

## **HEALTH AND WELLBEING BOARD**

**15 SEPTEMBER 2015**

### **SUPPORTING PEOPLE AT HOME – INTERMEDIATE CARE AND REABLEMENT STRATEGY**

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#### **Summary**

This report introduces the joint Intermediate Care and Reablement Strategy between the Council and NHS Medway Clinical Commissioning Group (Medway CCG) and provides information on future implications.

The Intermediate Care and Reablement Strategy has been considered by the Health and Adult Social Care Overview and Scrutiny Committee and was approved by Cabinet on 25 August 2015. Cabinet delegated authority to the Director of Children and Adult Services, in consultation with the Portfolio Holder for Adult Services and the Chief Operating Officer of the Medway Clinical Commissioning Group, to make minor amendments to the Intermediate Care and Reablement Strategy following consideration by the Health and Wellbeing Board and the NHS Medway Clinical Commissioning Group Governing Board. It has also been through the CCG governance structure for approval. Further detailed implementation work will be carried out and, if proposals result in substantial variation to health services, then further reports will be made to the Health and Adult Social Care Overview and Scrutiny Committee.

#### **1. Budget and Policy Framework**

- 1.1 The Intermediate Care and Reablement Strategy is within the Council's policy and budget framework and has been progressed as part of the partnership work under the Better Care Fund and the Section 75 Partnership agreement setting up the pooled budget for the Better Care Fund.
- 1.2 We know that we can improve our health and care services for local people and improve outcomes. Locally we have developed many good services but these do not always work well as a whole. People tell us that the system is complex, fragmented and doesn't always meet their needs in a timely fashion. Professionals tell us that there is duplication of services and that co-ordination of services around a family's needs could be better. At a time of increasing need and reducing finances we need to ensure that our services are meeting needs in the best way possible.

### 1.3 We want to:

- Improve outcomes and quality of life
- Support more people to live independently at home for longer
- Prevent people getting ill and when they do help them to recover more quickly

This will be achieved by:

- Giving people greater choice and control, maximising their social support systems through building resilient communities
- Putting GPs at the centre of organising and co-ordinating people's care, specifically those over 75 and/or with complex needs
- Ensuring that people have access to the right services, 7 days a week (including out of hours) where it is needed
- Developing resilient individuals and communities to reduce reliance on institutional settings

## 2. Background

2.1 The Intermediate Care and Reablement Strategy is a joint health and social care strategy which details how Medway intends to commission and redesign Intermediate Care and Reablement Services to meet the needs of Medway residents. It outlines the principles that will guide development and implementation of the strategic direction and also sets out aims and objectives, and plans for delivery. Commissioners from Health and Adult Social Care have worked with the key partners involved in the patient/user journey to analyse the current picture of service provision, review current and future needs, and learn from best practice elsewhere, in order to identify the changes necessary to improve the quality, effectiveness and efficiency of future service provision throughout Medway.

2.2 Our vision for the future of intermediate care in Medway is:

***We will develop a locality focused collaborative model, which maximises independence and quality of life for people of all ages, whilst ensuring cost effective use of resources. We will ensure the individual and their carers/family are at the heart of their care and support, ensuring they have access to information, advice and support to promote real choice and control, increase self care and self management, that enables individuals and their carers to remain as independent as possible, for as long as possible.***

2.3 A set of high level aims have been developed that describe what the Intermediate Care Model will deliver for Medway. These aims align closely with the Department of Health guidance 'Intermediate Care - Half Way Home'.

2.4 Our aims are to:

- Support people at home where safe to do so
- Maximise independent living
- Promote faster recovery from illness
- Minimise admissions to Long Term Residential Care

- Facilitate a timely discharge from hospital
- Provide effective alternatives to hospital admissions
- Ensure a skilled intermediate care workforce

2.5 From our engagement with Medway people and patients, carers and staff who provide services, we have developed a set of objectives and supporting activities which we believe will help us to achieve the above aims for the people of Medway.

2.6 Although this strategy and the proposed Home to Assess pilot are not in themselves a substantial variation to health and social care services in Medway, any longer term reconfiguration of bed based services may be. It is recommended therefore, that any proposals in respect of potential models for service delivery will be assessed as to whether they present a substantial variation for consideration by Overview and Scrutiny Committee and Health and Wellbeing Board and approval by Cabinet and the CCG Governing Body.

### **3. Progress To Date**

3.1 As part of the implementation of the Better Care Fund a number of workstreams have been initiated. In summary, work is underway to:

- Develop and make better use of reablement services (sometimes referred to as enablement) – piloting a more responsive service to support the discharge to assess scheme
- Develop a responsive Integrated Community Equipment Service – officers are working to develop a specification for a joint service to be in place by April 2016
- Develop Telecare services –proposals are being considered to make more use of Telecare services
- Work with the Voluntary Sector to maximise the contribution the Voluntary Sector can make to supporting more people at home and to self help and community resilience
- Develop a Home to Assess scheme to keep people away from hospital and get them back home sooner –this scheme is due to be piloted in August/September 2015
- Place the care around the individual in the setting they choose which will usually be their home – Adult Social Care continues to support people at home with care packages and the emphasis is on moving people back home
- People tell us they want to be supported at home so we want to shift the balance of care away from institutional settings towards supporting more people at home

### **4. Options**

4.1 The options considered by Cabinet were:

- 1) Adopt the Intermediate Care and Reablement Strategy and the principles within it to allow the more detailed work to be carried out. This will then provide further choices and options.

The Intermediate Care Strategy has been developed in line with National Policy including the Health and Social Care Act (2015), Department of

Health Guidance, national good practice and is in line with the overall objectives contained within the Better Care Fund for Medway. The general direction is to support more people at home instead of in institutional settings. This is in keeping with the wishes of vulnerable people and their carers, improves outcomes and the quality of life of vulnerable people and makes more efficient use of resources. Locally the policy is consistent with reducing the number of people who are admitted to hospital and reducing the length of stay experienced by people in hospital.

2) Do not adopt the strategy.

Not doing so was not recommended as this would not support vulnerable people at home adequately or help Medway Council or Medway CCG to meet its statutory responsibilities in respect of Health and Social Care Services.

## **5. Sustainability and Diversity Impact Assessment**

- 5.1 Proposals within the strategy contribute to achieving a sustainable Health and Social Care system. A Diversity Impact Assessment has been completed as part of the development phase of the work and is attached as Appendix 3. This shows the strategy to be a positive proposal for change for Medway communities.

## **6. Risk management**

- 6.1 The associated risks continue to be managed as part of the risk management arrangements of the Better Care Fund and a full risk log will be developed as part of the implementation arrangements.

## **7. Consultation**

- 7.1 Stakeholders have been consulted in producing the strategy and will continue to be consulted as aspects of the strategy are implemented. Further detail on the consultation is contained within the DIA and separate reports are available. The consultation included a “simulation” event held at Priestfields stadium in July 2014. The event was well attended and open to representatives across primary care, community services, acute sector, Medway Council and voluntary organisations. Representatives included social care workers, occupational therapists, care managers, housing, public health, older people, adult therapies, GPs, practice managers, commissioners, Age UK and Alzheimer Society. Provider organisations included Kent and Medway NHS & Social Care Partnership Trust, Medway Community Healthcare, Care Homes and Nursing Homes.
- 7.2 The Strategy has been circulated for consultation to officers in Health and Social Care. Two stakeholder workshops with Health and Social care providers and commissioners took place in October and November 2014 in order to develop the Strategy.
- 7.3 The Strategy was considered by the Health and Adult Social Care Overview and Scrutiny Committee prior to Cabinet approval and details are set out in section 8 below. The Strategy was subsequently presented to CCG Governing Body and is now presented to the Health and Wellbeing Board for

comment. In order to address any issues that may arise following consideration by these bodies, Cabinet resolved that the Director of Children and Adult Services be delegated authority to make minor amendments to the Strategy in consultation with the Portfolio Holder for Adult Services.

- 7.4 Medway Council has a legal obligation under section 149 Equality Act 2010 to have due regard to the need to eliminate discrimination, advance equality, and foster good relations between those with a protected characteristic (pregnancy and maternity, age discrimination, disability, gender reassignment, marriage and civil partnerships, race, religion or belief, sex and sexual orientation) and those who do not share it. These matters must form an integral part of the decision-making processes in relation to the Intermediate care strategy. The Council and CCG will engage with service users and representative groups, and use the information and views gathered to assess the equality impact of any proposals made in relation to service provision.
- 7.5 To assist the Council and CCG in fulfilling the legal obligations set out above, officers have completed a Diversity Impact Assessment (DIA) for the strategy.

## **8. Health and Adult Social Care Overview and Scrutiny Committee**

- 8.1 The Director of Children and Adult Services introduced a report on the Intermediate Care and Reablement Strategy in conjunction with the Chief Operating Officer, NHS Medway CCG.
- 8.2 The Director of Children and Adult Services explained that the Council and CCG had worked closely together to ensure a joined up approach and would be working with families, service users and carers to bring about a better use of collective resources for a better outcome and experience for those needing intermediate care and reablement. She stated that it was in the best interests of most people to be supported and assessed in a home environment rather than having an unnecessary delay in hospital once they are medically fit or even admission in the first place. This would encourage mobility and recovery as it was proven that reduced mobility when in a hospital bed caused deterioration. This work was one strand of Medway's Better Care Fund programme and builds on those agreed key principles. The aim was to have less institutional care, more care within the community and a greater joint approach across health and social care.
- 8.3 The Chief Operating Officer informed the Committee that an audit had been undertaken involving Medway NHS Foundation Trust (admissions and beds) and within the intermediate care bed facilities in the community. She advised that the audit had demonstrated that there was an inefficient use of beds and for intermediate care over half of the people who were over 75 years of age did not need to be there. She explained that the intermediate care strategy was about the best use of services – both step up and step down from hospital and was aimed at giving the right care at the right time and would vary from person to person. Reference was made to a small pilot that would be starting at the end of the month as a home to assess scheme, supporting people out of hospital. Work was already underway to integrate the equipment services currently commissioned separately by the Council and CCG into one contract which was essential to ensure that this service could be more effective. There has already been engagement with patients, their families and carers and the voluntary sector. More work would also be done

to engage with the voluntary sector to support service users at home or in the community.

