



Annual Update September 2018

The Collaborative Hampshire Wheelchair Service Review

1.0 INTRODUCTION

- 1.1 The Collaborative Hampshire Wheelchair Service Review was undertaken September 2016 to September 2017 in order to:
- 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.
- 1.2 The final published review report can be accessed via <https://www.westhampshireccg.nhs.uk/hampshire-wheelchair-service-review>.
- 1.3 This document has been co-produced by West Hampshire CCG and Millbrook Healthcare to provide an overview of how the progress of the service has been monitored, what has been achieved since the publication of the review, and what the remaining priorities for continuous improvement are.

2.0 WE FOUND?

- 2.1 Overall the review identified 84 improvement recommendations of which 63 were allocated to Millbrook Healthcare and 21 to commissioners. Details of all 84 recommendations can be found in the Hampshire Service Review report.
- 2.2 The service review identified six key themes requiring actions:

Communication & engagement	<ul style="list-style-type: none">• There was limited proactive and responsive communication with service users, and other organisations.
Record keeping & digital solutions	<ul style="list-style-type: none">• There was evidence of variable referral information which limited Millbrook Healthcare's ability to initiate efficient pathways.• There was insufficient use of technological solutions to coordinate service users' pathways, and enable accurate and timely record keeping.
Culture of continual service improvement & workforce planning	<ul style="list-style-type: none">• There was evidence of an organisational culture which did not robustly support service improvement, organisational development and workforce planning.

Waiting list & 18 week performance*

- Performance against the 18 week target was below the national average for both children and adults. The local and current trend analysis demonstrated 18 week compliance was becoming more challenging within the current contract.

Commissioning solutions / system Integration

- There was evidence of limited inter-organisational working impacting on the follow-on care pathway, and effective reporting and management of incidents: this was a system issue affecting all providers.

Local data integrity

- The local service had 1.3 times fewer referrals when compared with Wessex and 2 times less than the national average, per 1,000 populations. This was understood to be a result of a data recording issue within the service.

**To note the 18 week target for children was introduced during the existing contract through its inclusion in the national NHS planning guidance, and does not currently apply to adults. Therefore for the purposes of the service review findings, the agreed requirement for this theme has been the reduction of the waiting list.*

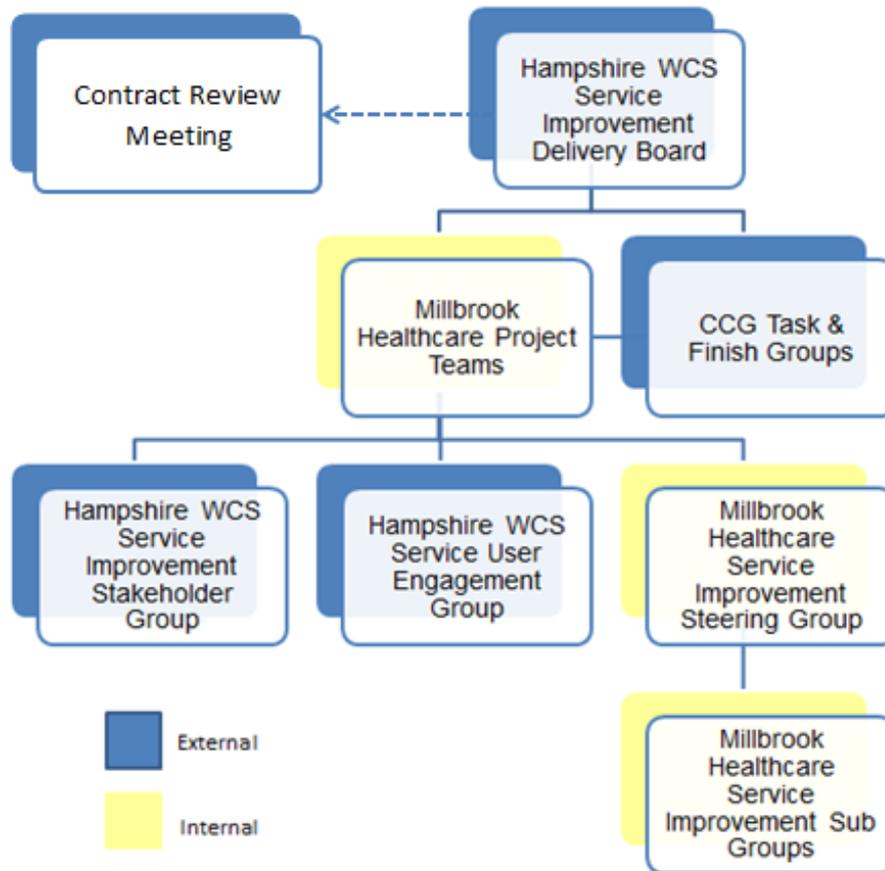
3.0 HOW HAVE WE MONITORED PROGRESS?

- 3.1 Following the conclusion of the review an action plan was developed and formally agreed on 14 November 2017. The plan comprised of 194 actions to be taken forward by Millbrook Healthcare, and 25 actions by commissioners.
- 3.2 A Service Improvement Board was formed to manage and monitor progress against the improvement actions of the review. The Board includes representation from Millbrook Healthcare, West Hampshire CCG, a Hampshire Wheelchair Service User, and a carer of someone that uses the Hampshire Wheelchair Service.
- 3.3 To date the Board has met formally on three occasions in November 2017, February 2018 and June 2018 to oversee the progress achieved.
- 3.4 Two half day events have also been held in March and April 2018 to enable Board members to complete an in-depth review of progress evidence. This included the ability to observe new systems in practice, and meet with the Millbrook Healthcare staff.

