

<b>Meeting Title:</b>	Health Overview and Scrutiny Committee		<b>Agenda Item:</b>	
<b>Date of Meeting:</b>	28 January 2020			
<b>Title of Report:</b>	Kent and Medway Wheelchair Service Update			
<b>Author:</b>	Tamsin Flint, Commissioning Manager, Thanet CCG			
<b>Executive/ Lay Sponsor:</b>	Ailsa Ogilvie, Director of Partnerships and Membership Engagement East Kent CCGs			
<b>Finance sign-off</b>				
<b>This paper is for:</b> <i>(please X as applicable)</i>	<b>Approval</b>	<b>Decision</b>	<b>Assurance</b>	<b>Information</b>
			X	
<b>Are any members of the meeting conflicted?</b>	Y/N			
<b>Is circulation restricted?</b> <i>(please X as applicable)</i>	<b>No</b>	<b>Yes</b>		
		X		
<b>Report summary/purpose:</b>				
This report provides an update on progress to deliver improvements in service performance and quality for Kent and Medway's wheelchair service users.				
<b>Recommendation:</b>				
HOSC members are asked to note this report.				
<b>Combined impact assessments</b> <i>Has the report/recommendation/proposal been impact assessed</i>				
X	Yes			
	No (state reason)			

## **Kent and Medway Wheelchair Service Update January 2020**

### **Situation:**

Following the additional funding from the eight Kent and Medway Clinical Commissioning Groups (CCGs) along with improved processes and increases in clinical and support staff put in place by Millbrook Healthcare, there is ongoing and steady improvement in the wheelchair service performance. The waiting list for assessment and equipment continue to reduce and average waiting times are shortening.

In two key areas, however, repairs within three working days and children's cases closed within 18 weeks, performance is off trajectory. Remedial Action Plans are in place and the CCG is monitoring these closely to ensure that the trajectory is met within agreed timescales.

### **Background:**

Thanet NHS Clinical Commissioning Group commissions the Wheelchair Service, which is provided by Millbrook Healthcare on behalf of the Kent and Medway clinical commissioning groups. Following contract mobilisation Millbrook Healthcare raised concerns about the caseload inherited from the previous provider which was putting pressure on the Kent and Medway Wheelchair Service, with service users experiencing longer waiting times for equipment, repairs and assessment.

Kent and Medway CCGs agreed to fund the impact of the unbalanced caseload inherited from the previous provider, as well as the unexpected recurrent demand experienced in the first two years of the contract. They agreed that data should be reviewed at the end of the second year (2018/19) to confirm the initial funding requirement for the first two years and clarify any recurrent demand over the final three years of the contract.

### **Assessment:**

#### ***Performance***

Latest data to end of December 2019 shows evidence of continued overarching improvement with a reduction in the waiting list for equipment. The overall waiting list has reduced from its peak of 3,313 in September 2018 to 1,378 open cases at the end of December 2019. Over the last 12 months (January 2019 to December 2019) 7,348 referrals have been concluded.

Millbrook Healthcare continues to focus on those service users who have been waiting a long time and the average waiting time has halved from 31.2 weeks at the end of January 2019 to 15.88 weeks at the end of December 2019.

For repairs, the number of service users who have been waiting for a wheelchair repair for more than ten days has reduced from 132 at the end of January 2019 to 50 by the end of December 2019.

In December 2019 there were 294 repairs completed, of which 43 per cent were completed within three working days. Although there has been some improvement in the percentage of repairs completed within three working days, this is still not at the level it needs to be with service users waiting on average 6 working days for a standard repair to be completed. Millbrook is working on a number of actions to help improve repair waiting times, this has included a review of their stock carried to ensure the fast moving stock items are readily available. One of the reasons behind the average waiting time is that there have been a high proportion of specialist repairs which requires specialist parts to be ordered in. The CCG is looking at the 3 day standard repair KPI to explore whether it would be more appropriate to look at routine and specialist repairs separately as the lead times are different. A Remedial Action Plan is in place to monitor repairs performance closely.

### ***18 week waits for children***

There has been an increase in children referrals into the service over the last 6 months with an average increase of 27 children per month. In December 2019, there were 236 children on an open episode of care. Over three quarters (80.1 per cent) of these children have been waiting less than 18 weeks which is a significant improvement on where we were 12 months ago, when just over half (53.2 per cent) of children were waiting less than 18 weeks. However, there is still a way to go in order to achieve the national target of 92% and a Remedial Action Plan is in place with a trajectory of meeting this target by end of January 2020.

At the end of December 2019, there were 47 open children's referrals over the 18 week pathway. Millbrook Healthcare reviews all of these children referrals on a weekly basis and reports back to the CCG at the monthly Contract Management Committee meetings. For 31 of these open cases the reasons for delaying case closure are outside the control of the wheelchair service, if these exceptions are taken into account then performance increases to 93.2 per cent. Some examples of the circumstances which prevent Millbrook Healthcare being able to progress cases within 18 weeks include:

- Multiple appointments being cancelled by parents or failing to attend appointments (DNA's). Common reasons given for appointments being cancelled include issues with transport, parents unable to get time off work or unable to bring the service user due to their own ill health
- Service user unable to attend due to sickness or surgery/hospital appointments
- Parents requesting appointments are booked during school term time only or school holiday time only
- Parents not returning voucher paperwork in a timely manner.

