

CCG Board

Date of publication	30 November 2017
Paper No	WHCCG17/095

Hampshire Wheelchair Services Review (2017)

Key issues	<p>The Hampshire Wheelchair Service (HWS) is provided by Millbrook Healthcare Limited, an independent company providing community equipment, wheelchairs, assistive technology and home improvement services to the NHS and local authorities across England. The service has an estimated 17, 000 registered active service users.</p> <p>In August 2016 concerns were raised in relation to the performance and quality of the service.</p> <p>As a result the CCG Collaborative commissioned a service review of the Hampshire Wheelchair Service. Supported by NHS England's Wheelchair Improvement Programme, the remit of the review was to:</p> <ul style="list-style-type: none"> • Understand, investigate and respond to the concerns raised about the service. • Review the current commissioned service to ensure that it meets the needs of service users in terms of capacity, performance and quality, and • Identify areas for development and improvements to benefit service users and enhance their experiences, and inform future commissioning of wheelchair services.
Strategic objectives / perspectives	<p>This paper addresses the following CCG strategic objectives:</p> <ul style="list-style-type: none"> ▪ Ensures safe and sustainable high quality services through the sustained provision of local services
Actions requested / recommendation	The Board is asked to note the Hampshire Wheelchair Service Review, recommendations and next steps.

Principal risk(s) relating to this paper	Service performance and quality.
Other committees / groups where evidence supporting this paper has been considered	WHCCG Clinical Governance Committee WHCCG Executive Team
Financial and resource implications / impact	None
Legal implications / impact	There are no legal implications arising from this paper.
Privacy impact assessment required?	No.
Public / stakeholder involvement – activity taken or planned	Patient and public engagement has been undertaken in relation to design and delivery of the service review.
Equality and diversity – implications / impact	Nil
Report author	Steven Trembath – Commissioning Manager on behalf of the Hampshire Wheelchairs Commissioning Collaborative
Sponsoring director	Jenny Erwin, Director of Commissioning – Mid Hampshire
Date of paper	23 November 2017



West Hampshire
Clinical Commissioning Group



The Collaborative Hampshire Wheelchair Service Review

September 2016 to September 2017

Quality services, better health



Issues

- A whistle-blower raised concerns regarding the recording and management of service user feedback as well as the culture within the organisation (August 2016).
- CQC inspection report of Solent NHS Trust (November 2016) reported feedback from Solent employees regarding record keeping, patient outcomes, safeguarding, staff training, and incident management processes of the HWS.
- Performance concerns regarding increasing waiting times.
- Concerns raised by service user interest groups around the capacity (size and amount) of wheelchair services purchased by the Clinical Commissioning Groups, and its ability to meet demand.

Service Review Aims

- Understand, investigate and respond to the concerns raised about the service.
- Review the current commissioned service to ensure that it meets the needs of service users in terms of capacity, performance and quality, and
- Identify areas for development and improvements to benefit service users and enhance their experiences, and inform future commissioning of wheelchair services.

Methodology

- Healthwatch service user / referrer focus groups
- Sample review and audit of the complaints process against the 2009 Local Authority and NHS complaints regulations
- Clinical quality review including incident management, safety climate via SafeQuest, safeguarding tabletop review and engagement of community providers around outcomes
- Focus group of lay members / CCG communication leads to review HWS communication materials
- Comparative analysis of activity, finance and performance against national / regional comparators
- Process mapping of wheelchair pathways



Findings

Overall the review found evidence that key policies were reasonably in line with relevant regulations and that most of the processes followed by staff were appropriate although some would benefit from revision and strengthening.

The review found a suitable focus on safety in the organisation but recognises that the HWS needs to engage and embed a more inclusive culture amongst staff. There is a clear need for individual and system-wide organisations to coordinate, learn and improve together, and to positively engage with and include service users in shaping current and future service delivery.

The service review identified six priority themes requiring remedial actions:

Communication & Engagement

Limited proactive and responsive communication with service users, and other organisations.

Record keeping & Digital Solutions

Evidence of variable referral information which may well limit Millbrook Healthcare's ability to initiate lean pathways. This is further exacerbated by an insufficient use of technological solutions to coordinate service users' pathways, and enable accurate and timely record keeping.

Culture of continual service improvement & workforce planning

Evidence of an organisational culture which does not robustly support service improvement, organisational development and workforce planning.

Waiting list & 18 week performance

Performance against the 18 week metric is below the national average for both children and adults. The local and current trend analysis demonstrates that 18 week compliance is becoming more challenging.

Commissioning solutions / system integration

Evidence of limited inter-organisational working which impacts on the follow-on care pathway, and effective reporting and management of incidents: this is a system issue affecting all providers.

Local data integrity

The local service has 1.3 times fewer referrals when compared with Wessex and 2 times less than the national average, per 1,000 populations. This is understood to be a result of a data recording issue within the service with analysis completed since identifying an under-reporting of referrals by up to 14.9%.

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Recommendations / Action Plan

The review identified 81 key recommendations to be addressed in line with the 6 priority themes; 60 provider led recommendations and 21 commissioner led.

Millbrook presented their action plan response to the collaborative on 13th October 2017 and have engaged fully meeting all timelines set throughout this process.

Following review by the commissioners their action plan was formally accepted on the 14th November.

Governance Arrangements

The current review report has been shared with commissioners, key stakeholders and the provider for comment. All comments have now been incorporated into the final report with the provider confirming acceptance of the report content Tuesday 21st November 2017.

A Service Improvement Board has been formed to manage and monitor progress against the improvement actions of the review and will have representatives from Millbrook Healthcare, West Hampshire CCG (Quality + Commissioner), carers and a service user representative. The first Board took place on the 22nd November whereby the provider was able to demonstrate progress had already been made in a number of areas that had been highlighted during the review.

The Service Improvement Board will feed directly into the CRM / CQRM process escalating any issues to delivery, and areas of completion for formal sign off.

To further support and strengthen the current governance arrangements in place:

- The current 'Collaborative Commissioning Agreement' is being revised to add clarity of roles and responsibilities, and to strengthen the accountability of West Hampshire CCG as the co-ordinating commissioner in its responsibility in the overall management of performance against the contractual agreement.
- In support of the revised agreement a new governance structure is being proposed alongside supplementary terms of references. This would see the interim introduction of monthly CQRMs and CRMs with the two combining on a quarterly basis.



Next Steps

- This briefing supplemented by the full review report to be circulated to each organisation within the current collaborative for their respective sign off processes for publication – 23rd November 2017
- A communication plan to be developed for the publication of this report. Initial agreement has been reached with the provider to supply a covering letter of their response to the review, and to highlight key actions being taken to address issues identified – 1st December 2017.
- To publish final service review report in line with developed communication plan - 1st December 2017.
- To source company to provide easy-read version for supplementary publication – 1st December 2017
- To propose a revised 'Commissioning Collaborative Agreement' and Governance structure to the collaborating commissioners for agreement and implementation – December 2017.
- To monitor progress against the service improvement action plan via the Service Improvement Board / CRM process (Monthly)

