

Meeting Title:	Health Overview and Scrutiny Committee		Agenda Item:	
Date of Meeting:	January 2019			
Title of Report:	Kent and Medway Wheelchair Service Update			
Author:	Tamsin Flint, Commissioning Manager, Thanet CCG			
Executive/ Lay Sponsor:	Ailsa Ogilvie, Chief Operating Officer, Thanet CCG			
Finance sign-off				
This paper is for: <i>(please X as applicable)</i>	Approval	Decision	Assurance	Information
			X	
Are any members of the meeting conflicted?	Y/N			
Is circulation restricted? <i>(please X as applicable)</i>	No	<u>Yes</u>		
		X		
Report summary/purpose:				
This paper is to update Kent's Health Overview and Scrutiny Committee (HOSC) on Kent and Medway's Wheelchair Service performance and actions the Clinical Commissioning Groups (CCGs) and Millbrook Healthcare are taking to deliver the Service Improvement Plan.				
Recommendation:				
HOSC members are asked to note this report.				
Combined impact assessments <i>Has the report/recommendation/proposal been impact assessed</i>				
X	Yes			
	No (state reason)			

Kent and Medway Wheelchair Service Update January 2019

Situation:

The Kent and Medway wheelchair service is showing clear signs of improvement in service performance as the waiting lists for equipment and repairs continue to reduce.

Since September 2018 when the first tranche of additional funding (£513,614) for the Kent and Medway Wheelchair Service was released, Millbrook Healthcare has placed additional equipment orders to drive waiting list clearance.

Governing Bodies of the eight Kent and Medway CCGs have given Thanet CCG, as the lead commissioner for this contract, delegated responsibility to agree release of the next tranche of investment funding subject to evidence of continuing service performance improvement. The first part of this funding is due for release in January 2019, which has a total value across Kent and Medway of £555,217. Further funding will be released in 2019/20 and is estimated to be £590,324.

To mitigate any risk associated with other provider challenge around additional investment into this contract, Thanet CCG took and followed expert procurement advice. A notice was advertised in the Official Journal of European Union (OJEU) justifying a regulation 72 contract addendum. The 30 day deadline has passed without any challenge being received.

This report updates about progress made since September 2018 to deliver improvement in service performance and quality for Kent and Medway's wheelchair service users.

The CCG continues its commitment to engage with service users via a service user forum to ensure their knowledge, expertise and insight are used to guide the delivery of the Service Improvement Action Plan (SIAP) for the Kent and Medway wheelchair service. Service users are supporting the CCG and Millbrook Healthcare on a number of work streams and service performance updates are being provided through information bulletins and e-newsletters. Millbrook Healthcare is also seeking to recruit a Lived Experience Advisor to work alongside their staff teams to offer advice and support.

Background:

Millbrook Healthcare was awarded Kent's and Medway's Wheelchair contract from April 2017. This contract is managed by Thanet CCG on behalf of the eight Kent and Medway CCGs.

During the early months following contract mobilisation, Millbrook Healthcare raised concerns about a larger than expected inherited caseload comprising a high complexity case mix which was impacting on their ability to deliver the contract. Further data was provided by Millbrook Healthcare but this identified discrepancies

which needed to be understood and resolved prior to agreeing next steps. Consequently NHS Thanet CCG commissioned TIAA Ltd to undertake an independent audit to clarify the impact of the inherited backlog and identify whether there may be risks relating to business as usual.

The audit evidenced the backlog reported by Millbrook Healthcare confirming a significant number of patients had been waiting for more than 18 weeks at the commencement of the contract. The audit also reported that the inherited waiting list included a higher complexity case mix requiring high cost and specialist equipment.

By end of March 2018 the waiting list had increased to 443 children and 1971 adults waiting for assessment and equipment provision. Of these:

- 251 children and 999 adults had been waiting more than 18 weeks
- 62 children and 272 adults had been waiting over one year

In addition a large backlog of repair jobs had built up, with service users experiencing unacceptably long waits for repairs.

In September, the eight Kent and Medway CCGs approved additional contract funding to enable Millbrook Healthcare to clear the long waiting lists they had inherited, and that had grown during year one, and to rebalance the case mix.

Assessment:

Latest data up to the end of November 2018 shows continued signs of improvement in the Kent and Medway wheelchair service.