### ***18 week waits for adults***

There has also been an increase in the average number of adult referrals into the service over the last six months with an average increase of 106 adult referrals per month. In December 2019, 1,142 adults were on an open episode of care, of which over two-thirds (68.2 per cent) have been waiting less than 18 weeks which represents an improvement over the last 12 months when just over a third (37.7 per cent in January 2019) had been waiting less than 18 weeks. There is not a national 18 week target for wheelchair services for adults but Millbrook Healthcare are working on a trajectory and action plan to meet the CCG's target of 90% for adults.

### ***Service User Engagement***

Following the three service user Engagement Events which were held in April and May 2019 Millbrook Healthcare has established a service improvement board involving service users, carers and family members. These meetings are held quarterly and play a pivotal role in driving further improvements in the service.

### ***Stakeholder Engagement***

The CCGs are delighted that Millbrook Healthcare now have a Community Liaison and Engagement Officer in post since November 2019. We are already seeing and hearing the benefits of having this person in post for staff at Millbrook Healthcare, service users and other organisations/forums. This role will be pivotal in building and strengthening relationships with key stakeholders. Millbrook Healthcare continues to engage with Healthwatch, the Physical Disabilities Forum and Centre for Independent Living. Both Millbrook Healthcare and the CCG are working together to help improve joined up working with other health, social care and education partners.

### ***Personal Wheelchair Budgets***

Our aim is to develop a personal wheelchair budget scheme that supports the health and wellbeing needs of service users that is easy to access and use. This will give service users wider choice regarding their wheelchair provision. We are working with service users and staff to develop information and communication material and are currently implementing a stakeholder engagement plan in order to deliver better integrated working and funding. We are entering a pilot stage, identifying potential cases from which we can learn and refine our personal wheelchair budget offer.

### ***Quality, Safety and Improvement***

#### ***Quality Visit***

The CCG carried out a quality visit in December 2019 which covered a comprehensive overview of the service, including both Ashford and Gillingham sites and home visits. The purpose of the visit was to seek assurance that high quality safe care is being delivered and that systems and processes are in place to address and mitigate quality and safety risks. The visit team consisted of members from quality, commissioning, safeguarding, Infection, Prevention and Control (IPC)

backgrounds in addition to Care Quality Commission (CQC) Inspection Specialist Advisor experience.

Although the service is not CQC registered, the visit team reviewed elements of the service against the CQC's five domains framework and awarded the overall service a rating of Good. It was apparent to the visit team that there is a positive caring culture with a focus on putting service users first and this contributed significantly to the visit team awarding a strong Good for the CQC Caring domain.

The visit team found several areas within the Responsive domain that Requires Improvement; these include linking evidence of complaint – action – improvement in service delivery. Also observed was a need to improve proactive communication with service users to assist with getting repairs and adjustments right first time and to reduce incidences Did Not Attend / Was Not Broughts.

It was observed that progress has been made in recent months as to improvements in quality and safety. The CCG quality team will continue to work closely with Millbrook to help sustain and drive further improvements. Millbrook have developed an action plan that captures all recommendations from the quality visit which will be reviewed with the CCG quality team initially on a fortnightly basis.

### ***Quality Reporting***

Quality schedules (reporting requirements) have been revised to include recommendations that are required from the quality visit. The revised schedules are to be tabled at the January 2020 Contract Performance & Quality Meeting with a recommendation for them to be incorporated into revised contract particulars.

### ***Service User Experience***

Millbrook Healthcare have advised that they have set up electronic tablets in clinic areas to record feedback and are working with staff to ensure that feedback is requested from service users as routine. Paper versions will also be available to meet service users preferred methods of leaving feedback and maximise returns.

### ***Infection Prevention and Control (IPC)***

It has been highlighted that Millbrook Healthcare has a gap around a nominated IPC Lead, for which, the post is due to be recruited to. As a recommendation from the December 2019 quality visit, Millbrook Healthcare has been advised to arrange access to specialist external IPC advice. A further quality visit to Millbrook Healthcare has been arranged to take place in January 2020 at the Ashford facility with a targeted focus on the processes and procedures for decontaminating wheelchairs as this was not observed during the December 2019 visit.

### ***Complaints***

A Complaints Concerns and Compliments Steering Group has been established with service user representatives, CCG and Millbrook Healthcare colleagues working together to improve the handling of complaints and to ensure that learnings from

complaints help drive further improvements in the service and ultimately deliver better outcomes for service users.

Whilst there is no denying that the complaints process had previously not worked in the best interests of service users, relatives and carers, efforts made in the last year have seen marked improvements in the timeliness of responses and a greater deal of engagement on a local level in terms of maintaining local resolution. The newly appointed Community Liaison and Engagement Officer will also help drive this work forward.

### ***Wheelchair Service Funding***

A review of the ongoing demand for the Kent and Medway Wheelchairs contract identified an annual cost pressure of £427,350 per annum. This was not unexpected and Kent and Medway CCGs had budgeted for this in 2019/20. The funding package provided by the Kent and Medway CCGs over the past 12 months covered this cost pressure for the first two years of the contract (2017-2019), and it has been agreed that the contract value be increased to ensure this cost pressure is funded recurrently for the remainder of the contract. This will enable Millbrook Healthcare to complete their improvement trajectory and sustain waiting times in line with national and locally agreed standards.

### **Recommendation:**

Overall improvements in service performance and quality continue to be made with the size of the waiting list and waiting times reducing for assessment and equipment provision. That said there are two key areas which are not meeting expectations and both the CCG and Millbrook Healthcare have put Remedial Action Plans in place to ensure that these areas are closely monitored and targets achieved within agreed timescales. Feedback from service users continues to improve with more positive comments being received about the service provided.