- 8.4 The Deputy Director, Children and Adults Services referred to the enhancement of the reablement service which was focussed on recovery and stated that the intention was to commission a specialty service for reablement to more effectively support the Discharge Home to Assess Project.
- 8.5 The Director of Children and Adults Services informed the Committee that the Strategy itself did not constitute a substantial variation or development in terms of consulting the Committee but that the detailed work flowing from the Strategy may be a substantial variation or development. This more detailed work would be brought back to the Committee for their input and scrutiny. Having discussed the matter with the Chairman, Vice-Chairman and opposition spokespersons she stated that it may be necessary to hold a special meeting of the Committee in the Autumn as the October meeting would be too early to bring back a report and the December meeting too late.
- 8.6 The Committee were generally supportive of the aims of the Strategy but a number of Members expressed the view that until they had the practical details it was difficult to comment further. A view was also put forward that a possible over-dependence on the voluntary sector to support the aims of the Strategy needed to be thought through on the basis that a large proportion of the voluntary sector was already at capacity.
- 8.7 The representative from the Pensioners Forum referred to some specific cases where care had not been at a satisfactory level in relation to pensioners. The Chief Clinical Officer, NHS Medway CCG stated that these scenarios were ones that highlighted the need to do better collectively and remove barriers to people receiving the care and support they need.
- 8.8 In response to a question the Chief Operating Officer, NHS Medway CCG reassured the Committee that the focus was on providing care around individuals, no-one would be sent home unsafely and that each case would be assessed individually to ensure the right package of care.
- 8.9 The Director of Children and Adults Services, responding to a further question, stated that the Strategy was a high level document and set out a direction of travel and an agreement to work together. The next report would contain the detail explaining how this could happen and the proposed changes to the service offer.
- 8.10 The Committee recommended to Cabinet the Intermediate Care and Reablement Strategy and supported the associated work needed to produce successful outcomes in respect of the following way forward:

Develop more community based services to support people at home including the following actions:

- a) Make more use of and develop better reablement services
- b) Develop a responsive Integrated Community Equipment Service
- c) Develop Telecare services

- d) Work with the voluntary sector to maximise the contribution the voluntary sector can make to supporting more people at home and to self help and community resilience
- e) Develop a Home to Assess scheme to keep people away from hospital and get them back home sooner
- f) Place the care around the individual in the setting they choose which will usually be their home
- g) People tell us they want to be supported at home so we will shift the balance of care away from institutional settings towards supporting more people at home.

8.11 On 25 August 2015, Cabinet approved the Strategy in line with this recommendation for the following reasons:

- Commissioners from Health and Adult Social Care have worked with the key partners involved in the patient/user journey to analyse the current picture of service provision, review current and future needs, and learn from best practice elsewhere, in order to identify the changes necessary to improve the quality, effectiveness and efficiency of future service provision throughout Medway.
- The Intermediate Care and Reablement Strategy is a joint health and social care strategy which details how Medway intends to commission and redesign Intermediate Care and Reablement Services to meet the needs of Medway residents. It outlines the principles that will guide development and implementation of the strategic direction and also sets out aims and objectives, and plans for delivery.

8.12 The CCG Governing Body have also approved the Intermediate Care Strategy subject to some minor amendments to the Strategy. These have been incorporated into the version attached at Appendix 1.

## **9. Financial implications**

9.1 The financial implications are recognised within the financial planning for the implementation of the Better Care Fund. Part of this planning includes an intention to invest less in institutional services and more in community based services to support people to live independently at home. Recommendations will need to be financed from existing resources contained within the £17.6m pooled budget for the Better Care Fund.

## **10. Legal implications**

10.1 The Intermediate Care Strategy has been developed to follow a range of National Health and Social Care policies and strategies listed in Appendix 1, page 6.

10.2 The Care Act 2014 brings care and support legislation into a single statute. It is designed to create a new principle where the overall wellbeing of the individual is at the forefront of their care and support. The Care Act 2014 requires the promotion of integration of care and support with local authorities, health and housing services and other service providers to ensure the best outcomes are achieved for the individual.

- 10.3 The Intermediate Care Strategy is consistent with relevant statutory legal powers and duties including the Care Act 2014, Health and Social Care Act (2015), Department of Health Guidance, national good practice and is in line with the overall objectives contained within the Better Care Fund for Medway.
- 10.4 There is a duty on relevant NHS bodies and health service providers to formally consult the Health and Adult Social Care Overview and Scrutiny Committee on substantial reconfiguration proposals. Specifically Regulation 23 of the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 requires relevant NHS bodies and health service providers to consult a local authority about any proposal which they have “under consideration” for a substantial development of or variation in the provision of health services in the local authority’s area. The consultation duty applies to any “responsible person” under the legislation, i.e. relevant NHS bodies and health service commissioners which now come under the scope of the widened legislative provisions relating to health scrutiny. The local authority has a right of referral to the Secretary of State on specified grounds in respect of any contested service reconfigurations.
- 10.5 The changes envisaged under the Intermediate Care Strategy are joint NHS-local authority proposals. It is considered that the proposed Intermediate Care Strategy in itself would not constitute a substantial development of, or variation, in the health service in Medway as set out in Appendix 4. As implementation of the Strategy proceeds, any consequential health service changes or variations such as decommissioning of intermediate care beds will be assessed and reported to the Overview and Scrutiny Committee in line with Medway’s established procedures under Regulation 23.

## **11. Recommendation**

- 11.1 The Health and Wellbeing Board is asked to consider the Intermediate Care and Reablement Strategy and provide comments for consideration by the Director of Children and Adult Services, in consultation with the Portfolio Holder for Adult Services and the Chief Operating Officer of the Medway Clinical Commissioning Group, to whom Cabinet has delegated the authority to make minor amendments to the Strategy

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### **Appendices**

1. Intermediate Care Strategy
2. Medway Intermediate Care Strategy High Level Plan
3. Diversity Impact Assessment
4. Substantial Variation Assessment

### **Background papers**

Medway Better Care Fund Plan





## **MEDWAY INTERMEDIATE CARE AND RE-ABLEMENT STRATEGY 2015 -2018 – Supporting people at home**

Resilient individuals and resilient communities

**VERSION 11**

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## 1. Executive Summary

This is a joint health and social care strategy which details how Medway intends to commission and redesign Intermediate Care, which includes Reablement services to meet the needs of our Medway residents. It outlines the principles that will guide development and implementation of the strategic direction and also sets out aims and objectives, and plans for delivery. Commissioners from Health and Adult Social Care have worked with the key partners involved in the patient/user journey to analyse the current picture of service provision, review current and future needs, and learn from best practice elsewhere, in order to identify the changes necessary to improve the quality, effectiveness and efficiency of future service provision throughout Medway.

Our vision for the future of intermediate care in Medway is:

***We will develop a locality focused collaborative model, which maximises independence and quality of life for people of all ages, whilst ensuring cost effective use of resources. We will ensure the individual and their carers/family are at the heart of their care and support, ensuring they have access to information, advice and support to promote real choice and control, increase self care and self management, that enables individuals and their carers to remain as independent as possible, for as long as possible.***

This strategy aims to improve the experience of people who find themselves in hospital when they really do not need to be there and would rather be treated for non-urgent care in surroundings they know and understand. We know that more than 50% of those over the age of 75 who end up being admitted to hospital could be better serviced by remaining at home or in a place they know and understand and receive their care in that setting. We also know that people deteriorate while in hospital and the best place for people to receive non-medical care is in a setting they know and understand, this is particularly important for those who are vulnerable or may have dementia or emotional health and wellbeing challenges: Creating a process which quickly returns them to their own home or known place of safety will enhance their ability to retain their existing resilience and capacities.

When people present to emergency and urgent care centres it is important to quickly identify those people who can safely be returned to home with appropriate support so an assessment of their future needs can be completed there rather than in hospital. This approach employs the 'home to assess' rather than the 'decide to admit' principles on their initial arrival at the hospital. Once the acute team has identified, stabilised and treated any acute illnesses the person will be referred back out to a 'wrap around' community team which can complete an assessment and organise support from the person's own home or registered place of safety.

A set of high level aims have been developed that describe what the Intermediate Care Model will deliver for Medway. These aims align closely with the Department of Health guidance 'Intermediate Care - Half Way Home'.

Our aims are to:

- Support people at home
- Maximise independent living
- Promote faster recovery from illness
- Minimise admissions to Long Term Residential Care
- Facilitate a timely discharge from hospital
- Provide effective alternatives to hospital admissions
- Ensure a skilled intermediate care workforce

From our engagement with patients, carers and staff who provide services, we have developed a set of objectives and supporting activities, which we believe will help us to achieve the above aims for the people of Medway.

Finally, we intend to measure our success over the next three years through the suite of metrics developed to report upon the Better Care Fund which include the programme to develop Intermediate Care, Rehabilitation and Reablement Services.