Since the start of the contract the waiting list for assessment and equipment provision grew to 3,369 at the end of August. By the end of September the waiting list started to reduce to 3,313 and by the end of November it had dropped further to 2,766 and is in line with the improvement plan trajectory. This includes new referrals and shows that for the first time since the start of the contract there have been four consecutive months net reduction in the waiting list. Between the end of August and the end of November 1,979 referrals have been provided with the equipment they need.

Of the 2,766 still on the waiting list 41 per cent have had their appointment and a further 25 per cent have their appointments booked.

Reduction in the size of the waiting list, which has included a higher complexity case mix, is beginning to re-balance the remaining case mix; the proportion of low/medium complexity has increased from 66 per cent in March 2018 to 75 per cent in November. This is more in line with the expectation set out within the contract that the proportion of low/medium complexity cases would be around 80 per cent.

There have been significant improvements in the repairs waiting list for those who have been waiting for a wheelchair repair for more than 10 days which has reduced from 461 in mid-August to 229 by the end of September and by the end of November this has reduced significantly further to 134. The overall number of open repairs is

266 at the end of November compared to 300 at the end of October, which is a reduction of 11.3per cent.

The recruitment for the new clinical model is complete and Millbrook Healthcare has now filled all the clinical roles with the exception of the Rehabilitation Engineer role where there are continued difficulties due to a national shortage of qualified staff. Millbrook Healthcare has also recently appointed a Designated Safeguarding Officer, a new Clinical Governance Officer and a Clinical Governance Manager. Millbrook Healthcare is also in the process of recruiting a Customer Experience Co-ordinator who will be in place to manage the complaints process locally. A training development plan is being implemented over the next three to four months. This will include customer service complaints training in early 2019 via e-training, face to face and external courses. There is a risk around additional pressure being put on staff through the implementation of a new IT system and Millbrook Healthcare has worked closely with Human Resources to put a stress impact assessment in place, staff engagement sessions and infrastructure to support staff.

Complaints reported in November have marginally increased, as the volume of activity increases it is understandable that there will be a proportional increase in complaints. Looking at the number of complaints with the volume of activity, there is a 0.32% complaint rate on all activity for the month of November. Following a review of the complaints received by Millbrook Healthcare about the Kent and Medway Wheelchair Service a number of key themes have been identified and action taken:

Communication: It has been identified that the current local processes do not support a proactive communication culture. Repairs and timely progression of service user referrals are key areas of concern. As part of a root cause analysis Millbrook have implemented a number of changes around service user referral progression, a dedicated Customer Service Repair Team and training and recruitment of a Customer Experience Co-ordinator to enable proactive communication and response to complaints.

Incorrect information on the system: Due to the quality of the initial data transfer at the start of the contract it has transpired that some service user records are missing, incomplete or inaccurate. This has significantly impacted Millbrook HealthCare's ability to accurately manage service user pathways and wheelchair servicing requirements. It has also caused frustration with service users when accessing Millbrook Healthcare for the first time following the transfer. Millbrook Healthcare has implemented a number of measures in order to mitigate any associated risk and to ensure data integrity.

Outstanding repairs: It was apparent that the first fix rate and service user experience in regards to the repair element of the contract needed to be reviewed and improved. The action plan includes training and development programme for all staff, reviewing stock held in vans and a review of areas and routes to ensure that there is ongoing and consistent coverage for repairs across Kent and Medway and to provide the ability to offer am/pm and 'first job' appointments.

The Quality Team within East Kent CCGs are seeking additional assurances in relation to the following areas:

Safeguarding: CCG designated safeguarding colleagues are working closely with Millbrook Healthcare to ensure that delays in receipt and repair of wheelchairs are not safeguarding concerns and that when complaints are being reviewed by Millbrook Healthcare that safeguarding children and adults is being considered.

Infection Prevention and Control: CCG infection prevention and control specialists are seeking assurance from Millbrook that there are robust mechanisms in place to adhere to recommended contractual infection prevention and control standards.

Service User Experience: The CCG Head of Quality is working with Millbrook Healthcare to gain further assurance that where there have been delays in provision or assessment that the learning from these incidents is being reflected and improvements are implemented.

