

# Health and Adult Social Care Overview and Scrutiny Committee – Supplementary agenda No.1

**A meeting of the Health and Adult Social Care Overview and Scrutiny Committee will be held on:**

**Date:** 8 April 2014

**Time:** 6.30pm

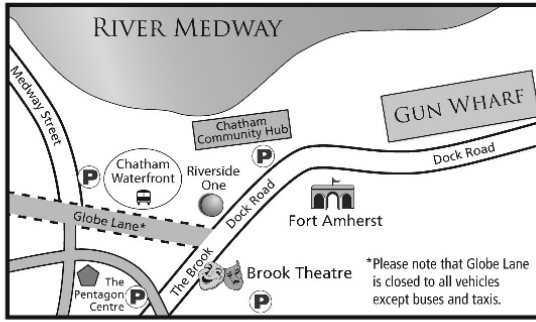
**Venue:** Meeting Room 9 - Level 3, Gun Wharf, Dock Road, Chatham ME4 4TR

## Items

- |           |   |                           |
|-----------|---|---------------------------|
| <b>5</b>  | <b>Acute mental health inpatient beds update</b>  | <b>(Pages<br/>3 - 4)</b>  |
|           | This report sets out the update from Kent and Medway NHS and Social Care Partnership Trust in relation to acute mental health inpatient beds. |                           |
| <b>10</b> | <b>Work programme</b>   | <b>(Pages<br/>5 - 14)</b> |
|           | This item is the completed protocol referred to in the work programme in relation to physiotherapy procurement.                               |                           |

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**Date: 4 April 2014**



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বাংলা	331780	ગુજરાતી	331782	ਪੰਜਾਬੀ	331784	کوردی	331841	اردو	331785	Русский	332374
中文	331781	हिंदी	331783	Polski	332373	ଏଓଡ଼ିଆ	331786	فارسی	331840	Lietuviškai	332372

## Bed Analysis

The table below provides an analysis by month of bed utilisation for Medway patients within KMPT.

The first row sets out the total number of internal occupied bed days by month for Medway patients within KMPT.

The second row provides an analysis of the total number of external occupied bed days by month for Medway patients.

The final row sets out the total number of occupied bed days in the month for Medway patients.

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14
KMPT Internal OBD's	811	752	849	885	876	953	840	789	847	906	844	
External OBD's	89	86	90	117	118	250	199	223	141	100	152	
Total OBD's	900	838	939	1002	994	1203	1039	1012	988	1006	996	

KMPT has been working with Commissioners to identify key actions for 2014/15 that will support a reduction in out of area placements for all patients.

These actions are summarised in detail in the monthly briefing report and include:

- Increasing our acute bed capacity to improve our overall patient accommodation and patient experience
- Implementing a Personality Disorder Crisis pathway within Medway which includes intensive day treatment and step down overnight accommodation for service users who may otherwise have required an inpatient admission
- Delivering an enhanced urgent care response through the roll out of street triage in partnership with Kent Police, improving access to liaison psychiatry services in partnership with Medway FT and improving the efficiency of our Crisis Resolution Home Treatment Team in Medway
- Developing an acute day treatment service to provide support and therapeutic interventions in a non inpatient setting which will provide an alternative to home treatment or inpatient admission
- An increased level of collaboration with partners in particular social care and housing to ensure that the transition of service users between our services is smoother and more efficient.

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## MEDWAY COUNCIL

Gun Wharf  
Dock Road  
Chatham ME4 4TR

## Appendix 1



# Health Overview and Scrutiny

## Health Service development or variation - assessment form

In order that the relevant Health Overview and Scrutiny Committee can assess whether it agrees that a proposed service change or development is “substantial” please provide the following details.

### A brief outline of the proposal with reasons for the change and timescales

#### Musculoskeletal (MSK) Physiotherapy Services in Medway - Background

Medway Clinical Commissioning Group commission musculoskeletal physiotherapy services via a block contract from Medway Community Healthcare, for patients registered with a Medway GP. The service offers treatment and guidance in pain relief, movement, exercises, manual techniques and manipulation to treat, rehabilitate and re-educate people with a wide range of health problems. The service works with people who have lost some movement and ability through an accident, ageing, illness or disability; helping them to live as actively and independently as possible.