The key strands to the strategy are to:

1. Develop more community based services to support people at home including the following actions
  - a. Make more use of and develop better reablement services
  - b. Develop a responsive Integrated Community Equipment service
  - c. Develop Telecare services
  - d. Work with the Voluntary Sector to maximise the contribution the Voluntary Sector can make to supporting more people at home and to self help and community resilience
2. Develop a Home to Assess scheme to keep people away from hospital and get them back home sooner
3. Place the care around the individual in the setting they choose which will usually be their home
4. Shift the balance of care away from institutional settings towards supporting more people at home

## 2. Introduction

Different interpretations have emerged and evolved nationally and locally regarding the definition of 'Intermediate Care' and its links to 'rehabilitation' and 'reablement'. In Medway, partners have worked together in order to review national guidance and agree a clear set of definitions for intermediate care, rehabilitation and reablement.

### What is Intermediate Care?

As stated in the Department of Health document – "Halfway Home", integrated care should ensure the development of :

*'a range of integrated services to promote faster recovery from illness, prevent unnecessary acute hospital admission and premature admission to long-term residential care, support timely discharge from hospital and maximise independent living'.*

This range of services is often described as those services that do not require the resources of the acute trusts, but are beyond the scope of the primary care team, and are offered on a short term basis at home or in nursing or residential settings for those people who need some degree of rehabilitation or recuperation at times of transition in their health, social care or housing needs.

The core service should generally be provided in community-based settings or in the person's own home. Intermediate Care should incorporate a range of services, including nursing or residential care beds in Residential Care Home, Nursing Home or Community Hospital settings, some with nursing care. Intermediate Care may include a rapid response team to provide assessment or immediate intervention in people's homes to reduce inappropriate admissions to hospital. The service could also include more intensive support and treatment at home to prevent avoidable admission or to facilitate discharge. This type of service is sometimes described as 'hospital at home'. Part of the service should be available on a 24 hour, seven days a week basis, with access to assessment.

### What is Reablement?

Reablement is one service on a continuum of Intermediate Care. Reablement is a range of services focused on helping a person maximise their independence by learning or re-learning the skills necessary for daily living and confidence to live at home.

The agreed definition of reablement services funded by Medway Council and Medway CCG is that it:

- is about helping people to do things for themselves, rather than doing things to people
- is time limited
- is outcome focussed
- is about helping people to get more independent within their community
- seeks to increase a person's independence, choice and quality of life
- requires active involvement from the person, because it is about working with someone to help them toward positive changes

### What is Rehabilitation?

'The primary objective of rehabilitation involves restoration to the maximum degree possible, either of function (physical or mental) or role (within the family, social network or workforce, Rehabilitation usually requires a mixture of clinical, therapeutic and social interventions that also address issues

relevant to a person's physical and social environment. Effective rehabilitation needs to be responsive to a user's needs and wishes, to be purposeful, involve a number of agencies and disciplines and be available when required.'

[Audit Commission 2000. The Way to go Home – Rehabilitation and Remedial Services for Older People]

### **3. Policy and Local Context**

The Strategic Direction has been developed in response to and influenced by a range of National Health and Social Care policies and strategies, including:

- Our Health Our Care Our Say: A New Direction for Community Services (2006)
- The Local Government and Public Involvement Act 9 (2007)
- Transforming Community Services: Enabling New Patterns of Provision (2009)
- Think Local, Act Personal – Next Steps for transforming Adult Social Care (2011)
- National Dementia Strategy (2009)
- Valuing people now: a new three year strategy for people with learning disabilities (2009)
- Healthcare for All (2008)
- Recognised, valued and supported: Next steps for the Carers Strategy (2008)
- Caring for our Future : reforming care and support (2012)
- Equity and Excellence: Liberating the NHS (2010)
- The Health and social Care Bill (2011)
- The Care Act (2014)
- Department of Health – Intermediate Care, 2001 Health service/Local Authority Circular 2001/001
- Department of Health – National Service Framework for Older people (2001)
- Department of Health – Intermediate Care – Halfway Home (2009)
- Department of Health – Personal Care at Home Act (2010)
- The Health and Social Care Act (2015)

'Think Local Act: Personal' provides a framework for partner agencies to develop a co-ordinated approach to the personalisation of services. Using this framework for Intermediate Care allows for the development of services that are tailored to meet individual needs, rather than provision of a range of targeted specialised services.

The national policy drivers provide a framework for the further development of health and social care in Medway and the implementation of a coordinated approach to the personalisation of services across health, social care and partner agencies.

The Intermediate Care and Reablement Strategy for Medway is aligned with and includes a range of local strategies which aim to support Medway residents to live independently and to stay in their own homes for as long as possible.

### **Medway Joint Strategic Needs Assessment**

Medway's resident population is 271,000. Projections from 2011 to 2021 suggest that the proportion of the population aged 65 years or over will increase from 14% (37,200) to 16.4% (47,700). The equivalent change in those aged 85 years and over is 1.7% (4,400) to 2.0% (5,700). The number of those over 65 years with a limiting long term illness is expected to increase by 31% (the same as national figures) from 2009 to 2020 and this will have a significant impact on the demand for health

services for the management of long term conditions such as dementia, heart disease and diabetes as the incidence of these conditions increases with age.

An ageing local population is likely to result in a substantial increase in costs to the health and social care system and primary and secondary prevention of conditions such as diabetes, Chronic Obstructive Pulmonary Disease and heart disease. Combined with improved care for people with conditions such as dementia, it is essential to reduce or limit the numbers of high intensity users of services and reduce the costs to the health and social care system.

Nationally, mental ill health represents up to 23% of the total of ill health in the UK – the largest single cause of disability. In Medway it is estimated that 29,600 people aged 16-74 have ‘a neurotic disorder’ and 2,390 people aged over 65 have dementia.

### Medway’s Better Care Fund Plan

The Spending Review at the end of June 2013 announced the establishment a £3.8 billion pooled budget across health and social care known as the Better Care Fund (BCF) that will be available to Local Authorities nationally from 2015/16. This funding is not new money and is already allocated to support a number of services. Joint plans contained with Medway’s Better Care Fund Plan were agreed in December 2014 and were given the highest possible rating. These plans include a joint fund of £17.6m to be used to continue to fund existing services but change some of these in order to meet our objectives of supporting more people at home and reducing the number of people in hospital within the context of a shrinking resource base.

There are a number of national conditions attached to the use of the BCF as well as local targets, together with a performance requirement to reduce non – elective admissions (NEL) by 0.8% (194 less people in hospital) element.

Specialty	Inpatients	Expected length of stay	Actual length of stay	Difference	Potential bed days saving
All	7,465	10.5	11.4	1.0	51,887
General Medicine	3,860	10.1	11.2	1.1	27,110
Geriatric Medicine	954	12.3	16	3.8	9,738
General Surgery	606	9.1	9.3	0.2	3,315
Trauma & Orthopaedics	590	16.3	16	-0.3	4,312
Accident & Emergency	467	9.5	9.1	-0.3	2,942
Cardiology	277	8.6	9.3	0.7	1,480
Urology	246	6	2.8	-3.2	312
Vascular Surgery	128	11.9	12.3	0.3	1,012
ENT	124	4.7	3.5	-1.2	255
Gastroenterology	87	10.5	11.7	1.2	626
Respiratory Medicine	67	10.6	10.9	0.3	450
Clinical Haematology	32	9.5	8.1	-1.4	144
Gynaecology	18	9.4	9.7	0.3	123
Breast Surgery	****	3.5	2	-1.5	0.0
Colorectal Surgery	****	9.1	9.5	0.4	8.0
Endocrinology	****	7.6	14.6	7.0	61
Pain Management	****	23.7	10	-13.7	2.0

*Non-Elective admissions to Medway Maritime Hospital for those aged 75+ Jan-Dec 2014.*

*Potential bed days saving is the number of bed days that could be saved if no inpatients stayed longer than the England median*

The following additional measures - effectiveness of reablement; admissions to residential and nursing care, delayed transfers of care - will be central to the success of improving services in Medway. Commissioning intentions will need to ensure that reablement fits with the requirements of the BCF, especially in relation to any potential payment for performance element.

*Effectiveness of reablement: The percentage of older people still at home 91 days after discharge into reablement/ rehabilitation (2013-2014)*

	Medway	Comparator Group Average	England Average
% all older people	92.5%	85.2%	82.5%
% males over 65	100.0%	85.0%	81.7%
% females over 65	93.3%	87.6%	86.2%
% over 85s	88.2%	83.3%	80.2%

*From DH statutory ASC-CAR return 2014*

*Effectiveness of reablement: The percentage of older people offered reablement services on discharge (2013-14)*

	Medway	Comparator Group Average	England Average
% all older people	2.5%	3.6%	3.3%

*From Hospital Episode Statistics 2014*

Medway's latest performance (2013-14) is better than the national average with 92.5% of older people discharged to reablement/ rehabilitation still at home 91 days later. However, Medway has relatively few people accessing these services compared to the national and comparator average. The BCF plan has identified approximately £900,000 of potential avoided costs in on going residential care and home care packages by maintaining the success rate but increasing the number of people receiving reablement after discharge from hospital by approximately 30% (another 164 people).<sup>1</sup>

*Admissions to residential and nursing care: Admissions per 100,000 population*

	Medway	Comparator Group Average	England Average
65+	626.5	727.9	668.4

*From DH statutory ASC-CAR return for period April 2013 – March 2014*

<sup>1</sup> The benefits realisation plan for the Better Care Fund compares potential costs avoided for those people who remain in their own homes without the need for ongoing care after a spell of reablement compared to the possible costs of providing ongoing care in residential care or as a home care package. It assumes that another 164 people discharged from hospital over 2015-16 could benefit from reablement based upon a 1% planned increase in performance of those discharged from hospital to reablement.



