

Report for: Cabinet – 10 March 2026

Item Number: 8

Title: Matters Referred to Cabinet by the Overview and Scrutiny Committee:
Adults and Health Scrutiny Review into Hospital Discharge.

Report authorised by: Sara Sutton, Corporate Director of Adults, Housing and Health

Lead Officer/s: Jo Baty – Director for Adults Services and Social Care

Ward(s) affected: N/A

Non-Key Decision: Non-Key Decision

1. Describe the issue under consideration.

The report sets out the proposed Cabinet response to the recommendations of the Adults and Health Scrutiny Panel review on Hospital Discharge which is attached as Appendix 1 to this report.

2. Cabinet Member Introduction

We in Haringey know how important the experience of returning home from hospital is for our most vulnerable residents. Those leaving hospital deserve a seamless continuity of care from an acute setting to care at home in their communities – with that in mind, hospital discharge has been a priority in our Adult Social Care improvement journey. We've worked closely with our colleagues in the NHS to enhance our approach and we continue to develop the genuine, authentic partnership that is vital to residents having a positive experience of care. Noting that we have already begun to take many of the actions suggested in this report, I welcome the recommendations made and would ask Cabinet to approve them.

3. Recommendations

That Cabinet:

- 3.1. Note the recommendations of the Adults and Health Scrutiny Panel Review as agreed by the Overview and Scrutiny Committee attached at Appendix 1.
- 3.2. Respond to these recommendations as set out in the table attached at Appendix 2.

4. Reasons for decision

- 4.1 This report is put forward by Overview and Scrutiny in accordance with Part Four section G paragraph (vi) which outlines that following approval of final report and recommendation will be presented to the next available Cabinet meeting. Under the agreed protocols, the Overview and Scrutiny Committee (OSC) has responsibility for all overview and scrutiny functions on behalf of the Council, where the OSC can assist the Council and the Cabinet in its budgetary and policy framework through conducting in-depth analysis of local policy issues and can make recommendations for service development or improvement

The Committee may:

- (a) Review or scrutinise decisions made or actions taken in connection with the discharge of any of the Cabinet's or Council's functions.
 - (b) Make reports and recommendations to the full Council, the Cabinet or relevant non-Executive Committee in connection with the discharge of any functions.
 - (c) Make reports or recommendations on matters affecting the area or its inhabitants.
- 4.2. Following a review of access to health and social care services for residents of sheltered housing between 2021/22, the Adults and Health Scrutiny Panel had continued to focus, with health colleagues, on the issue of hospital discharge and improving integrated care services and intermediate care. This was to help ensure that residents got the best outcomes they could following an illness/life changing event. This had culminated into a scrutiny review on the wider barriers to discharge from hospital.
- 4.3. On the 12th of February 2026, the OSC agreed the review of the Adults and Health Scrutiny Panel on Hospital Discharge. The OSC agreed to send the recommendations to Cabinet for response. (Appendix 2).

5. Alternative options considered.

None.

6. Background information

6.1 As part of the work planning process for OSC, support was provided to this review which had been identified by the Panel as a key project in Jan 2023. This was following their previous Scrutiny Review on access to health and social care services for residents of sheltered housing which had made a number of recommendations concerning provision of specialised targeted support for clients with high needs, improved access to GPs, district nurses, mental health staff and voluntary/community organisations. The key observation from this review was the impact of delayed discharge from hospital and how the quality of this experience was vital for improving outcomes for residents following illness or significant life changing events.

6.2 In light of this, it was felt that a review on this subject should be taken forward to allow a deep focus into this area which involved partnership working as well as co-ordination between Adults Services and Housing Team when supporting residents leave hospital.

6.3 The OSC agreed the terms of reference for the review with evidence gathering taking place between January 2023 and January 2026.

6.4 Evidence was gathered in the form of meetings and desktop research with contributions from the following:

- Discharge Team at the Whittington Health NHS Trust, including the Chief Nurse and Deputy Chief Operating Officer at the North Middlesex University Hospital (NMUH).
- The Head of Integrated Care (Adult Social Services), Corporate Director of Adults, Housing & Health and the Director of Adult Social Care
- Multi-Agency Care & Coordination team (MACCT)
- Aids and Adaptations Commissioning Project Manager
- Chief Operating Officer of the North London Foundation Trust (NLFT)

6.5 The aims of the project were to review the current arrangements for discharge from hospital including:

- Issues that cause delays to discharge from hospital.
- Communications with the Council and other services about the requirements of patient's post-discharge.
- Issues around care packages and any aids and adaptations requirements that may arise.
- Delays to Care Act assessments.
- Links/communications between mental health services and social care teams.
- Care for higher needs service users, including those in supported housing schemes

6.6 The full rationale for the setting up of the review, including the scope, terms of reference, evidence and outcomes can be found in Appendix 1.