The physiotherapy team also provides a comprehensive assessment and treatment service for all patients with musculoskeletal (joint, muscle, ligament, tendon) pain. They assess, diagnose and treat patients in all age groups with many different illnesses, injuries and conditions including;

- repetitive strain injury (RSI);
- muscle, joint, ligament and tendon injuries;
- osteoarthritis;
- rheumatological conditions (i.e. Fibromyalgia, Ankylosing Spondylitis, Hypermobility Syndrome, Psoriatic Arthritis, Rheumatoid Arthritis)
- specialist hand conditions;
- pregnancy and childbirth related conditions.

The Clinical Orthopaedic Assessment Service also provided by Medway Community Healthcare works in conjunction with the musculoskeletal physiotherapy service. It assesses patients with musculoskeletal problems, such as bone or muscle injuries, and helps them to manage their condition. The team offers assessment and diagnosis of conditions via access to diagnostic testing e.g. x-rays and MRI scans and

for some conditions, treatments such as steroid injections can be administered. Following diagnosis and possible treatment, the Clinical Assessment Service can make onward referrals for surgical opinions, physiotherapy or podiatry, thereby ensuring patients follow the most appropriate pathway for their specific condition.

The Clinical Assessment Service is not part of the musculoskeletal physiotherapy procurement, but the service is being reviewed alongside the procurement work to ensure that when the final service model for musculoskeletal physiotherapy services is agreed, it compliments and does not duplicate what the Clinical Assessment Service provides.

Since December 2012, Medway Clinical Commissioning Group has also offered an Any Qualified Provider for musculoskeletal physiotherapy service for patients with primary lower back and neck pain. The Any Qualified Provider treatment option is suitable for patients who suffer pain in their lower back or neck which has lasted from six weeks to a year. This includes:

- whiplash,
- stiffness and restricted movement,
- cervicogenic headache,
- 'mechanical' neck and back pain,
- degenerative pain (wear and tear),
- postural related neck and back pain

There are four Any Qualified Providers in Medway offering services for lower back and neck pain at a range of clinics across Medway. Details of the Any Qualified Providers and their clinics are detailed below:

<b>Provider</b>	<b>Clinic/GP practice</b>	<b>Location</b>
Healthshare	The Churchill Clinic	Chatham
Healthshare	The Parks Medical Practice	Cliffe Woods, Rochester
Healthshare	The Wigmore Medical Centre	Wigmore, Gillingham
Medway Community Healthcare	Balmoral Gardens Clinic	Gillingham
Medway Community Healthcare	Lordswood Healthy Living Centre	Chatham
Medway Community Healthcare	Rochester Healthy Living Centre	Rochester
Medway Community Healthcare	MCH House	Gillingham
Physiotherapy2fit	St Mary's Island	Chatham
The Injury Care Clinic	Courtview Surgery	Strood
The Injury Care Clinic	City Way Medical Practice	Rochester

In November 2013, Medway Clinical Commissioning Group served notice to all existing providers of musculoskeletal physiotherapy services, including both non-

Any Qualified Providers and Any Qualified Providers. A number of on-going issues and concerns with the Medway Community Healthcare non-Any Qualified Provider service prompted this procurement. The key drivers for change were:

- Long waiting times for a first routine appointment following referral to the service. Waiting time for a routine appointment as reported on 5 September 2013 was 21 weeks (2 to 3 weeks for an urgent appointment).
- Patient and GP complaints about the service. A number of patient complaints have been received regarding difficulties in getting an appointment, and feedback from General Practice has been that accessing the service is increasingly difficult.
- Locums were funded jointly by Medway Clinical Commissioning Group and Medway Community Healthcare in 2012/13 to help reduce the waiting list and waiting times. This achieved a lower waiting time but it also resulted in a 'bottleneck' of patients waiting for a follow up appointment.
- Fragmented service delivery between Medway Community Healthcare non-Any Qualified Provider provision and Any Qualified Providers leading to inequitable access to services, resulting in patients under the Any Qualified Provider service being seen quicker.