In 2013-14, Medway had a relatively low rate of permanent admissions to residential and nursing care for older people compared to the national and comparator average. The BCF plan has identified potential cost avoidance of approximately £300,000 by maintaining this low number of admissions by 2015-16 against the expected rise in population.<sup>2</sup>

### *Delayed Transfers of Care in Medway<sup>3</sup>*

	Days delayed attributable to NHS	Days delayed attributable to Social Care	Days delayed attributable to both	People delayed attributable to NHS	People delayed attributable to Social Care	People delayed attributable to both
Acute	5433	82	0	189	4	0
Non-Acute	701	1371	88	26	55	3
Total	6134	1453	88	215	59	3

*From DH Delayed Transfer of Care statistics for 2014-15*

Reason for Delay	Days delayed attributable to NHS	Days delayed attributable to Social Care	Days delayed attributable to both	People delayed attributable to NHS	People delayed attributable to Social Care	People delayed attributable to both
Completion of assessment	731	123	8	30	5	1
Public Funding	203	127	61	3	5	2
Further non acute NHS	1097	0	0	34	0	0
Residential Home	701	319	0	28	14	0
Nursing Home	1254	703	19	40	27	0
Care package in home	92	74	0	5	4	0
Community equipment	125	0	0	5	0	0
Patient/ family choice	1300	107	0	48	4	0
Disputes	70	0	0	3	0	0
Housing	561	0	0	19	0	0
Total	6134	1453	88	215	59	3

*From DH Delayed Transfer of Care statistics for 2014-15*

### **Joint Health and Wellbeing Strategy 2010-2015**

The Intermediate Care and Reablement Strategy supports the outcome in the Joint Health and Wellbeing Strategy of enabling Medway's older people to live independently and well. The delivery of reablement services supports the objective of improving physical and mental health and wellbeing and the underlying principles of a commitment to an integrated systems approach and partnership working via the Partnership Commissioning Team commissioning services across health and social care.

<sup>2</sup> BCF plan benefits realisation plan assumes 23 admissions avoided in 2015-2016 by maintaining performance against a predicted population increase of 9.2%

<sup>3</sup> Delayed Transfers of Care data subject to improvement programme

### **Medway CCG ICommissioning Strategy 2014-2019**

The CCG strategy focuses heavily on integration and streamlined care co-ordination in order to reduce hospital admissions and length of stay, and aligns to the Better Care Fund. It is underpinned by delivery strategies which are proactive and not reactive; empowering the patient and carer and delivering care coordination across a range of collaborative provider networks.

### **The Health and Social Care Act 2015**

The Care Act brings care and support legislation into a single statute. It is designed to create a new principle where the overall wellbeing of the individual is at the forefront of their care and support. The Act requires the promotion of integration of care and support with local authorities, health and housing services and other service providers to ensure the best outcomes are achieved for the individual. The Better Care Fund (BCF) will support the agenda of integrated services across Health and Social Care.

### **Dementia Strategy**

Medway Council and Medway CCG's joint Dementia Strategy aims to support people to maintain their existing quality of life for as long as possible. The Alzheimer's Society use the phrase 'living well with dementia' and for a person with a dementia illness and their carers this is the aim of the Strategy.

To achieve this aim it is clear that people should be supported at the earliest opportunity to prevent or delay the potential for a breakdown in the existing arrangements for sustaining quality of life. The Strategy emphasises the need for early diagnosis and support for the person and their carers both before the diagnosis assessment is completed, during the process and afterwards.

With the definition of reablement as it relates to dementia and its effects on people's abilities, services should be designed that support people to rebuild their confidence as they come to terms with the effects on their condition, support people to develop ways to maintain or redevelop existing skills for daily living and engagement, and support to continue to feel that a person's value and contribution to their local community can be retained for as long as possible.

Month	% Dementia Diagnosis Rate	% Target	QOF Dementia Register (Number)	Practice List Size	Adjusted National Dementia Prevalence Rate	67% Target	Gap
Mar 15	55.0%	67%	1,575	292,491	2,862	1,918	343
Mar 15*	63.1%	67%	1,575	292,491	2,498	1,674	99

National target is for 67% of the estimated number of people with Dementia to have a diagnosis by the end of March 2015. \*Denominator for Dementia diagnosis amended by NHSE for all CCGs, impact on Medway CCG was a reduction in the estimated prevalence therefore this is an improved diagnosis rate

### ***Needs Analysis and Audit***

The OAK Group carried out a point prevalence study in Medway NHS Foundation Trust (admissions and beds) and within the intermediate care bed facilities in the community - St Bartholomews, Frindsbury Hall nursing home and Platters Farm residential care home. FUSION Health Care were employed by Community Health Partnerships (CHP) on behalf of Medway CCG and Medway Council to look at modelling Community beds in Medway. The work shows there is an over provision of beds in Medway.

The FUSION study, the Oak audit and the needs analysis work to date shows the following in respect of community beds:

- Under use of the beds for intermediate care
- 1/3 of admissions (27%) unqualified<sup>4</sup>
- 53% of unqualified\* admissions could have been prevented by providing a variety of services at home
- 63% unqualified\* bed days
- 66% of all unqualified\* continuing days of care could have been provided at home with a variety of services for the Medway CCG

### **4. Areas of Development**

The work on Intermediate Care and Reablement has considered the following areas for development including:

- The need for step-up and step down provision
- Consider the service user / patient journey and link the work to the frailty pathway and the need to keep more people out of hospital and at home
- Configure an effective Community Rehabilitation Service
- Develop services with an enabling ethos
- Support the workforce to develop its skills to meet the emerging needs of older people

The main aim is to change the shape of health and social care services in the future to focus on:

- Prevention and promotion of health and wellbeing and away from an emphasis on ill health.
- Active identification of individuals at risk of developing illness, deterioration or crisis providing early intervention such as reablement and case management to support individuals to remain at home and avoid hospital admission.
- When people do need care and support, ensuring this is high quality and provided in the right setting at the right time, as close to home as possible
- Providing services that are personalised to meet needs so that individuals have choice, flexibility and control over the care and support they receive.

The strategic shift in services and resources that we aim to achieve through implementation of our wider health and social care strategies is:

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<sup>4</sup> \*Unqualified refers to care which can be provided in alternative setting usually providing lower levels of care, sometimes at home.

### **A Move ‘From’**

- Low emphasis on prevention
- Dependence on hospital care
- Dependence on residential and nursing care
- Variation in quality and provision
- Poorly connected services in community

### **And Move ‘To’**

- Healthier lifestyles and positive behaviours
- Increased self care and self management
- Services in the right place, from the right workforce, at the right time
- Effective primary care management of people with chronic disease and risk factors
- Care closer to home - and in peoples homes wherever possible
- Hospital focused on acute care with seamless pathways to community services upon discharge

## **5. What does Intermediate Care look like in Medway today?**

Currently, Intermediate Care services are not commissioned as a specific service, but rather through a series of separate contracts for bed-based and non-bed-based services. Consequently, there appears to be some variation among stakeholders in terms of what is or is not seen as Intermediate Care. This may reflect the way in which Intermediate Care has evolved in Medway, as elsewhere in England. Stroke rehabilitation has been included as part of the Intermediate Care service but is not within the scope of the intermediate care strategy Medway Better Care Fund work as is subject to a Kent & Medway wide review .

At present, the Intermediate Care pathway is accepted as *‘those care arrangements focused on getting someone back into the community, or arrangements in the community to avoid someone going into the acute sector’* in discussions with NHS Medway.

There is a rapid response pathway and officers are currently reviewing all services in terms of pathways. There is a sense that the definition of Intermediate Care flexes according to whether or not the system is under pressure.

Based on a stakeholder workshop that occurred in October 2014 and on interviews, it is clear that Intermediate Care is offered in a range of settings including community hospitals, day centres, care homes and in people’s own homes. The service is currently primarily composed of:

### **Adult Rehabilitation Service (St Bartholomew’s Hospital, Rochester)**

Medway Community Healthcare (MCH) provides a nurse-led bed based service based on short-term rehabilitation needs. Episodes of treatment are focused on the resolution of symptoms, adaptive therapy and crisis resolution leading to either discharge, transfer to the Community Integrated Team or other relevant agencies. Individuals are encouraged to take ownership of their health care and are given education, support and advice accordingly. The service is accessible to anyone over the age of 18 years who would benefit from a short term individualised health related rehabilitation programme following an acute incident/ accident/ illness or exacerbated medical condition and identified as having rehabilitation or nursing need.

All patients must be registered with a Medway GP and have an exit address. There are 35 intermediate care beds in two wards and 15 stroke beds (see below) in a third ward. Twenty-four hour nursing care is provided by MCH, medical cover is provided by local GP practice via a contractual arrangement, and an Intravenous (IV) Therapy service is available.

St Bart's also has the remit of preventing unnecessary hospital admissions through the provision of step up care and enabling early discharge from Acute wards. The aim of the service is to provide short-term comprehensive and equitable care, which is of a high quality and is responsive to the needs of the population.

The building is old and not fit for purpose. It is not suitable for people with moderate or severe dementia, and it is not possible to provide single sex wards in line with the dignity agenda. There are also security concerns at night which make night-time admissions problematic. However, there was no evidence that this prevents night-time admissions from happening.

