



Meeting Title:	Medway Health and Adult Social Care Overview and Scrutiny Committee		Agenda Item:	
Date of Meeting:	14 March 2019			
Title of Report:	Kent and Medway Wheelchair Service Update			
Author:	Tamsin Flint, Commissioning Manager, Thanet CCG			
Executive/Lay Sponsor:	Ailsa Ogilvie, Chief Operating Officer, Thanet CCG			
Finance sign-off				
This paper is for: <i>(please X as applicable)</i>	Approval	Decision	Assurance	Information
			X	
Are any members of the meeting conflicted?	Y/N			
Is circulation restricted? <i>(please X as applicable)</i>	No	<u>Yes</u>		
		X		
Report summary/purpose:				
This paper is to update Medway's Health and Adult Social Care Committee (HASC) on Kent and Medway's Wheelchair Service performance and actions the Clinical Commissioning Groups (CCGs) and Millbrook Healthcare are taking to deliver the Service Improvement Plan.				
Recommendation:				
HASC members are asked to note this report.				
Combined impact assessments				
<i>Has the report/recommendation/proposal been impact assessed</i>				
X	Yes			
	No (state reason)			

Kent and Medway Wheelchair Service Update March 2019

Situation:

The Kent and Medway wheelchair service continues to show clear signs of improvement in service performance as the waiting lists for equipment and repairs reduce further. Some service users still report problems and the CCG is working closely with Millbrook Healthcare to address these.

In September 2018, the eight Kent and Medway CCGs approved additional contract funding to enable Millbrook to clear the long waiting lists they had inherited, and that had grown during year one, and to rebalance the case mix. The positive impact of this additional funding along with improved processes and additional staffing put in place by Millbrook Healthcare is now being felt with a continuously improving service. Further funding will be released in 2019/20 subject to evidence of continuing service performance improvement.

We value very highly the opportunity to work with service user representatives and are committed to increasing our engagement with service users. Following a meeting with service user representatives in January 2019, it was agreed that a Service Improvement Board would be created which will involve service users and other stakeholders to monitor performance progress against the service improvement action plan and work programme. This will be underpinned by operational steering groups to provide the opportunity for service users and other stakeholders to have more detailed discussions and share qualitative data with Millbrook Healthcare and the CCGs.

Millbrook Healthcare will also be holding a number of engagement events in March and April this year so that service users can share their experiences and make suggestions that can inform further and sustained improvements in the Kent and Medway Wheelchair Service.

This report provides a further update on Kent and Medway's wheelchair service performance since our last report shared with HASC in January 2019.

Background:

Millbrook Healthcare took over the NHS-funded wheelchair contract for Kent and Medway on 1st April 2017 which is managed by Thanet CCG on behalf of the eight Kent and Medway CCGs.

Following contract mobilisation Millbrook Healthcare raised concerns about the caseload inherited from the previous provider. Following a review of the evidence by the CCG and an independent audit it became clear that the inherited backlog had impacted on the ability of Millbrook Healthcare to deliver the contract and that the demand into the service was more significant than had been predicted at the time of procurement.

By the end of March 2018:

- 443 children on the waiting list: 45% waiting over 18 wks (62 over 52 wks)
- 1971 adults on the waiting list 51% waiting over 18 wks (272 over 52 wks)
- A large backlog of repair jobs had built up, with service users experiencing unacceptably long waits for repairs.
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Additional funding has been released by the eight CCGs to enable additional equipment orders to be placed to clear the long waiting lists.

Assessment:

Both Millbrook and the east Kent CCGs are working in partnership to continue to bring improvements to the service. Latest data up to the end of January 2019, shows evidence of continued improvement as the waiting lists for equipment and repairs reduce further.

Since the start of the contract the waiting list for assessment and equipment provision grew to 3,369 at the end of August. By the end of September the waiting list fell to 3,313, by November it had dropped to 2,766 and by the end of January 2019 it had dropped further to 2,386 and is in line with the improvement plan trajectory. This includes new referrals and shows that there have been five consecutive months net reduction in the waiting list. Between the end of August to the end of January 3,154 referrals have been provided with the equipment they need.

Of the 2,386 still on the waiting list 48 per cent have had their appointment and a further 21 per cent have their appointments booked.

