

From: Dan Watkins, Cabinet Member for Adult Social Care and Public Health
Richard Smith, Corporate Director Adult Social Care and Health

To: Adult Social Care Cabinet Committee – 18 January 2024

Subject: **Kent Enablement at Home Service Expansion**

Decision Number 24/00006

Classification: Unrestricted

Past Pathway of report: N/A

Future Pathway of report: Cabinet Member Decision

Electoral Division: All

Summary: An urgent out of Cabinet Committee cycle decision was taken in December 2023 by the Leader to extend the current contract for the Discharge to Assess Service. This is currently provided in the main by Hilton Nursing Services. The time would be used to develop an alternative service model.

The purpose of this paper sets out proposals to recruit additional staff to the existing Kent Enablement at Home (KEAH) Service and support them to take on activity from the Discharge to Assess Service by 30 September 2024. This proposal will deliver cost efficiencies when compared to existing costs and activity.

Recommendations: The Adult Social Care Cabinet Committee is asked to **CONSIDER** and **ENDORSE** or make **RECOMMENDATIONS** to the Cabinet Member for Adult Social Care and Public Health on the proposed decision (Attached as appendix A) to:

- a) **APPROVE** the expansion of the Kent Enablement at Home Service and support activity transfers to enable the safe decommissioning the Discharge to Assess Service; and
- b) **DELEGATE** authority to the Corporate Director Adult Social Care and Health to take other relevant actions, including but not limited to finalising the terms of and entering into required contracts or other legal agreements, as necessary to implement the decision.

1. Introduction

- 1.1 It is the ambition of Kent County Council (KCC) for the people in Kent to have home-based care and support services, in line with Home First principles and KCC's Making a Difference Every Day Adult Social Care Strategy.

- 1.2 Discharge to Assess Services enable the council to deliver towards this ambition. The pathway relates to people being discharged from hospital with home-based support; all people needing such support should be offered reablement and rehabilitation and, where necessary, time for assessment and future care planning. This includes people whose package of care is being restarted after lapsing during their hospital stay.
- 1.3 The Discharge to Assess service supports people who need ongoing care and support. It is essential in ensuring people recover at home following discharge from hospital and are supported until further assessment can be undertaken if required and alleviates blockages in patient flow through the system and prevents unnecessary delayed discharges; as such, it is essential that any new model of service delivery adequately supports both the process and the person.
- 1.4 The Discharge to Assess service contract was commissioned by KCC and forms part of Discharge Services, for people discharged from hospital who need support to recover at home. Across Kent, there are a few services that align with the pathway, commissioned by NHS Kent and Medway and other health partners.
- 1.5 In December 2023, the Discharge to Assess service was overspent against the KCC budget. A decision was taken to extend the current contract by nine months, to 30 September 2024, to allow time for an alternative model to be agreed and mobilised. A new model has been agreed between KCC and the Integrated Commissioning Board (ICB) and time is needed to implement this.
- 1.6 The new model will provide an integrated enablement and rehabilitation offer. The new proposed model will build capacity to create one simpler pathway and will help people in hospital return home faster whilst supporting recovery and retaining independence. The service will deliver reablement, personal care and support nutrition, while also monitoring the person's condition. They will also contribute to an overall plan of care in their own home. The new team will work in a therapeutic way with oversight from therapists the aim being to assess the long-term care needs at home.
- 1.7 The new model will differ from the current offer of a 7-14 day support period, to an offer of up to six weeks. This will lead to an improvement in outcomes anticipated by moving this service in house, as there will be more continuity of provision for people on their discharge from hospital.
- 1.8 It is proposed that the activity from the Discharge to Assess Service will transfer over to Kent Enablement at Home (KEaH) in a phased way to allow recruitment of additional staff. Recruitment will commence in January 2024.
- 1.9 The recruitment schedule for KEaH assumes no staff will transfer over from the current Discharge to Assess provider. Please see Appendix 1 for recruitment schedule.
- 1.10 The new service model is dependent upon a revised staffing model and time is needed to recruit and train new staff to support transfer of activity safely. This

will be done in a phased way. Please see Appendix 2 for the KEaH additional staffing requirements and Appendix 3 for current activity in Hilton that will transfer to KEaH.

2. Financial Implications

- 2.1 The annual budget for the Discharge to Assess is £2,953,400 with additional budget of £732,600 for bridging. The service's forecast spend for 2023/2024 is £3,928,400.

Hilton Budget and Forecast - September position						
All numbers in £k						
		Contract	Bridging	subtotal	Additional	Total
Budget	Spend	2,953.4	732.6	3,686.0		3,686.0
Forecast	Spend	3,165.2	763.2	3,928.4	2,482.4	6,410.8
Variance		211.8	30.6	242.4	2,482.4	2,724.8
<i>NB Additional is included for completeness - we commission this on behalf of the ICB, and we are forecasting that the full costs of this is recharged to them</i>						

- 2.2 Historically, the ICB has financed additional Discharge to Assess capacities; the ability to incorporate additional funding will still be available within the extension period.
- 2.3 Anticipated costs, in the first year, to expand the KEaH service to take on additional activity and facilitate decommissioning of the Discharge to Assess Service will be achieved within the existing budget and opportunities for savings will be identified through the implementation and delivery of the new model.
- 2.4 Early financial modelling has indicated greater cost savings and efficiency potential by expanding the KEaH service and taking on additional staff rather than commissioning with market providers.

3. Legal implications

- 3.1 There are no legal implications. The KEaH service already exists and the proposal is to expand this service to accommodate activity transfers from an existing service that will be decommissioned by 30 September 2024.

4. Equalities implications

- 4.1 An Equalities Impact Assessment was completed in December 2023 (attached as Appendix 4) and this found no implications to protected groups.

5. Data Protection Implications

- 5.1 As an existing provider, KEaH has completed security questions in the 'risk assessment' and these questions consider the provider's information security management policies and processes and the technical security and design of their systems. Responses have been returned and scrutinised by the KCC Compliance and Risk Team.

6. Public Engagement

- 6.1 Public consultation has not been undertaken however, engagement with stakeholders will commence in January 2024 (including people with lived experience) and feedback from this will be incorporated into the new service model.

7. Conclusions

- 7.1 The contract with the current Discharge to Assess Service provider (Hilton Nursing Services) will end on 30 September 2024. An alternative service needs to be in place by then to ensure continuity of care.
- 7.2 The KEaH Service already exists and supports the Discharge to Assess model. A new staffing model and recruitment plan has been agreed.
- 7.3 The new service will deliver efficiencies for KCC.
- 7.4 The recruitment of additional staff to the KEaH service will enable the transfer of activity to this service from the current provider before 30 September 2024.

8. Recommendations

Recommendations: The Adult Social Care Cabinet Committee is asked to **CONSIDER** and **ENDORSE** or make **RECOMMENDATIONS** to the Cabinet Member for Adult Social Care and Public Health on the proposed decision (Attached as appendix A) to:

- a) **APPROVE** the expansion of the Kent Enablement at Home Service and support activity transfers to enable the safe decommissioning the Discharge to Assess Service; and
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9. Report Author

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