In response to this situation a variety of actions were undertaken by Medway Clinical Commissioning Group and Medway Community Healthcare which included an audit of activity against eligibility criteria into the Medway Community Healthcare Any Qualified Provider lower back and neck pain service. Medway Community Healthcare provided and commissioned an external consultant to review the service, and the results were shared with Medway Clinical Commissioning Group. As a result of this, Medway Community Healthcare put forward permanent options to increase staff levels in musculoskeletal physiotherapy service to address waiting times, as detailed below:

Option 1 – To increase the staff by 3.68 WTE (whole time equivalent) that would allow a first to follow up ratio 1:3 Proposed cost – approximately £193k

Option 2 – To increase the staff by 8.5 WTE (whole time equivalent) that would allow a first to follow up ratio 1:4 Proposed cost – approximately £355k

Due to the significant amount of additional investment requested by Medway Community Healthcare, a decision was taken by Medway Clinical Commissioning Group in October 2013 to go out to procurement for all musculoskeletal physiotherapy services. A twelve month notification letter was issued at the end of November 2013 to serve notice on the wider musculoskeletal physiotherapy service and the Any Qualified Provider service provided by Medway Community Healthcare.

At the same time that notice was served to Medway Community Healthcare, Medway Clinical Commissioning Group also allocated additional funding to this provider, in order that they could address and reduce waiting times and the waiting list. This action has resulted in a reduction in the waiting list as well as a reduction in

waiting times for all referrals.

Twelve month notification letters were also issued in November 2013, to all current Any Qualified Providers offering services for lower back and neck pain. Notice was served to these providers to remove the current fragmentation of services, and to ensure that going forward all musculoskeletal physiotherapy services are encompassed as one service within the procurement process.

A procurement process has now commenced. The aim of the procurement is to achieve a value for money service, offering improved earlier access, reduced waiting times and greater choice for Medway patients requiring musculoskeletal physiotherapy services.

A task and finish group has been established, and the first meeting of the group is planned for early April 2014. The role of the group will be to oversee the development of a new service model and service specification for musculoskeletal physiotherapy services. This information will be consolidated into a business case which will be presented to Medway Clinical Commissioning Groups Commissioning, Finance and Performance Committee on 21<sup>st</sup> May 2014. Subject to satisfactory sign off by the Committee the procurement process is expected to be completed by the beginning of September 2014.

The procurement timetable is as follows:

Meet the Market	- w/c 26 May 2014
Tender Issued	- 30 May 2014
Tender Closes	- 30 June 2014
Evaluation Complete	- 8 August 2104
10 day standstill period	– 25 August 2014

It is expected that the new contract will be signed by the beginning of September 2014. A three month mobilisation period from September 2014 to November 2014 will follow contract sign off.

The procurement timelines are very restricted; therefore, it is essential that no deviation occurs from the stated timelines to ensure continuity of service for patients. If the procurement of musculoskeletal physiotherapy services is considered to be a significant variation, and a paper has to be taken to the full HASC committee in June 2014, this would have a significant impact on the procurement process.



### **Extent of consultation**

- (a) Have patients and the public been involved in planning and developing the proposal?
- (b) List the groups and stakeholders that have been consulted
- (c) Has there been engagement with the Medway LINK?
- (d) What has been the outcome of the consultation?
- (e) Weight given to patient, public and stakeholder views

NHS Medway Clinical Commissioning Group is currently consulting with physiotherapy service users to understand their treatment pathways (from referral to treatment) and their experiences of the service to date. Nearly 80 people from across Medway have been interviewed who have real time experience of using local physiotherapy services.

The engagement sessions have been held at clinics offered by all musculoskeletal physiotherapy providers to ensure patient experiences from all clinics are captured. A standard questionnaire format has not been used for this engagement because each patient's experience of the service is unique depending upon the particular condition they present with, the length of time they have suffered with the condition and the referral route into the service. Instead all patients have been asked to recount their experience of the service, in order that individual details from referral to treatment can be captured and collated.