The reduction in the size of the waiting list continues to re-balance the remaining case mix, with the proportion of low/medium complexity having increased from 55 per cent in March 2018 to 63 per cent in January 2019. The proportion of specialist complexity has dropped from 9.9 per cent to 4.8 per cent over the same period.

There have been significant improvements in the repairs waiting list for those who have been waiting for a wheelchair repair for more than 10 days which has reduced from 461 in mid-August to 229 by the end of September and by the end of January 2019 this has reduced further to 132. The overall number of open repairs is 218 at the end of January compared to 266 at the end of November, which is a reduction of 18 per cent.

There has been a significant improvement in the percentage of repairs completed within 3 working days, up to 48.7 per cent in January 2019 compared with 22.8 per cent in September 2018. However, this improvement is not in line with trajectory and Millbrook Healthcare has taken a number of actions to help support and improve the service further. A full review of the current routing system has been conducted to ensure all localities of Kent & Medway are visited within the 3 working days target. The service also has the ability to offer am/pm and 'first job' appointments. The new and improved real-time software reporting system was successfully launched in

January 2019 and will ensure that both sites are able to pro-actively manage and review repairs.

There have been improvements in the first fix rate for repairs which is now at 99.5%, which means that 388 out of 390 repairs in January were fixed first time. There were 9 complaints reported in January which is in line with the monthly average. The main themes are around waiting times and not meeting the eligibility criteria. Although there have been improvements over recent months, complaints are not being dealt with within the agreed timescale (40 days).

The quality team within east Kent CCGs continue to work with Millbrook Healthcare to gain additional assurances and to develop a quality improvement plan to address key areas requiring greater assurance, including complaints, safeguarding and governance.

The work streams continue to progress:

Complaints: The complaints review is underway with CCG and Millbrook Healthcare quality colleagues working together to look at how the handling of complaints can be improved including responding to complaints within agreed timescales. In particular the team will be focusing on how lessons are learnt and how these help drive improvements in the service.

Personal Wheelchair Budgets: By creating stronger partnerships and developing wider care plans, PWBs will deliver more person-centred care and help ensure that service users receive a wheelchair that best meets their health and well-being outcomes. Following the commissioning manager attending an NHS Personal Wheelchair Budget Workshop in February and completing the scoping exercise, the CCG will be able to respond to questions and comments raised by service users in an initial meeting and gather practical advice and resources to support implementation. A project plan has been developed and is being implemented which involves Millbrook Healthcare staff, service users and other external partners.

Eligibility Criteria: The CCG has conducted a scoping exercise of eligibility criteria for other NHS wheelchair services and a project plan has been developed. Millbrook Healthcare colleagues have met with the CCG to share their views, concerns and suggestions for improving the clarity of the criteria. This information is be collated and used as a platform to develop a refined eligibility criteria which will be shared with service users and other external stakeholders to gather feedback.

Disability Equality Training: This will be delivered to commissioners and Millbrook Healthcare staff in order to create a better understanding of service user challenges. Information has been shared with a potential trainer who was recommended by a service user and we anticipate a proposal imminently.

