative and sustainable community-based services, as well as ensure sufficient access to residential and nursing care places. Workforce planning across the whole system, including the voluntary and private sectors, is a key element in ensuring successful integrated commissioning.

Organisation	Resource	Type
Better Care Support Team	How to ... bring budgets together and use them to develop coordinated care provision (August 2019)	Guide
Better Care Support Team	Sharing risks and benefits of integrated care: quick guide (August 2019)	Guide
Centre for Workforce Intelligence	Think integration, think workforce: three steps to workforce integration	Guide
Competition and Markets Authority	Care homes market study summary of final report (November 2017)	Guidance
Cordis Bright	Social care market sustainability (July 2015)	Guidance and toolkit
Institute of Public Care	Market position statement guidance (July 2016)	Guide
Institute of Public Care	Market shaping review: what is market shaping?	Guide
Institute of Public Care	Market shaping toolkit (MaST): supporting local authority and SME care provider innovation and collaboration market shaping	Toolkit
Institute of Public Care	Place-based market shaping – coordinated health and social care (July 2016)	Guide
Institute of Public Care	Market shaping in adult social care (August 2017)	Paper
Institute of Public Care (Professor John Bolton)	Reducing delays in hospital transfers of care for older people: Key messages in planning and commissioning (September 2018)	Report



King's Fund	Options for integrated commissioning – beyond Barker (June 2015)	Report
King's Fund	Supporting integration through new roles and working across boundaries (June 2016)	Report
Local Government Association and NHS Clinical Commissioners	Integrated commissioning for better outcomes: A commissioning framework (April 2018)	Tool
Local Government Association	Commissioning for better health outcomes (September 2016)	Guide and case studies
Local Government Association, University of Birmingham, Association of Directors of Adult Social Services and Think Local Act Personal	Commissioning for better outcomes: A route map 2015	Resource
Local Government Association	Published case studies relating to commissioning and market shaping for adult social care	Case studies
NHS Improvement	Developing people improving care: short guides (February 2019)	Guidance
Skills for Care	The principles of workforce integration	Guide
Skills for Health	Working together: a summary of health and social care integration projects	Case studies
Think Local Act Personal	People not process – co-production in commissioning and market shaping	Guide

Effective systems

Metrics should enable early identification of risk across the whole health and social care system (i.e. capacity and demand issues). Where appropriate, selection of alternative metrics should be considered as a means of setting local priorities for change. A key metric should be developed from asking people about their experience of the patient journey through the hospital, and should include satisfaction with their transfer arrangements.

Organisation	Resource	Type
Academy of Fabulous NHS Staff	Creating 'predictable recovery for the emergency pathway' (PREP)	Resources
Better Care Support Team	Delivering integrated care masterclasses and webinars 2017 <ul style="list-style-type: none"> • Sharing responsibility for transfers of care • Measuring success • Sharing risk and benefits 	Presentations, models and case studies
Better Care Support Team	How to ... understand and measure impact (August 2019)	Guide
LGA – LG Inform	Winter pressures, monthly delayed transfers of care	Tools
LGA – LG Inform	Delayed transfers of care	Overview
NHS England	Monthly delayed transfers of care: Situation report (November 2018)	Principles, definitions and guidance
NHS England	Discharge to assess (September 2016)	Measuring success
NHS England	Transforming urgent and emergency care services in England – safer, faster, better: good practice in delivering urgent and emergency care. A guide for local health and social care communities (August 2015)	Sharing risk and benefits
NHS Monitor	Moving health care closer to home (September 2015)	Case studies



Nuffield Trust	Improving length of stay: what can hospitals do?	Research report
Social Care Institute for Excellence	Integration 2020	Research

Strong and empowering leadership

Strong and empowering system leadership is essential for agencies to take full ownership of sharing responsibility for transfers of care. Deficits in system leadership, silo working and a disconnect between strategic leaders and operational managers are factors perceived to particularly influence performance on transfers of care.

Organisation	Resource	Type
Better Care Support Team	How to ... lead and manage better care (August 2019)	Guide
The Leadership Centre (LGA)	The revolution will be improvised Part 2	Guide
King's Fund	Caring to change – how compassionate leadership can stimulate innovation in health care (May 2017)	Case studies
King's Fund	The practice of system leadership – Being comfortable with chaos (May 2017)	Case studies
King's Fund	Supporting leaders to deliver transformational change (April 2017)	Article
Local Government Association	Leadership	Resources
Local Government Association	Care and Health Improvement Programme: Integration support offer for health and care system leaders (November 2018)	Toolkit
Local Government Association – Towards Excellence in Adult Social Care	Sector led improvement in health and social care 2015	Resource
Social Care Institute for Excellence	Leadership in integrated care systems	Future of care briefing

Integrated health and social care

The cornerstone for avoiding hospital admission and ensuring safe, timely discharge is integrated health and social care services available 24/7. These must be responsive to individual needs and support people to maximise their independence and manage their own health in the community. These services should actively engage with people living in care homes.

Organisation	Resource	Type
Institute of Public Care	Outcomes-focused integrated care: lessons from experience (January 2017)	Paper
King's Fund	Acute hospitals and integrated care – from hospitals to health systems (March 2015)	Case studies
King's Fund	Supporting People to manage their own health – An introduction to patient activation (May 2014)	Guidance
Local Government Association	Helping people look after themselves: A guide on self care (October 2016)	Case studies
Local Government Association	Just what the doctor ordered: social prescribing – a guide for local authorities (May 2016)	Guide
Local Government Association	Public Health's role in local government and integration (July 2016)	Report
Local Government Association	Sustainability and transformation plans (STPs): How do you know if STPs are making a positive impact (February 2017)	Report
Local Government Association	The journey to integration: learning from the seven leading localities (May 2016)	Case studies
Local Government Association and Volunteering Matters	Public Health working with the voluntary, community and social enterprise sector: new opportunities and sustainable change (March 2017)	Case studies
NHS England	Breaking down barriers to better health and care (June 2018)	Report



National Institute for Health and Care Excellence	Mental wellbeing of older people in care homes	Guide
National Institute for Health and Care Excellence	NICE SC1 Managing medicines in care homes (including support for commissioning and a checklist for care home medicines policy)	Guide
North East London NHS Foundation Trust	Right place, right time, right team – Thurrock rapid response assessment service	Case study
NHS England	Clinical input into care homes	Guide
NHS England	Transforming urgent and emergency care services in England. Safer, faster, better: good practice in delivering urgent and emergency care – A guide for local health and social care communities (Keogh urgent care review)	Guide
Social Care Institute for Excellence	Avoiding unnecessary hospital admissions videos	Videos

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