The Oak Group (details below) in their point prevalence study found that over 60% of all bed days at St Bart's were considered non-qualified (care could be provided outside of this setting). For approximately half of these non-qualified days, the patients in question could have been at home with support services.

### ***Stroke Rehabilitation Unit (St Bart's)***

The Stroke service is not within the scope of the intermediate care strategy Medway Better Care Fund work as is subject to a Kent & Medway wide review

The stroke service aims to provide seamless evidence based multi-disciplinary care with the most appropriate care setting to individuals, and their carers, who have had a stroke, so as to optimise the clinical outcome and care experience for both patient and carer.

Stroke rehabilitation services are part of the stroke care pathway and include the 15 bedded Merton ward at St Bart's. The unit provides bed-based rehabilitation to patients who have a primary diagnosis of new stroke, are medically stable, not suitable for rehabilitation at home, aged 16 years and over, and are registered with a Medway GP.

All patients should receive rehabilitation services until they have either reached their rehabilitation potential or have goals set that will empower them to continue rehabilitation in their own. Patients with agreed rehabilitation goals are referred to the Stroke Community Assessment and Rehabilitation Team (SCART).

### ***Integrated Discharge Team (IDT)***

The Integrated Discharge Team was established through agreement of the whole system Executive Programme Board. Initially this was through closer working of existing staff focused on hospital discharge with one provider taking a lead co-ordinating role. The team has since expanded through different phases of development to provide additional focused support within the hospital both for admissions avoidance and discharge planning. The drivers for this initiative are:

- Government initiative to encourage and promote integration of health and social care services.
- Nationally, integrated discharge teams have been successful in promoting timely discharge along with other urgent care initiatives which redirects service users away from the acute setting appropriately

As the pressure on urgent and emergency care services has increased over the years, particularly during the winter months, it has been even more evident that patient's timely transfer between services requires joint, multiple agency, seamless admission and discharge planning at each stage

of the patient pathway. Over the three-month period February 2015 to April 2015, there were, on average, 132 referrals to the team, 114 discharges facilitated and 25 care packages arranged. Although we know there are issues with what is being referred through Joint approaches to admission and discharge planning is key to ensuring that people move from and to the most appropriate setting at the point they are medically fit to do so. Work is ongoing in order to improve the discharge process.

The Integrated discharge team's primary purpose is to redirect service users to appropriate community services with regard to admission avoidance and to support and co-ordinate ward staff to discharge patients onto the appropriate community discharge pathway in a timely way.

The team will do this by:

- Adopting a proactive approach to admission and discharge across the hospital, seeking, identifying and advising on approach to discharge, taking timely and appropriate action as required focussing on all wards including ED and the Assessment units.
- Acting as a resource for ward staff and others to enable discharge of complex patients from hospital
- Actively supporting patients who are assessed as requiring time limited services on discharge to enhance the return to their optimum health and well- being.
- Actively supporting patients who have been assessed as having complex needs and require a co-ordinated robust discharge plan including those patients who are reimbursable under the Community Care (Delayed Discharges etc.) Act 2003.
- The integrated discharge team comprises of staff from Medway Council, works with Medway Foundation Trust, Medway Community Healthcare, Kent County Council, Kent Community Health Trust, Physiotherapy and Occupational Therapy and create a 'whole system' fully integrated, multi- agency and multi - disciplinary team. The team also works withA co-ordinator from Carer's First, ensuring that carers of patients with long –term or complex needs are identified and supported anda colleague from the Continuing Healthcare Team who supports fast track/EOL patients and patients that require funding for permanent health care.

The IDT are available 8am-8pm Mondays to Fridays and 8am-4pm Weekends and Bank Holidays.

IDT have access to community respite, rehab and stroke beds within both the Medway and Swale community.

### ***Intake Team Enablement/ Prevention Service***

The Intake Team is committed to providing a service that carries out assessments to understand people's needs and gives individuals choice and control, whilst enabling people to remain as independent as possible. This service is for people who are new to Social Care or have been discharged from hospital and require a period of enablement to recover.

The Enablement Service aims to improve the quality of life and choice for individuals. A period of enablement can also prevent the need for 24 hour residential or nursing care and admission to hospital. An assessment will be carried out to identify the needs of the person. Following this, a rehabilitation programme will set realistic, achievable goals with the individual to help them regain their confidence. Over a period of up to six weeks, the team will work closely with homecare agency staff and Trusted assessors so they can support and enable the person to achieve the goals set. The expectation is that the care will be reduced during this time as the person's independence increases. If care needs are ongoing, a review will be carried out following the period of enablement to establish the correct level of need in accordance to the Council's eligibility criteria.

The Prevention Service enables individuals to remain healthy and independent in their own homes without the need for carers. The Prevention Service offers a quick response for people who are having difficulty managing activities of daily living either because they have a deteriorating long-term health condition, or feel they have reached a crisis situation and need support from social care.

An assessment will be carried out and will actively seek to improve the situation with the aim of maximising long-term independence. The service may also prevent the need for premature admission to residential or nursing care homes or formal carers zooming into the home.

In 2014-15, it is estimated that the work of the Intake Team worked with almost 700 clients and saved around £1.5 million in care costs through the provision of enablement and prevention services.

### ***Community Nursing***

A community nursing service is provided by MCH. Nurses from the Rapid Response Team deliver an intravenous therapy service in the community and work closely with MedOCC on the cellulitis pathway and with the community integrated teams..

### ***Walter Brice Rehabilitation Day Centre***

The Walter Brice Rehabilitation Centre run by MCH is part of intermediate care offer and encompasses the Walter Brice Day Centre facility as well as outpatient clinics that are supported by the staffing establishment of Walter Brice. The service provides patients with a rehabilitation plan, offers social integration and expert patient support. It also provides an initial 'signposting' for the Hoo Community who due to the rural location would be disadvantaged by lack of equitable access to care.

The service provides day rehabilitation to two distinct age groups, adults under 65, and over 65 years, through a multi disciplinary team. The service is primarily for younger people with physical disabilities with longer term conditions but who are still coping at home. The team provides skilled help; support and supervision tailored to individual patients needs in achieving their goals and maximising independence. In 2014-15, the centre dealt with 110 referrals and 2,402 contacts.

Each patient who attends the Walter Brice Centre is offered a multidisciplinary assessment and access to the health care professionals in the team. They are able to participate in social and therapeutic activities and have the opportunity to learn more about their own conditions. The Occupational Therapist can plan a home visit if it is needed, and the team are able to make referrals on to other services, both within the Trust and with its partner organisations. Patients also have access to the lending library and to information files, and the opportunity to try new activities.

Patients who require the Patient Transport Service provided by NSL can attend The Walter Brice Day Centre from 10.00am to 3.00pm, Monday to Friday. It is open from 8.30am until 5.00pm on weekdays, with staff based there allowed access at any time for patients who have their own transport. Patients can phone for advice during these times.

### ***Platters Farm***

Platters Farm is a purpose-built residential home and day centre run by Strode Park Foundation and leased from the Council. It provides 16 rehabilitation beds, alongside 27 respite beds. The beds are frequently flexed between respite and rehabilitation. The rehabilitation beds are serviced by MCH Community services and medical cover is provided as and when needed by locally based GPs. Integrated care is provided by a multi-disciplinary team. People with nursing needs receive in-reach nursing care from MCH. The Oak Group Audit showed a high proportion of service users being

“unqualified” or service users where their care could be provided in an alternative setting including at home..

### **Frindsbury Hall**

Frindsbury Hall is a CQC registered 75 bed private nursing home which is used by Medway Council for rehabilitation.. Social Care and Health (Rapid Response) have the ability to refer a patient/ service user be considered for one of the 8 pre-purchased beds. The decision to admit that patient remains with the Home manager or nominated deputy, under CQC regulations as to whether the patient is admitted. The decision is based on whether that individual patient's needs can be met by the home. There is an expectation that people will stay for no more than 6 weeks. Health and Social care therapists and care managers via rapid response) provide an in-reach service to the unit.

Staffing with regard to the ratio of registered nurses(s) to patients is in accordance with CQC regulations. There is medical cover from a visiting medical officer, and there are discussions about arranging a weekly visit from a consultant geriatrician. An increasing number of people are admitted for end of life care. This increase is related to the home's accreditation for End of Life Care. . The Oak Group Audit showed a high proportion of service users being “unqualified” or service users where their care could be provided in alternative setting including at home.

#### *Average length of stay at Frindsbury Hall and Platters Farm in 2013-14*

<1 week	1-2 weeks	2-3 weeks	3-4 weeks	4-5 weeks	5-6 weeks	6+ weeks	Total
27	44	45	43	23	17	33	232

*From social care statutory returns 2014*

### **Community Equipment**

Medway is developing an Integrated more responsive service to replace the currently separate contract arrangements. The Current services provide the following activity:

<b>Medway Community Healthcare Equipment Loans</b>	<b>14-15 Activity pro-rata</b>
Items	18,185
Orders	16,949
Collections	8,717

<b>Community Care and Equipment Services – Bespoke and Electrical Equipment</b>	<b>14-15 Activity pro-rata</b>
Users	736
Orders	608
Items of equipment	1,124

<b>Family Mosaic Home Improvement Services – Technicians Service</b>	<b>14-15 Activity pro-rata</b>
Total number of referrals	3,192
Of which Hospital Discharge Jobs	621



Total number of jobs completed	2,841
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### ***Hospital at Home***

This service was developed by MFT aiming to enable a caseload of 20 to 25 people to return home from hospital or avoid admission with medical supervision at home. As the patient remains under the care of the consultant the episode of care is paid for through the standard tariff payment.