Governance: where gaps in care have been identified, the CCG Head of Quality is seeking further assurance that there is a process in place for local governance meetings and for incidents, so that learnings are appropriately escalated within Millbrook Healthcare enabling improvements to be implemented.

There are a number of work streams within the work programme for which work is already underway, the following work streams have been prioritised with input from service users:

Complaints Review: This is to look at improvements in the handling of complaints in the wheelchair service ensuring agreed deadlines are met and that soft intelligence is gathered so that it may be triangulated with complaints and concerns being raised through other channels to give a full picture of the presenting issues and themes. The CCG and Millbrook Healthcare are taking a joint and collaborative approach to streamline processes for more effective complaints handling for service users and to derive organisation lessons which will help drive operational improvements.

KPI Review: This is to review Key Performance Indicators (KPI's) and other contract related documentation to develop a bespoke KPI performance monitoring tool with appropriate data in which to accurately monitor the contract performance and demonstrate quality. A second meeting has been held with service user representatives, Millbrook Healthcare and the CCG to finalise a KPI set for immediate contract management and to develop plans for implementing outcome based metrics.

Eligibility Criteria Review: This is to ensure the guidelines support consistent application by Kent and Medway therapists and is written in a clear and concise format to aid service user and external partners' understanding. The CCG has conducted a scoping exercise of eligibility criteria for other NHS wheelchair services across the country and has had discussions with other CCG commissioning colleagues to gather information and any lessons learned elsewhere. This knowledge will be used as a platform to develop refined eligibility criteria with input from service users, other external partners and Millbrook Healthcare staff.

Personal Wheelchair Budgets: This is to deliver a personal wheelchair budget scheme that meets the health and wellbeing needs of service users. The CCG is conducting a scoping exercise to gather and review information from other areas that are further ahead in delivering personal wheelchair budgets for service users. This work will enable the CCG to respond to questions and comments raised by service users in an initial work stream meeting. Once the scoping has been completed service users will be involved to discuss proposals for a way forward.

Disability Equality Training: This is to be implemented for commissioners and Millbrook Healthcare staff to create a better understanding of service user challenges. Discussions with a potential trainer have been held and the CCG is awaiting the proposal.

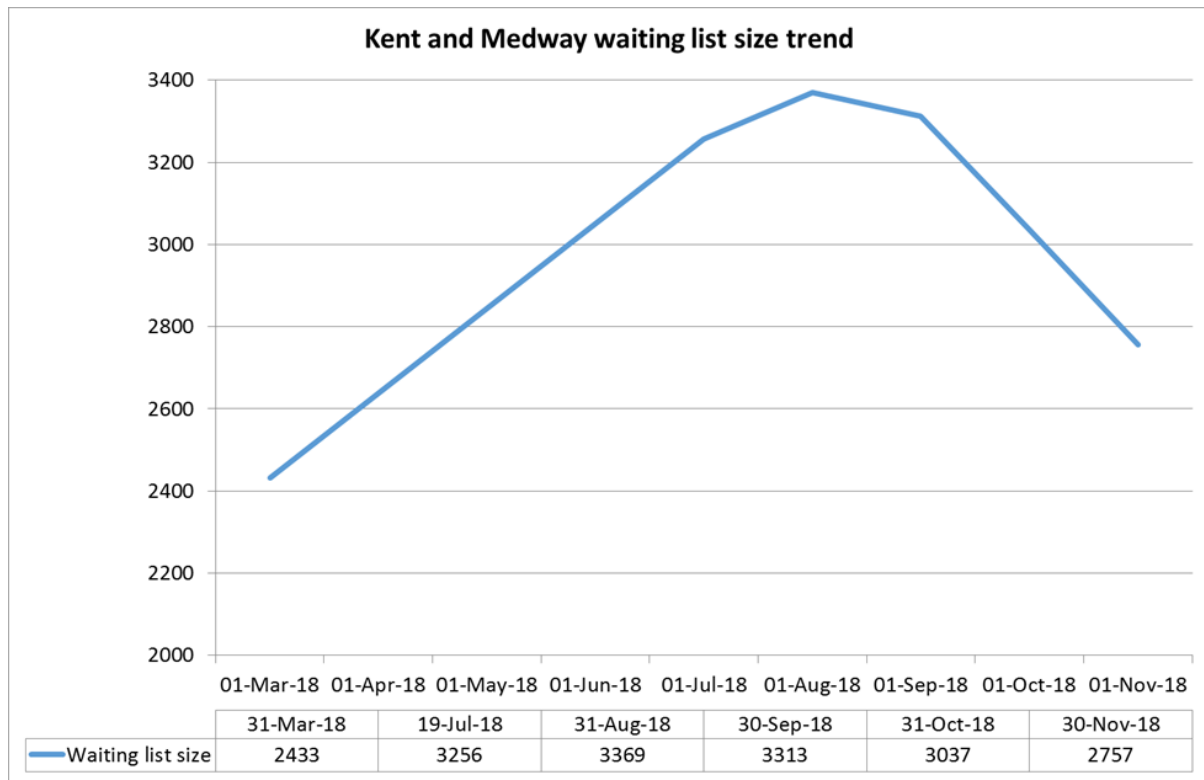
Recommendation:

