

Overview and Scrutiny Committee Briefing

Subject: Bedfordshire Community Health Services – Update Paper

Briefing date: 28 January 2019

Recommendations

The Adult Health Overview and Scrutiny Committee is asked to note the Community Health Services update.

Overview

The new Community Health Services (CHS) contract, commissioned by Bedfordshire CCG, Bedford Borough, Central Bedfordshire and Public Health started on 1st April 2018 after an 18 month joint procurement programme. East London Foundation Trust (ELFT) in partnership with Cambridgeshire Community Services (CCS) are delivering an outcomes based contract, which includes children's and adult community services.

A number of strategic drivers underpinned the procurement programme including the aim to transform Adult and Children's community health services to support the delivery of sustainable and integrated health and care services; reduce the increasing demands on acute services caused by an ageing population with complex needs; remove the limited opportunities to drive efficiencies and innovation in the previous contract; and to reduce duplication and simplify the patient pathway across community services.

The contract is managed via a monthly Contract Monitoring Group, and transformation via two Transformation Groups (one for Children's services and one for Adults). Membership of the groups include representatives from all partner organisations. A quarterly Quality Group has also been established.

There have been a range of early successes and positive developments including:

- implementation of a Single Point of Access (SPoA) for all community services
- strong partnership working with BHT to support timely discharge for elderly patients supported by a continued focus on multi-disciplinary working
- setting up a new community phlebotomy service in the Dunstable area following the Luton and Dunstable Hospital's decision to move their phlebotomy service from the hospital site to Luton town centre in June 2018.
- and new posts including a dedicated public and patient involvement (PPI) lead who is setting up a number of PPI groups and a GP clinical lead who comes with a wealth of experience and who also works with NHS England.

Timeline

The new contract is for five years with an option for a further 2 years.

Engagement and consultation

To support the CHS Transformation Programme ELFT has undertaken a number of informal staff engagement events which began in August 2018. In total just over 300 staff attended the events.

Formal staff engagement was launched on the 10th December 2018, which lasted for 50 days, due to the festive season.

The engagement includes in detail the following:

- The development of Primary Care Home Teams (PCHT) according to the Bedfordshire Community Health Services (BCHS) Contract Transformation Plan
- The establishment of several new posts to support Bedfordshire Community Health Services including Care Co-ordinators, Senior Healthcare Assistants (HCA) /Rehab and generic HCA roles
- The revised service operating times to reduce from 8am - 10pm to 8am – 8pm and staff rotas
- The revised Senior Management Structure
- The revised Admin & Single Point of Access Structure
- The revised grading of admin posts from Band 2 to Band 3 as per trust policy

ELFT are currently offering staff 1-1s rather than large engagement events and a further event will take place in February to feedback following the consultation.

Appendix 1 contains further details of the staff engagement and proposed service structure and model.

Adult Services Transformation Plan

ELFT have developed a detailed transformation plan and have established 5 of the following 7 work streams supporting the plan:

- Single Point of Access (SPoA)
- Primary Care Home (PCH)
- Frailty Pathway – workstream to start Q4
- Combined Community Neurology Service – workstream to start Q4
- Information Management & Technology
- Human Resources
- Estates

Primary Care Home Model

The current locality Community Health Teams will be developed into Primary Care Home Teams (PCHT). The geographical Locality model of five Localities will be retained. The 5 localities will be:

- Bedfordshire (North)
- Ivel Valley (Mid)
- Mid West (Mid)
- Leighton Buzzard (South)
- Chiltern Vale (South)

The Primary Care Home teams will be aligned to GP surgeries and clusters across Bedfordshire. There will be a named dedicated nurse for each GP practice contactable through the SPoA. The model will deliver faster resolution of challenges; reducing the burden of communication; referral and co-ordination of GP's; and better information sharing.

There will be clinical case managers (nurse or therapist, contactable directly if required via SPoA) for complex patients at high-risk; complex, end-of-life and with Continuing Healthcare needs. This will ensure service users only have to tell their story once, establishing trust and therapeutic alliance, improving outcomes by ensuring responses and interventions.

Children's Services Transformation Plan

A two year plan has been established and discussions have followed with commissioners to prioritise work streams.

- Healthy Child Programme – 0-19 service redesign including single point of access development, realignment of locality teams from September 2018, introduction of Chathealth and ParentLine scheduled for 2019
- Education, Health and Care Plan / Special Educational Needs provision, integrated health process redesign
- Acute and Primary care provision high intensity users review – enhanced service provision including rapid access pilot alongside urgent care centre from October in readiness for winter pressures, delivery of primary care support for management of respiratory conditions for children and young people, focussed work on Children's Community Nursing caseload users who present at acute units.
- Specialist Pathway development including integrated neurodevelopmental pathway; early support for continence, speech and language needs and behavioural needs.

Scale of change

The new contract supports system plans to change the way care and support is provided to the population and supports delivery of:

- New ways of working to effectively shift activity from acute care to community and primary care whilst optimising high quality care through a whole population approach based around place based care;
- The implementation of BCCG General Practice Forward View (GPFV) to develop a strengthened and sustainable primary care sector;
- The delivery of local health and social care Integration and Better Care Fund plans to improve outcomes for the people of Bedfordshire.

Conclusion

Since the contract was awarded to ELFT and CCS in April 2018 they have successfully maintained the service levels the previous provider were delivering, providing a good standard of care for patients. Following contract award they have been working closely with BCCG and partners on a number of transformation initiatives that have been detailed in this paper. ELFT and CCS are on track to deliver the required changes and improvements to services and patient pathways in years 1 and 2 of the contract.

Supporting Documents

Appendix 1: ELFT staff engagement presentation