The service aims to reduce the pressure on hospital beds, avoid admissions, allow the medical assessment unit to function, improve patient experience, assist bed management and increase the confidence of medical staff in follow-up care. Patients receiving this service remain under the care of a consultant and a team of nurses (5.75WTE) and one physiotherapist. It is expected that length of time with the team will be up to 10 days. There is a daily virtual ward review and the service runs from 8am to 6pm seven days a week. Patients are selected following: a risk assessment, consultant and patient agreement, and a development of a clear management plan with estimated time receiving the service. A more detailed review is required to understand how the pathways work and whether some patients could be transferred to an established community service at an earlier point.

### ***Get Well Stay Well***

This service is provided by the Royal Voluntary Service (RVS) and Age UK Medway. It is funded by Age UK Medway. People aged 50 or over who live in Medway and have just been discharged from hospital are provided with 10 to 12 hours of low level support for a period of 4 to 6 weeks. This is the Home from Hospital - Get Well service. Towards the end of the period a review is carried out and if the person wants, they are referred to the Good Neighbours – Stay Well service which provides 2 to 4 hours a week of low level support over an average of 6 months but more if necessary. The service includes: assessment on referral, assistance with shopping and household tasks, assistance with meal preparation, encouragement and confidence building, escort to hospital appointments, signposting to other organisations, and reviews to assess needs.

There are two project managers: one for each element of the service and delivered by volunteers following a formal recruitment process, training and CRB checks.

People with mental health problems and/or substance misuse issues are not eligible for the service.

### ***Frailty Pathway***

Because there are far too many older people entering acute care and staying too long once they are within the hospital, one of the priorities within the health and social care system in Medway is the development of an effective frailty pathway which keeps frail older people supported at home, prevents them from being admitted into hospital and discharges them home where possible. Care at the right place at the right time is the prerogative.

The frailty pathway work lead by partnership commissioning consists of three work streams:

- **Front Door** – Improving the initial response to presenting at the hospital to avoid people being admitted in the first place and placing the emphasis upon supporting them back to their home. The Oak Group STREAM pilot is supporting this alongside Geriatrician Assessment at the front door.
- **Back Door** – how can people be supported to go back home as soon as possible includes IDT and the review of the discharge process with the development of discharge home to assess.

- **Community** – how the various work streams within the Better Care Fund contribute to improve the support people receive to aid the work at the front and back door. The work concentrates upon sharpening the focus within the following projects :
  - Primary Care and Community Services Redesign
  - Intermediate Care and Reablement
  - Community Equipment
  - Self Help and Community resilience – developing the Voluntary sector support

The frailty work has been developed using the national templates by the work of David Oliver (national lead from Older People Services ) and ECIST (Emergency care and Intensive Support Team). At the time of writing the front door pilot using CGA (comprehensive Geriatric Assessment) is showing evidence of improving patient length of stay (LoS) from over 15 days to just over 6 days and improving patient experience (Monday to Friday service). A pilot for 7 day working is planned for late July/ early August and will inform the model going forward.

### **Home to Assess**

The overriding principle here is to enable a rapid pathway away from acute care for this to be successful requires a redesign of existing intermediate care services and the development of a set of responsive community based services based around a patient supported at home. Good practice exemplars confirm this direction such as the scheme at Worcester informing the work in Medway.

An effective Home to assess scheme will allow many more people to be supported at home and reduce the need for institutional services. A proposed Home to assess model for Medway is being considered as part of the Frailty Pathway and Better Care work.

### **Good Practice –**

#### **Worcestershire**

The 'discharge to assess' model operating in Worcestershire this has 3 pathways

- Pathway 1 - Discharge home to assess with 'wrap around' community teams to provide assessment to specify on-going care needs over a 72hr period.
- Pathway 2 – Discharge to 'bedded' community resource if the patient continues to require 24hr nursing care, rehabilitation and daily medical review 2- 6 weeks.
- Pathway 3 – Discharge to Care Home for assessment of long term care needs for complex pts who may require CHC assessment and long term placement 4-6 weeks

80% of patients go home in Worcestershire. Stress placed upon Discharge to Assess NOT Assess to Discharge. Wrap around services provided in the community to complement enhanced reablement. Based upon Warwickshire and the national good practice model from Ian Philips and David Oliver. In Worcestershire the scheme is run by a dedicated integrated team consisting of Care assistants (45 employed by the Local Authority), nurses, therapists (OT and Physio) and social work. Worcestershire invested £1.5m in this service partly funded through Winter pressures monies and BCF. This changed the way therapists worked within the Acute Trust as they became community focused. The service is accessed via one number and provides night support and rehabilitation services 24 hours per day, 7 days per week. Patient Transport services need to be responsive to get patients home. The LoS Length of stay in Community hospital beds is now an average of 21 days.

The urgent Promoting Independence Service in Worcester (ASC)

- Start assessment process within 4hrs of arrival home.
- Coordinates health assessment, night services, number of visits, equipment

- Undertake an assessment of patients needs over first 72hrs
- Coordinate on going care / rehabilitation at home
- Are accessed via One number (WHASCAS)
- 7/7 – 8.30am – 8.30pm
- After 8.30pm – direct access to over night home care service
- Respond within 1hr of the referral
- Initial assessment within 4hrs of pt arriving home

#### Lessons from Worcestershire

- A champion in the Acute Trust
- An integrated whole system approach
- Responsive Community equipment services
- Pilot the scheme but be careful about how it is rolled out across wards and sites
- Capacity in Domiciliary care is critical as this will have a significant impact on flow through reablement community services and the recovery at home team ( pathway 1)
- Left shift of the patient pathway – ie patients moving/ transferring earlier in the pathway
- Cultural shift for clinical staff away from ‘beds’
- Trust – relationship building
- Professional protectionism
- Patient transport
- Integration between health and social care community reablement services

#### Homerton

A whole system visit to Homerton University hospital took place in Feb 2015. In the Homerton area, a population of similar size (but a younger profile) there are 9 intermediate care beds, although it is recognised that the system has progressed change over a number of years to reach this point . This compares to 61 in Medway excluding additional winter escalation beds (of which there are 8 at St Bartholomew’s) and excluding 15 stroke beds at St Bartholomew’s.

#### Community Equipment

Supporting people at home requires a responsive good equipment service. As part of the Better Care work Medway CCG and Medway Council are developing an integrated community equipment service by March 2016, replacing the current separate arrangements. This joint service will allow better co-ordinated responsive care.

#### Telecare

Medway’s investment in Telecare could be improved current figure indicate 194 units through the Social care route and 360 through the self funded route. Partnership Commissioning is developing a Telecare commissioning plan.

## 6. Costs of Intermediate Care

Service	Annual 2013-14	Numbers receiving the service	Unit Cost
Integrated Discharge Team	£687,100		
Adult Rehab service at St Bart's	£3.3m	35 beds	1,814 per bed per week
Walter Brice Rehabilitation Day Centre	£219,077 to be updated	TBC	
Platters Farm	£456,010	16 beds	£548.09 per bed per week
Frindsbury Hall	£313,200	10 beds	8 beds @ £611.06 each per week
			2 beds @ 567.31 each per week
Community Equipment	£1.485m	25,000 pieces of equipment to 8,500 clients	£1.14 per piece of equipment per week or £3.35 per person per week
Telecare	£80,000	Social Care Installs 194 Private Installs 360	£222 for social care installs

## 7. Measuring our Success

Medway Better Care programme proposes using the metrics to measure the impact and success of the changes to intermediate care. These include:

- Number of delayed transfers of care.
- Length of stay in acute and subsequent placement.
- Occupancy rates
- Number of beds
- Discharge destinations at various intervals.
- Readmission rates.
- Primary or secondary diagnosis of dementia.

We will measure the impact of any changes on outcomes for people ( this will include considering the quality of life) and the outcomes upon the system.

Best practice guidance from the British Geriatric Society (2008) suggests that intermediate care services should also have:

- Clear functions (eg admissions preventions and/or post-acute care).
- Incorporate multidisciplinary assessment processes and involve multi-agency working.

- Have a strong focus on enablement.
- Offer time-limited contact in order to distinguish them from other types of provision.
- Clear admissions criteria discussed and agreed locally, along with care summaries on discharge
- A clear whole-systems approach to providing intermediate care with links to primary and secondary care settings
- Strong clinical governance arrangements whereby risk management, clinical audit, critical incident reporting and staff training are regularly monitored

## 8. What does the future look like for the people in Medway

Medway Council and Medway CCG Commissioners are committed to working in partnership to develop better Intermediate Care Services to ensure people receive the right care in the right place. We recognise we need to shift our investment in some of the institutional bed based services to community based services in order to support more people at home and allow people to go back home sooner. We will do this through our Better Care Fund work we will place intermediate care services into a pooled budget and produce and agree a joint commissioning plan to deliver integrated services.