These clear signs of performance improvement are positive, but there is considerable further work to be done by Millbrook Healthcare and the CCG, together with service user involvement, to deliver the Kent and Medway's Wheelchair Service Improvement Action Plan and work programme. HOSC members are asked to note these service improvements.

Appendix I: Kent and Medway's Wheelchair Service Improvement Plan Performance Summary

Waiting List Size

The graph below shows the increase in the waiting list size since the start of the contract and then the reduction in September, October and November. These figures include new referrals and show that for the first time since the start of the contract there has been four consecutive months net reduction in the waiting list.

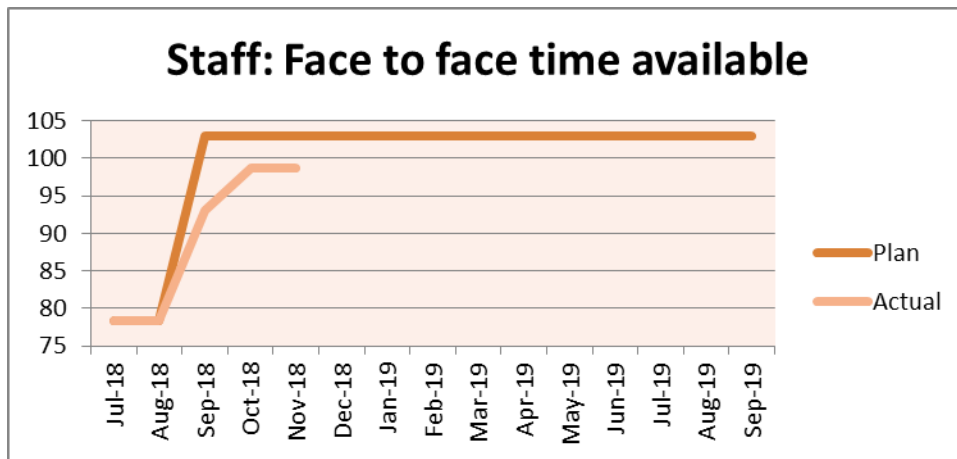


Waiting Times

The average length of waiting time for open referrals across Kent and Medway has increased from 29.5 weeks in September to 30.7 weeks in November, whilst for children this has decreased from 30.4 weeks in September to 26.1 weeks in November. We continue to monitor and review waiting times.