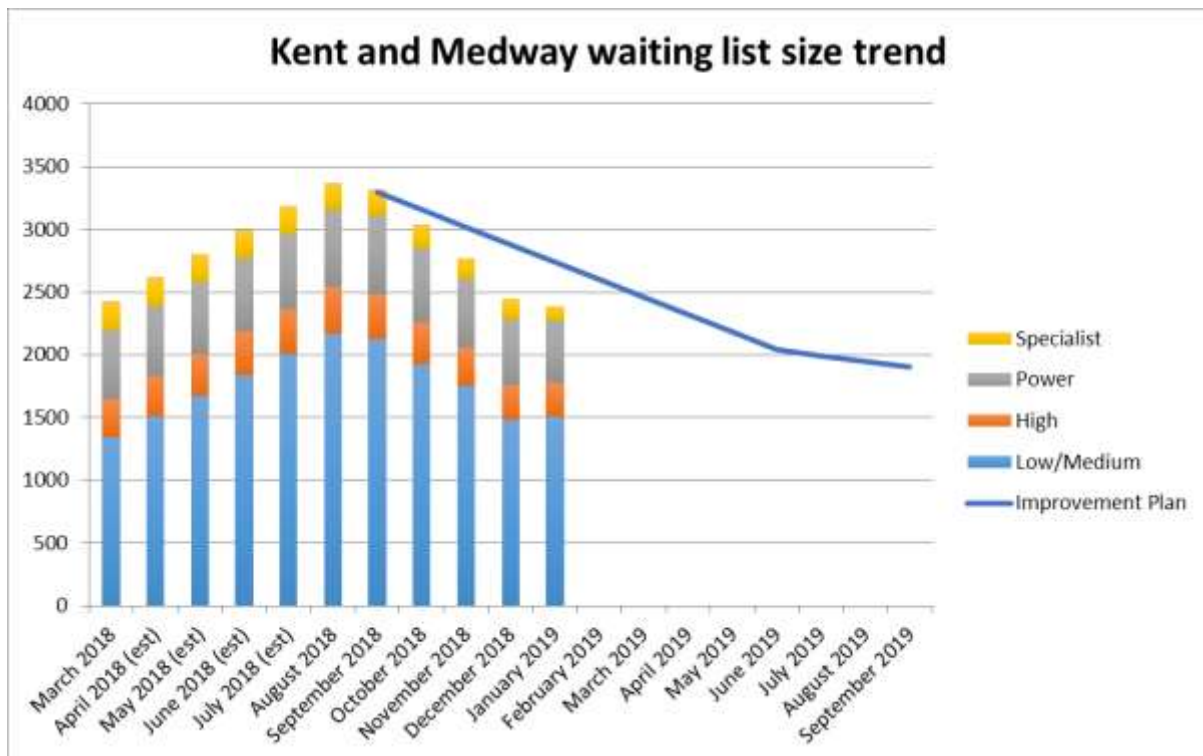
Recommendation:

These clear signs of steady performance improvement in the Kent and Medway wheelchair service are positive but there is still more to be done. East Kent CCGs will continue to work together with Millbrook Healthcare and with service users and stakeholders to deliver the service improvement action plan and work programme to make sure that all service users receive an improved wheelchair service. HASC members are asked to note these service improvements.

Appendix I: Kent and Medway’s Wheelchair Service Improvement Plan Performance Summary (January 2019 data)

Waiting List Size

The graph below shows the increase in the waiting list size since the start of the contract and then the reduction starting in September through to January 2019. These figures include new referrals and show that for the first time since the start of the contract there has been five consecutive months net reduction in the waiting list.

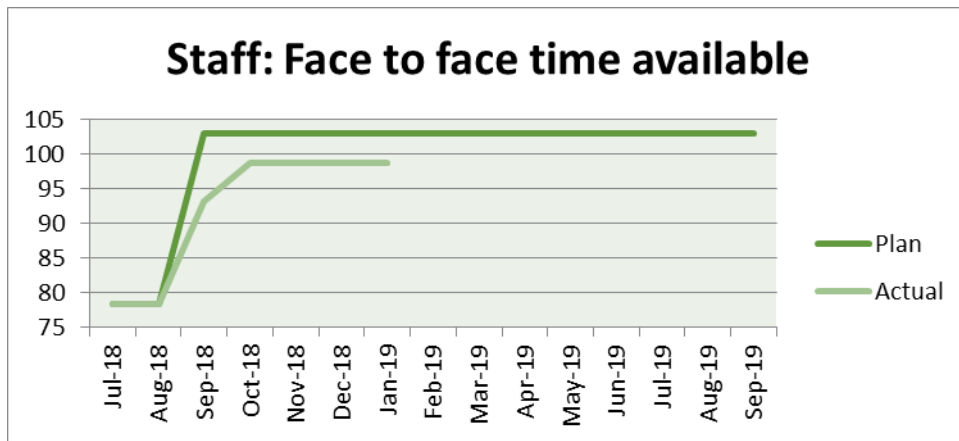


Waiting Times

The average length of waiting time for open referrals across Kent and Medway has increased from 29.5 weeks in September to 31.2 weeks in January 2019. We continue to monitor and review waiting times. Millbrook Healthcare is concentrating on the long waiters for children which has seen the average wait time for children drop down to below 24 weeks, the aim is to meet the revised trajectory, of 92 per cent of children on an incomplete episode of care who had been waiting for less than 18 weeks, by April 2019, in line with the national target.