The engagement sessions are planned to finish in early April 2014, and it is expected by this date that over 100 Medway patients will have been interviewed. Patient responses are currently being analysed and collated, so the full details of the engagement sessions are not yet available. However, some of the common themes emerging from the responses are listed below:

- Inequity in service in terms of waiting times. Those with head, neck, back, and spine problems have a very short wait compared with those who have lower body problems
- Potential inequity in service for patients who have a physiotherapy clinic attached to their practice – often these patients get quicker treatment because the physiotherapist is in the same building as the GP practice.
- GP information to patients about their condition and onward treatment can be poor
- Group exercise classes that are offered under the current Medway Community Healthcare contract are extremely valued by patients
- Satisfaction with staff, quality of care and communication from the service are all very high (this is consistent with Medway Community Healthcare internal survey information)
- Delays in referrals have also come from patients awaiting diagnostics or test results before appointments/ assessments can be scheduled
- Post-operative physiotherapy care and co-ordination of this is good if the surgery has been done locally e.g. Medway NHS Foundation Trust
- Arranging for patients who have had out of area surgery to get physiotherapy locally following discharge has been problematic with poor communication between providers, on occasion

- Some patients would prefer a very local service and may be happy to wait slightly longer to get treatment if it was local. However, this response depended upon the amount of pain experienced by patients. If patients were in severe and on-going pain over a period, a number of patients said they would prefer a quick service.
- In terms of location, free parking and locations served by public transport were all key considerations
- Patients suggested that in some cases, early morning, evening or weekend appointments would be attractive to those who work, however there was recognition of the fact that a large portion of those having physiotherapy are elderly, or if they are of working age a lot of people are signed off work.

All responses from the engagement sessions will be analysed and collated by the middle of April 2014. The key themes extracted from the service user engagement sessions will be used to inform the development of the service specification for the new musculoskeletal physiotherapy service.

In addition to the above, Medway GPs have also been consulted about future service models for the musculoskeletal physiotherapy service. At a GP monthly meeting held on 23<sup>rd</sup> January 2014, a consultation exercise was undertaken with member practices to seek their views on current musculoskeletal physiotherapy service provision and capture comments on a proposed model. All views have been collated and noted.

A Medway GP is a member of the task and finish group, along with representation from external practising physiotherapists. As the model for the new service is developed, Medway GPs will continue to be consulted.

### **Effect on access to services**

- (a) The number of patients likely to be affected
- (b) Will a service be withdrawn from any patients?
- (c) Will new services be available to patients?
- (d) Will patients and carers experience a change in the way they access services (ie changes to travel or times of the day)?

There are approximately 12,000 patients referred to musculoskeletal physiotherapy services per annum. The procurement process will not change access to services for any patients requiring these services, as the new services will be available to all patients registered with a Medway GP. However, as a result of the procurement exercise the number, location and service model for musculoskeletal physiotherapy providers may change.

The locations of future clinic venues are as yet unknown, as this will be determined by the procurement but, regardless of the number of future providers of the service Medway Clinical Commissioning Group will ensure that commissioned services are offered equitably across a range of geographical areas in Medway. All services will be accessible both in terms of location and times available, and will be in line with intelligence data gathered as part of the service user engagement sessions, to ensure that patients continue to have a choice of provision.

### **Demographic assumptions**

- (a) What demographic projections have been taken into account in formulating the proposals?
- (b) What are the implications for future patient flows and catchment areas for the service?

Proposals will be prepared as part of the procurement process and demographic projections will be taken into account as part of this work.

### **Can you estimate the impact this will have on specific groups?**

- (a) What will be the impact on children?
- (b) What will be the impact on people with disabilities?
- (c) What will be the impact on older people?
- (d) Has an equalities impact assessment been carried out of this proposal?

There will be no impact on children as paediatric musculoskeletal physiotherapy services are provided by Medway Community Healthcare and will continue to do so. The procurement relates to adult musculoskeletal physiotherapy services only.

The purpose of providing care closer to home is to make it easier for everyone, and particularly older people and people with disabilities, to access a more convenient service, via public or private transport. Due to data protection laws, Medway Clinical Commissioning Group does not have access to patient data to confirm the mix of patients (in terms of age, sex, disability or how patients access services) currently accessing musculoskeletal physiotherapy services.