The recommendations are as follows;

### **The Need to Develop a Strategic Approach**

#### *Key Activities*

- Develop an Intermediate Care Strategy
- Integrate the strategy with the Frailty Pathway
- Integrate the strategy with the Better Care work
- Develop joint commissioning of Intermediate Care including Reablement
- Establish a single co-ordinating function across Health and Social Care
- Strengthen and operationalise performance management processes in commissioning

### **The Emphasis That Should be Adopted Within That Approach**

#### *Key Activities*

- Increase the range of community services around the individual within their homes
- Establish single, or at least, simplified access points
- Increase provision for people with dementia plus relevant staff training
- Increase night sitting capacity
- Ensure responsive Community equipment and adaptations
- Improve assessment and discharge arrangements
- Explore potential for using extra care as an environment for less intensive intermediate care
- Develop a Discharge home to Assess service

### **Specific Recommendations for Change**

- Develop more community based services to support people at home
- Develop a discharge home to assess scheme through the frailty work to keep

- people away from hospital and get them back home sooner
- Place the care around the individual in the setting they choose which will usually be their home
  - Shift the balance of care away from institutional settings towards supporting more people at home
  - Develop reablement services
  - Ensure there is a responsive community equipment service
  - Develop Telecare services
  - Work with the voluntary sector to maximise the contribution the voluntary sector can make to supporting more people at home and to self help and community resilience

## Appendix 2 Medway Intermediate Care Strategy High Level Plan

No.	Action	Lead	Target Completion	Progress and Comment
1	Undertake needs analysis information gathering of evidence of best practice. This include Discharge to Assess, telecare, reablement and shifting the balance between beds and community alternatives	Lance Douglas	End May 2015	Completed - Research undertaken including Homerton, Worcester, Wiltshire, Warwickshire, Sheffield and West Sussex
2	Commission reablement service for trial Home to Assess	Lance Douglas	End of July	Completed
3	Workforce development to take place with potential reablement providers	Jackie Dalton	August 2015	Training date set for mid August. Two providers responded to ITT.
4	Home to Assess trial goes live	Lance Douglas	August 2015	
5	On going evaluation of impact of trial and modelling of future provision	Lance Douglas	September – October 2015	
6	Memorandum of Information sent to providers	James Harris / Helen Jones	September 2015	
7	Commission integrated Community Equipment Service	Caroline Friday	September – April 2016	ITT – September 2015 New Service – April 2016

**MEDWAY INTERMEDIATE CARE AND RE-ABLEMENT STRATEGY**

<b>No.</b>	<b>Action</b>	<b>Lead</b>	<b>Target Completion</b>	<b>Progress and Comment</b>
<b>8</b>	Market warming event	James Harris / Helen Jones	End of September 2015	
<b>9</b>	Informal dialogue with the market to feed into commissioning model	James Harris / Helen Jones / Lance Douglas	October 2015	
<b>10</b>	Paper to O&S, H&WBB, CCG Governing Body and Cabinet – assess whether substantial variation	Lance Douglas / Helen Jones	November 2015	Paper to include proposed model and timetable
<b>11</b>	Telecare Development Plan in place	Caroline Friday	December 2015	
<b>12</b>	Work with VCS to build community resilience	John Britt / DERIC	Ongoing	



# Diversity impact assessment

## TITLE

*Name/description of the issue being assessed*

Intermediate Care and Reablement Strategy

## DATE

*Date the DIA is completed*

July 2015

## LEAD OFFICER

*Name and title of person responsible for carrying out the DIA.*

Lance Douglas, Interim Transformation Lead Adults

## 1 Summary description of the proposed change

- *What is the change to policy/service/new project that is being proposed?*
- *How does it compare with the current situation?*

Broadly the Intermediate Care and Reablement Strategy proposes maintaining more people at home instead of within hospital or institutional settings when they do not need acute care. Currently there is an over reliance upon beds with more people being maintained in hospital and short term residential care and nursing care beds than is necessary. The Intermediate Care and Reablement Strategy proposes the following way forward:

Develop more community based services to support people at home including the following actions

- a) Make more use of and develop better reablement services
- b) Develop a responsive Integrated Community Equipment Service
- c) Develop Telecare services
- d) Work with the Voluntary Sector to maximise the contribution the Voluntary Sector can make to supporting more people at home and to self help and community resilience
- e) Develop a Home to Assess scheme to keep people away from hospital and get them back home sooner
- f) Place the care around the individual in the setting they choose which will usually be their home
- g) Shift the balance of care away from institutional settings towards supporting more people at home.

# Diversity impact assessment

## **2 Summary of evidence used to support this assessment**

- *Eg: Feedback from consultation, performance information, service user records etc.*
- *Eg: Comparison of service user profile with Medway Community Profile*

Consultation with Stakeholders including a simulation event in July 2014 at Priestfield Stadium and the following were invited

For MFT

- ED consultants
- MFT Management
- Consultant Geriatrician / Care of elderly consultant
- Specialist for Cardiology and Diabetes
- AMU – ward staff – nursing input

Integrated Discharge Team reps, GPs, Medway Council's Intake Team – Social Work Team representatives and Quality and Safety Team representatives, Medway Council OTs – MCH – Community nurses OTs, Physios, Single Point of Access – Kent and Medway Partnership Trust, Public Health – Dr Saloni Zaveri, Colin Thompson, Residential and Nursing care home representatives, Domiciliary Care Agency representatives – Age UK – Stroke Association, Alzheimers Society, Carers First, PALS, South East Coast Ambulance Trust, Visiting Medical Officers (VMOS), Health watch, Carer representatives, Patient / Service User representatives – Partnership Boards CCG representatives, Partnership Commissioning and Adult Social Care representatives.

The event was well attended with some extensive feedback. A summary report is available. The feedback supports the general direction of the Intermediate Care Strategy with overall support for customer choice and an emphasis upon supporting people in their own homes where they can be.

The Intermediate Care Strategy has since been circulated to officers within Health and Social Care and been updated in line with the partnership work which has taken place as part of the Better Care Fund.

The strategy includes information on Medway's demography and the national policy and good practice for these services. Good practice has been examined and evidence collected from other places. This supports the view Medway has an over reliance upon institutional services including beds and there is capacity to support more people at home and in community settings.

# Diversity impact assessment

## 3 What is the likely impact of the proposed change?

Is it likely to :

- Adversely impact on one or more of the protected characteristic groups?
- Advance equality of opportunity for one or more of the protected characteristic groups?
- Foster good relations between people who share a protected characteristic and those who don't?

(insert ✓ in one or more boxes)

Protected characteristic groups	Adverse impact	Advance equality	Foster good relations
Age		X	
Disability		X	
Gender reassignment		X	
Marriage/civil partnership		X	
Pregnancy/maternity		X	
Race		X	
Religion/belief		X	
Sex		X	
Sexual orientation		X	
Other (eg low income groups)		X	

## 4 Summary of the likely impacts

- Who will be affected?
- How will they be affected?

Patients and service users who require care and support will be more likely to receive care and support at home.

# Diversity impact assessment

## 5 What actions can be taken to mitigate likely adverse impacts, improve equality of opportunity or foster good relations?

- Are there alternative providers?
- What alternative ways can the Council provide the service?
- Can demand for services be managed differently?

The new approach in the proposed Home to Assess scheme to support people at home who are being discharged from hospital will be trialled first with a small group of patients in order to minimise risks and learn from each patient what changes we need to make within the system to make this work. The alternative way of providing the service is to provide more beds. This will not support more people at home and is not the choice most patients/service users would make and will cost more. There is no more funding to support additional beds. In order to produce a sustainable health and Social care system more people need to be supported at home as this makes more efficient use of resources.

## 6 Action plan

- Actions to mitigate adverse impact, improve equality of opportunity or foster good relations and/or obtain new evidence

Action	Lead	Deadline or review date
Trial new arrangements to support more people at home through the Home to Assess scheme.	LD	Oct 2015
Put in place implementation and commissioning plan and work in partnership with health through the Better Care Fund	LD	Dec 2015

## 7 Recommendation

*The recommendation by the lead officer should be stated below. This may be:*

- to proceed with the change, implementing action plan if appropriate
- consider alternatives
- gather further evidence

*If the recommendation is to proceed with the change and there are no actions that can be taken to mitigate likely adverse impact, it is important to state why.*

To proceed with the change as outlined in the Intermediate Care and Reablement Strategy. A full DIA will be undertaken if there are any substantial variations to services.

# Diversity impact assessment

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## 8 Authorisation

*The authorising officer is consenting that:*

- *the recommendation can be implemented*
- *sufficient evidence has been obtained and appropriate mitigation is planned*
- *the Action Plan will be incorporated into service plan and monitored*

**Assistant Director**

**Helen Jones**

**Date**

**22<sup>nd</sup> July 2015**

Contact your Performance and Intelligence hub for advice on completing this assessment

RCC: phone 2443 email: [annamarie.lawrence@medway.gov.uk](mailto:annamarie.lawrence@medway.gov.uk)

C&A: (Children's Social Care) contact your normal P&I contact

C&A (all other areas): phone 1481 email: [paddy.cahill@medway.gov.uk](mailto:paddy.cahill@medway.gov.uk)

BSD: phone 2472/1490 email: [corppi@medway.gov.uk](mailto:corppi@medway.gov.uk)

PH: phone 2636 email: [david.whiting@medway.gov.uk](mailto:david.whiting@medway.gov.uk)

Send completed assessment to the Corporate Performance & Intelligence Hub (CPI) for web publication  
([corppi@medway.gov.uk](mailto:corppi@medway.gov.uk))

# Diversity impact assessment

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**MEDWAY COUNCIL**

Gun Wharf  
Dock Road  
Chatham ME4 4TR



**Health Overview and Scrutiny  
Supporting People at Home Medway Joint Intermediate  
Care and Reablement Strategy  
Assessment of whether or not a proposal for the  
development of the health service or a variation in the  
provision of the health service in Medway is substantial**

**A brief outline of the proposal with reasons for the change**

**Commissioning Body and contact details:**

Medway Council and Medway Clinical Commissioning Group (MCCG)

**Current/prospective Provider(s):**

Medway NHS Foundation Trust (MFT)  
Medway Community Health Care (MCH)  
Akari Care Ltd Frindsbury Hall Nursing Home  
Strode Park Platters Farm Residential Care Home  
Family Mosaic  
KCC Community Equipment Service  
18 Home Care Providers on the Medway Home Care Providers Framework  
Medway Council Control Centre (Telecare services)

**Outline of proposal with reasons:**

The Intermediate Care and Reablement Strategy is a joint health and social care strategy which details the principles that will guide the development and implementation of the strategic direction for intermediate care. Commissioners from Health and Adult Social Care have worked with the key partners involved in the patient/user journey to analyse the current picture of service provision, review current and future needs, and learn from best practice elsewhere, in order to identify the changes necessary to improve the quality, effectiveness and efficiency of future service provision throughout Medway.