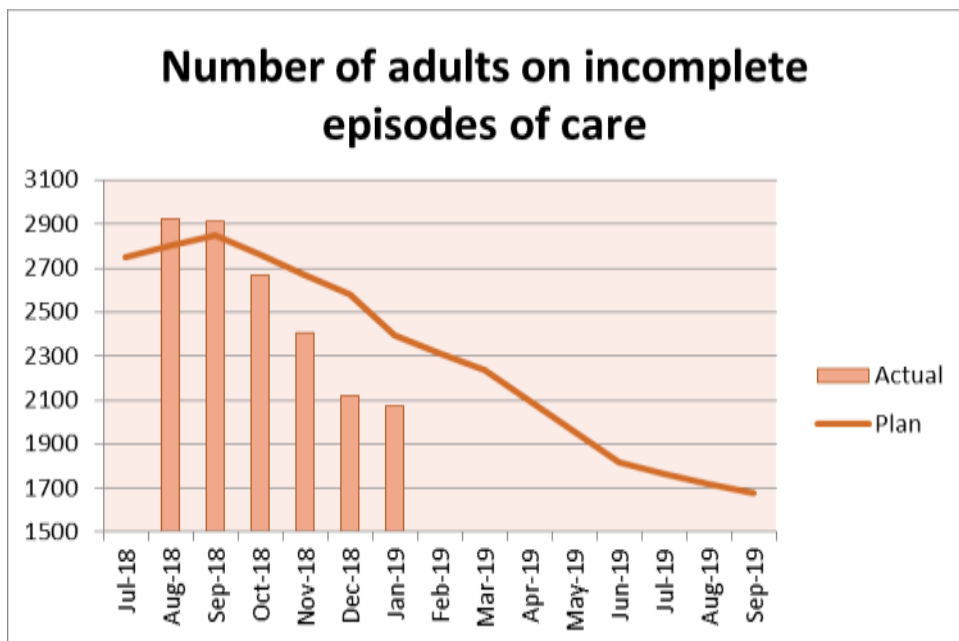
Staff

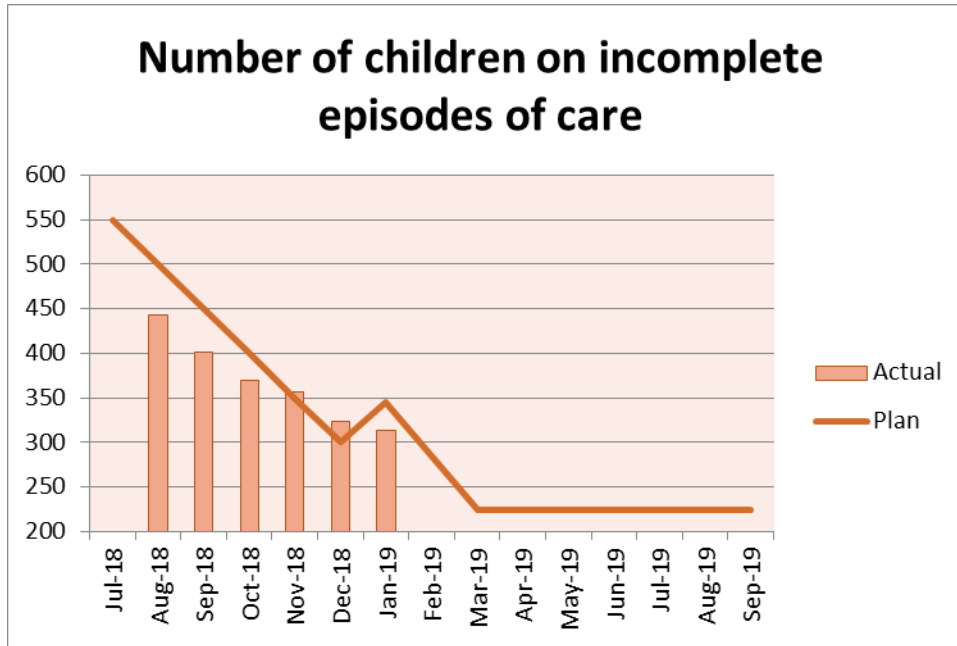
Throughout January staffing has been stable. However, from February there is a vacancy in the field service engineer role and a further engineer presently on long term sick.



Equipment Provision

Overall open episodes of care are ahead of projection, with 2,386 open episodes of care in January, of which 314 were children.





Repairs and maintenance

There has been a significant improvement in the repair on-time percentage in January up to 48.7% but this improvement although significant is not in line with the trajectory. We continue to monitor this closely.