An Equality Analysis (EA) will be undertaken once the information from the service user engagement sessions has been analysed, to ensure no patients are unfairly discriminated against in terms of accessing the service. The Equality Analysis will be built into this programme of work and will be linked to the final procurement model and the detailed specification.

### **Choice and commissioning**

- (a) Will the change generate a significant increase or decrease in demand for a service arising from patient choice, payment by results and practice based commissioning?
- (b) Have plans been made for “financial cushioning” if additional capacity is not taken up?
- (c) Is the proposal consistent with World Class Commissioning and reflected in NHS Medway commissioning plans?

No significant increase or decrease in demand is expected as a result of the procurement of the musculoskeletal physiotherapy service.

### **Clinical evidence**

- (a) Is there evidence to show the change will deliver the same or better clinical outcomes for patients?
- (b) Will any groups be less well off?
- (c) Will the proposal contribute to achievement of national and local priorities/targets?

Early access to physiotherapy services can be cost effective and clinically effective for a wide range of patients including those with musculoskeletal disorders and patients with long term conditions. Early intervention with physiotherapy can reduce the amount of time people are off sick from work, and can prevent an acute problem from becoming chronic. It is particularly effective in the management and treatment of musculoskeletal disorders such as arthritis and other back, neck and joint problems.

It is expected that the procurement of musculoskeletal physiotherapy services in the community will result in a clinically effective service that is also popular with patients.

The intention of this procurement is to build on these foundations and create a service which continues to give good patient outcomes, while expanding patient choice and access.

It will enable NHS Medway Clinical Commissioning Group to deliver its priorities of early diagnosis and prevention of disease, and better care which will in turn enable the delivery of the strategic themes of Medway's Joint Health and Wellbeing Strategy:

- enable our older population to live independently and well;
- prevent early death and increase years of healthy life; and
- reduce health inequalities.

The musculoskeletal physiotherapy service plays a role in ensuring that patients have early access to services, which is a key enabler of these strategic aims.

### **Joint Working**

- (a) How will the proposed change contribute to joint working and improved pathways of care?

Having better, equal access and increased choice to musculoskeletal physiotherapy services in Medway, will help to support a better patient experience as part of any pathway of care.

### **Health inequalities**

- (a) Has this proposal been created with the intention of addressing health inequalities and health improvement goals in this area?
- (b) What health inequalities will this proposal address?
- (c) What modelling or needs assessment has been done to support this?
- (d) How does this proposal reflect priorities in the JSNA?

As set out above, the procurement of the musculoskeletal physiotherapy services is intended to improve and expand patient choice and access, thereby playing a part in delivering the key strategic theme of the Medway Joint Health and Wellbeing strategy of reducing health inequalities.

This is because by making it possible for people to get better access to services close to home at times when patients want the service, it will help to reduce any health inequalities associated with accessing services.

### **Wider Infrastructure**

- (a) What infrastructure will be available to support the redesigned or reconfigured service?
- (b) Please comment on transport implications in the context of sustainability and access

The service specification will require all clinic locations to be accessible via both public and private transport.

### **Do you believe the outlined proposal is a substantial variation or development?**

NHS Medway Clinical Commissioning Group does not believe this is a substantial variation. The development of a new musculoskeletal physiotherapy service will be undertaken through a procurement process and any service provider to whom a contract is awarded will be expected to provide the service in line with a high quality service specification.

This will require services to be available closer to home, in a number of local community settings, which provide good access, both in terms of clinic location and clinic times, to a high quality service.

NHS Medway Clinical Commissioning Group has engaged with patients and local GPs to understand the current issues and choices being made by patients. Any specific issues raised or key themes that emerge from the engagement sessions will be addressed and reflected in the service specification to ensure that the newly procured service meets the needs of the local population. A key focus of the procurement is to ensure that patients continue to have choice of local providers and are able to access a timely, quality service.

**Is there any other information you feel the Committee should consider in making its decision?**

No