7. Contribution to the Corporate Delivery Plan 2024-2026 High level Strategic outcomes

This review relates to The Council's Corporate Delivery Plan 2024-26 includes the following Outcome Areas and commitments which are relevant to this Review:

- Residents connected with the right support at the right time in the neighbourhood. Implement the Localities Programme, including projects that support the integration of health and social care, to deliver the right support at the right time to targeted residents and reduce the impact of health inequalities.
- Secure and resilient lives. Implement the Carer and Hospital Discharge Toolkit and Review and update the Carers' Strategy
- Vulnerable adults are supported and thriving. Services will be redesigned to deliver localities model to improve connections and understanding with the local community, designed with resident participation and incorporating Assistive Technology. Implementation of a strength-based approach to assessments and review, which recognises residents' and carers' unique qualities throughout services.

8. Carbon and Climate Change

There was no implication as this review centred on improving outcomes for residents, specifically related to discharge from hospital.

9. Statutory Officers comments: Procurement, Finance, Legal, Equalities.

Procurement

- 9.1. Strategic Procurement note the contents of this report and confirm there are no procurement related matters preventing Cabinet approving the recommendations stated in paragraph 3 above – (as referred to in Appendix 1 and 2).

Finance(draft for approval by Finance)

- 9.2. Finance notes the recommendations and responses provided. Implementation of most of the recommendations in this report would not have additional cost implication. However, if there is additional cost implication, it would go through the governance framework before implementation.

Legal(Draft for approval by Legal)

- 9.3. The Director of Legal & Governance has been consulted in the drafting of this report and comments as follows.

Under Section 9F Local Government Act 2000 (“The Act”), Overview and Scrutiny Committee (OSC) have the powers to review or scrutinise decisions made or other action taken in connection with the discharge of any executive and non-executive functions and to make reports or recommendations to the executive or to the authority with respect to the discharge of those functions. OSC also have the powers to make reports or recommendations to the executive or to the authority on matters, which affect the authority’s area or the inhabitants of its area.

In order to discharge this scrutiny function, OSC has appointed Scrutiny Review Panels, which includes the Adult and Health Scrutiny Panel. Pursuant to the above provision, the Adults and Health Scrutiny Panel has conducted a review of Hospital Discharges and made a number of recommendations to Cabinet that has been approved by OSC. Under Section 9FE of the Act, there is a duty on Cabinet to respond to the scrutiny report and recommendations, indicating what (if any) action Cabinet proposes to take, within 2 months of receiving the report and recommendations.

This review has included input from Health partners which is in keeping with the Overview and Scrutiny Procedure Rules , paragraph 1.3 sub paragraph (ii) Scrutiny Review Panels will analyse submissions, request and analyse any additional information, and question the Cabinet Member(s), relevant Council officers, local stakeholders, and where relevant officers and/or board members of local NHS bodies or NHS funded bodies.

Legal involvement in hospital discharges typically arises when there are concerns about a patient’s rights, capacity, safety, or entitlements during the discharge process. It ensures that decisions are lawful, transparent, and protective of the individual. The recommendations of the report relate to actions between partners to help improve outcomes for residents leaving hospital as well as promoting reporting and monitoring performance on new reablement model. Therefore, the recommendations do not impact on the council taking forward required legal duties in the hospital discharge process.

Equality

- 9.4. The council has a Public Sector Equality Duty (PSED) under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
 - Advance equality of opportunity between people who share protected characteristics and people who do not.
 - Foster good relations between people who share those characteristics and people who do not.

- 9.5. The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex, and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.
- 9.6. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.
- 9.7. The Adults and Health Scrutiny Panel has considered the Public Sector Equality Duty through evidence gathering and final reporting.
- 9.8. The review recommendations all relate disability. In addition, the nature of the majority of the recommendations from the review, would lead to increased awareness and consideration given to those with protected characteristics in the context of Hospital Discharge. Any actions taken are likely to positively affect those who share protected characteristics and advance the public sector equality duty in Haringey.

10. Use of Appendices

Appendix 1 - Adults and Health Scrutiny Panel Review of Hospital Discharge

Appendix 2 - Response to the Recommendations of the Adults and Health Scrutiny Review into Hospital Discharge.