2.2 Our vision for the future of intermediate care in Medway is:

***We will develop a locality focused collaborative model, which maximises independence and quality of life for people of all ages, whilst ensuring cost effective use of resources. We will ensure the individual and their carers/family are at the heart of their care and support, ensuring they have access to information, advice and support to promote real choice and control, increase self care and***

***self management, that enables individuals and their carers to remain as independent as possible, for as long as possible.***

2.3 A set of high level aims have been developed that describe what the Intermediate Care Model will deliver for Medway. These aims align closely with the Department of Health guidance 'Intermediate Care - Half Way Home'.

2.4 Our aims are to:

- Support people at home where safe to do so
- Maximise independent living
- Promote faster recovery from illness
- Minimise admissions to Long Term Residential Care
- Facilitate a timely discharge from hospital
- Provide effective alternatives to hospital admissions
- Ensure a skilled intermediate care workforce

2.5 From our engagement with patients, carers and staff who provide services, we have developed a set of objectives and supporting activities, which we believe will help us to achieve the above aims for the people of Medway.

#### **Implementation work to date**

2.6 As part of the implementation of this strategy work has been taking place as part of the Better Care Fund. In summary, work is underway to:

- Make more use of reablement services and develop better reablement services – piloting a more responsive service to support the discharge home to assess scheme.
- Develop a responsive Integrated Community Equipment Service – officers are working to develop a specification for a joint service to be in place by March 2016
- Develop Telecare services –Telecare development is part of the work of the Partnership Commissioning Team and Better Care Fund proposals are being considered to make more use of Telecare services
- Work with the Voluntary Sector to maximise the contribution the Voluntary Sector can make to supporting more people at home and to self help and community resilience –this is one of our main work streams within the Better Care Fund
- Develop a Home to Assess scheme to keep people away from hospital and get them back home sooner –this scheme is due to be trialled in August/September 2015
- Place the care around the individual in the setting they choose which will usually be their home – Adult Social Care continues to support people at home with care packages and the Frailty Pathway emphasis is on moving people back home
- Shift the balance of care away from institutional settings towards supporting more people at home.



2.7 The focus of much of this work has been through the Medway and Swale Frailty Pathway. This is whole systems partnership working led by the Partnership Commissioning Team and includes joint working between the Council, Medway CCG, Swale CCG, Medway Maritime NHS Acute Trust, Medway Community Health Care, Kent Community Health Trust, Medway and Swale GPs.

**Intended decision date and deadline for comments** (The Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 require the local authority to be notified of the date when it is intended to make a decision as to whether to proceed with any proposal for a substantial service development or variation and the deadline for Overview and Scrutiny comments to be submitted. These dates should be published.

It is not envisaged that the strategy itself constitutes a substantial variation but as the Intermediate Care and Reablement Strategy is implemented further reference to Overview and Scrutiny will be made in respect of changes to services which may be regarded as substantial. This may be changes to Intermediate Care beds in hospital. At this stage it is intended to trial a Home to Assess scheme in Medway with a few patients (up to 20) which may lead to supporting more people at home and a reduction in the need for more institutional services such as hospital beds if the Home to Assess Scheme were to be successful and implemented beyond a trial phase. It is intended to complete the trial by October 2015 and report back to Health and Social Care Overview and Scrutiny Committee with the findings and another assessment of whether or not the change is a substantial variation in a Health Service.

**Alignment with the Medway Joint Health and Wellbeing Strategy (JHWBS).**

Please explain below how the proposal will contribute to delivery of the priority themes and actions set out in Medway's JHWBS and:

- how the proposed reconfiguration will reduce health inequalities and
- promote new or enhanced integrated working between health and social care and/or other health related services

The Intermediate Care and Reablement Strategy is a joint Health and Social Care Strategy and is a priority theme for partnership working within the Medway Better Care Fund. It promotes and furthers integrated working between health and Social Care. Proposals contained within the Intermediate Care Strategy will reduce health inequalities by providing patients and service users more opportunity to be supported and cared for at home.

**Please provide evidence that the proposal meets the Government's four tests for reconfigurations (introduced in the NHS Operating Framework 2010-2011):**

### Test 1 - Strong public and patient engagement

- (i) Have patients and the public been involved in planning and developing the proposal?
- (ii) List the groups and stakeholders that have been consulted
- (iii) Has there been engagement with Medway Healthwatch?
- (iv) What has been the outcome of the consultation?
- (v) Weight given to patient, public and stakeholder views

- (i) Patients and Public have been involved in planning and developing the proposal.
- (ii) Consultation with Stakeholders included a simulation event in July 2014 at Priestfield Stadium and the following were invited:

#### For MFT

- ED consultants
- MFT Management
- Consultant Geriatrician / Care of elderly consultant
- Specialist for Cardiology and Diabetes
- AMU – ward staff – nursing input

Integrated Discharge Team reps, GPs, Medway Council's Intake Team – Social Work Team representatives, Quality and Safety Team representatives, Medway Council OTs – MCH – Community nurses, OTs, Physios, Single Point of Access – Kent and Medway Partnership Trust, Public Health – Dr Saloni Zaveri, Colin Thompson, Residential and Nursing Care Home representatives, Domiciliary Care Agency representatives – Age UK – Stroke Association, Alzheimers Society, Carers First, PALS, South East Coast Ambulance Trust, Visiting Medical Officers (VMOS), Health watch, Carer representatives, Patient / Service User representatives – Partnership Boards, CCG representatives, Partnership Commissioning and Adult Social Care representatives.

- (iii) Healthwatch were involved in the consultation and attended the simulation event.
- (iv) The event was well attended with some extensive feedback. A summary report is available. The feedback supports the general direction of the Intermediate Care Strategy with overall support for customer choice and an emphasis upon supporting people in their own homes where they can be.

The Intermediate Care Strategy has since been circulated to officers within Health and Social Care and been updated in line with the partnership work which has taken place as part of the Better Care Fund.

The strategy includes information on Medway's demography and the national policy and good practice for these services. Good practice has been examined and evidence collected from other places. This supports the view that Medway has an over reliance upon institutional services including beds and there is capacity to support more people at home and in community settings. Providers and Commissioners attended 2 workshops in October and December 2014 to progress the strategy.

- (v) All new services need to be built around the patient and service user

with a view to improving outcomes for them and their quality of life. All the work is being progressed within this context. The trial of the Discharge to Assess scheme in Medway will be centred around the individual in order to produce a person centred model of care. Patients involved in the trial will be consulted. Significant weight has been given to Stakeholder views with further consultation with the market planned.

## **Test 2 - Consistency with current and prospective need for patient choice**

The proposals contained within the Strategy will lead to more patients and service users having the opportunity and choice to be cared for in their own homes instead of being denied that choice by remaining in beds when their care needs could be met at home.

## **Test 3 - A clear clinical evidence base**

- i. Is there evidence to show the change will deliver the same or better clinical outcomes for patients?
- ii. Will any groups be less well off?
- iii. Will the proposal contribute to achievement of national and local priorities/targets?

(i) There is evidence that the proposals may deliver better outcomes for patients as more will be cared for at home. There is evidence to suggest frail people deteriorate more the longer they are in hospital. The sooner these people can obtain care and support at home the better.

(ii) No groups will be less well off at this stage, although providers may need to change their provision as there may be less demand for institutional services,

(iii) The Strategy is in line with National Policy and good practice.

## **Test 4 - Evidence of support for proposals from clinical commissioners – please include commentary specifically on patient safety**

- The Strategy has been agreed by the Joint Commissioning Management group. Patients will continue to be cared for in safe environments.

## **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)?

A small number of patients are likely to be affected positively although this will be considered in more detail as part of the pilot.

**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?

Demographic assumptions from the Health and Wellbeing Strategy and Joint Strategic Needs Analysis as outlined in the strategy.

**Diversity Impact**

Please set out details of your diversity impact assessment for the proposal and any action proposed to mitigate negative impact on any specific groups of people in Medway?

There is a separate DIA available

**Financial Sustainability**

- (a) Will the change generate a significant increase or decrease in demand for a service?
- (b) To what extent is this proposal driven by financial implications? (For example the need to make efficiency savings)
- (c) What would be the impact of 'no change'?

The change may generate more demand for a range of community services to support people at home and less demand for some institutional services. There are significant financial pressures upon Health and Social Care Services and the health and social care system within Medway may not be sustainable without these changes.

**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

Only existing infrastructure realigned. Transport while an important factor is not an overriding consideration.

**Is there any other information you feel the Committee should consider?**

Not that is not contained within the Strategy

**Please state whether or not you consider this proposal to be substantial, thereby generating a statutory requirement to consult with Overview and Scrutiny**

The Strategy is not a substantial variation in itself but implementation may lead to a substantial variation in some health services. This is yet to be determined but implementation of a pilot Home to Assess scheme will allow some testing of this. It is intended to complete the trial by October 2015 and report back to Health and Social Care Overview and Scrutiny Committee with the findings and another assessment of whether or not the change is a substantial variation in a Health Service.