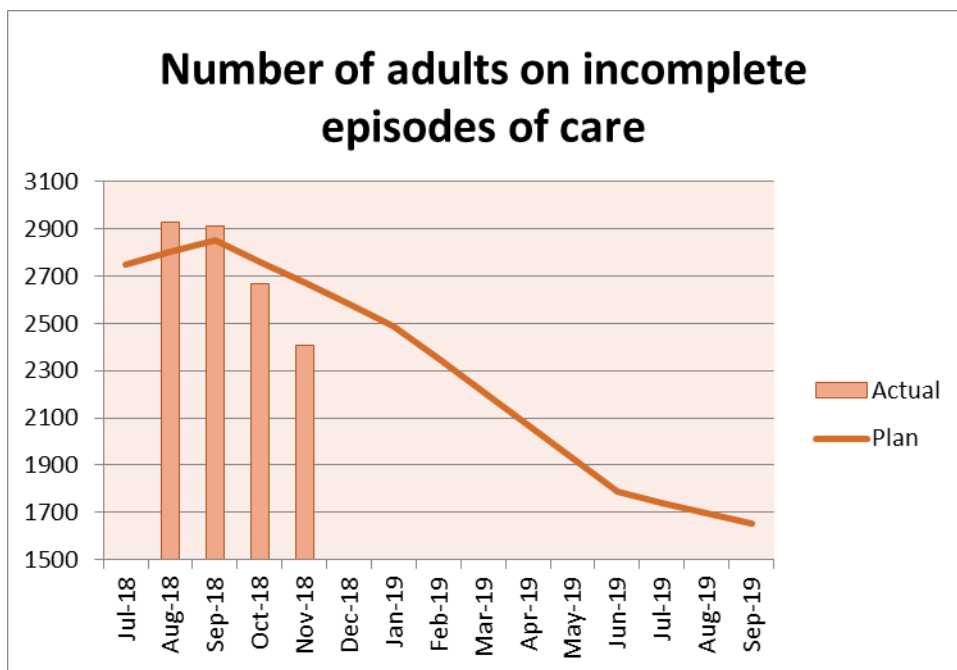
Staff

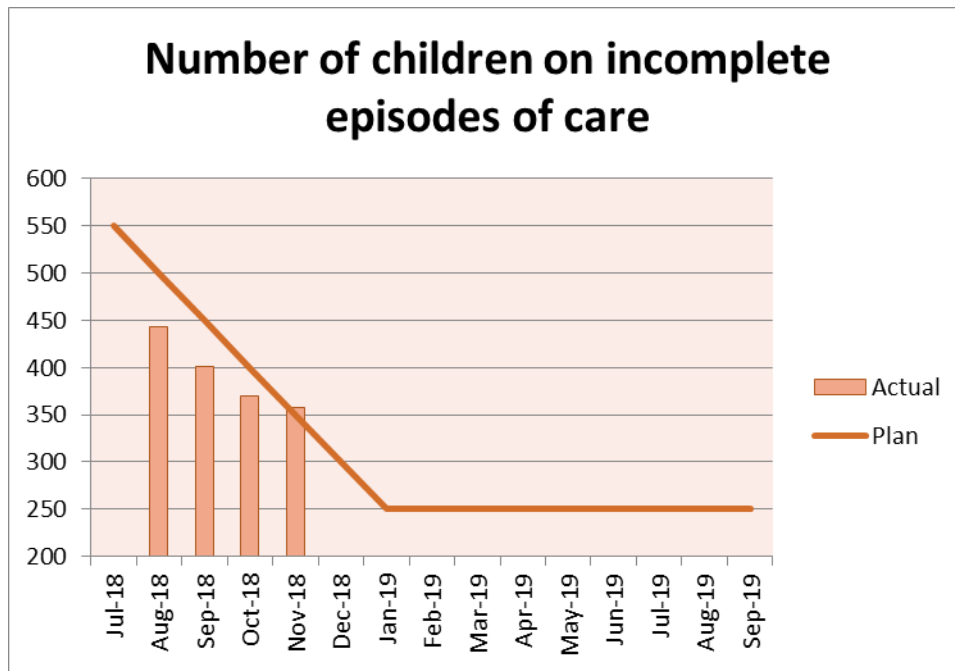
Millbrook Healthcare has now filled all the clinical roles with the exception of the continued difficulties to fill the Rehabilitation Engineer role, this accounts for the shortfall in projected face-to-face time, however the support team has been significantly bolstered to help offset this.



Equipment Provision

There were 2,766 open episodes of care in November. Overall open episodes of care are now ahead of projection thanks to the increase in spend that has allowed completion of referrals partially through their pathway.





Complaints

Complaints reported in November have marginally increased. Key themes are mainly around service users not meeting the eligibility criteria or the service provided around appointments and repairs. Looking at the number of complaints with the volume of activity then there is a 0.32% complaint rate on all activity for the month of November.

Repairs and maintenance

By directing much of the field service engineer resource on service users who have been waiting longer, all aged repairs have now been cleared. However, this has meant that some current repairs have fallen outside of the 10 working day target but this still marks a significant and overall improvement of the repair service being offered. In November there were 414 completed repairs and the overall number of open repairs sits at 266 compared to 300 in October down 11.3%. We expect to see all data around repairs improving in December 2018 as the backlog is cleared.