4.0 HOW HAVE WE ENGAGED STAKEHOLDERS?

- 4.1 In addition to the above formal governance arrangements, a Hampshire Wheelchair Service Improvement Stakeholder Group and Hampshire Wheelchair Service User

Steering Group have been operational since the conclusion of the review. The diagram below demonstrates the structure for engagement in place:



5.0 WHAT HAVE WE DONE SO FAR?

- 5.1 12 months on from the completion of the review, Millbrook Healthcare has completed 172 of their 194 actions. In addition 11 commissioner led actions have been completed, with 1 action superseded by the development of a communication & engagement plan, and the remaining to be incorporated within the development of a future service model.
- 5.2 During the implementation of this action plan the Service Improvement Board have noted no formal delays to delivery of actions.
- 5.3 The diagram below shows the key actions that have been completed against the six priority themes:

Millbrook Healthcare have...

- Established a series of internal and external stakeholder meetings as a mechanism to provide updates to stakeholders and to receive feedback
- Recruited an Engagement and Communication manager who commenced in post January 2018
- Created a community engagement strategy in conjunction with stakeholders with the aim to:
 - Improve overall satisfaction and engagement of services users and parents / carers
 - Improve service user understanding on what they can expect from Millbrook Healthcare and their wheelchair provision
 - Improve the literature and information available to service users and referrers; ensuring all literature is clear and concise
 - Improve accessibility for service users to provide feedback upon the service they receive
 - Improve outreach to service users and referrers through social media
- Reviewed and improved internal meetings and communication pathways
- Improved handover and information documents in conjunction with service users; following feedback from service users new documents have been created to provide additional useful information about their wheelchair, and existing documentation revamped to ensure the information presented is clear and concise
- Implemented a training program on disability awareness and communication developed and delivered by service users. The training was delivered to all Hampshire Wheelchair staff and plans are in place to provide a further session to staff that have commenced in post since its delivery.
- Redesigned the Hampshire Wheelchair Service website (<https://www.hampshirewheelchairservice.co.uk/>) jointly with service users to ensure it is more user friendly. The website now includes functionality to allow users to report repairs online, including the ability to upload photos of the repair required
- Conducted open days for acute and community healthcare professionals attended by 27 individuals to improve the understanding of what they can expect from the wheelchair service, and as a mechanism to improve communication between the provider and its referrers
- Successfully secured a place on the Health Education England (Wessex) Team Based QI Fellowship with the chosen project of communication

Commissioners have... developed and published a service directory on their website informing service users about who commissions what services, and what services can be accessed from where

Record keeping & Digital Solutions

Millbrook Healthcare have...

- Designed and implemented an end to end bespoke wheelchair computer system
- Mapped and implemented changes and improvements to working processes
- Initiated a series of documentation standard training sessions
- Created a dedicated repair email address
- Created a dedicated repair page on the New Hampshire Wheelchair service website with the ability to upload videos and photos
- Created a new structured rota with clear administration time to write up clinical notes allocated
- Installed a call handling visual monitor within the customer service's team office to monitor and improve response time to calls

Waiting list reduction

Millbrook Healthcare have...

- Sourced third party assistance for an interim period of time to increase the number of assessment and handover appointments available
- Reviewed and improved their internal pathways to reduce the waiting times
- Published and made available their current waiting times for the different types of wheelchairs provided available on the website, within reception areas and in relevant publications & communications

Commissioners have...

- Established confirmation from NHS England the correct data submission parameters to ensure submissions locally are correct and benchmarking analysis is better informed

Local data integrity

Millbrook Healthcare have...

- Undertaken a full data cleanse exercise
- Changed referral recording practices to improve the accuracy of their data

Culture of continual service improvement & workforce planning

Millbrook Healthcare have...

- Identified and established service improvement groups which include commissioner and service user representation. These groups have been utilised to sense check actions / progress arising from the service review, but to also identify new areas for improvement.
- Identified and implemented in house and external training programs for all staff
- Identified an internal workforce exchange program to create a better understanding of the different roles within the service. This was successfully conducted with staff identified would benefit from the programme; 22 of the services's 35 staff members . These staff were from customer services, field based technicians and the in-house repair teams
- Reviewed all operational processes, roles and responsibilities within the customer service, logistical and therapy teams, and revised the overall staffing structure within the service whilst realigning roles and hours to improve service performance
- Engaged with Health Education England to obtain support of Wheelchair Workforce Planning
- Recruited a National OT manager to provide extra support to the clinical team
- Developed and implemented a continuous improvement program involving both internal and external stakeholders
- Reviewed and improved communication methods used within the service to encourage staff involvement in service improvement and introduced daily face to face meetings to share successes and learning

Commissioners have...

- Facilitated a meeting with Health Education England on the 29th August 2017 providing invite to local workforce development group & Thames Valley & Wessex Leadership Academy on 23rd October 2017.
- Provided named CCG leads contact to support with workforce developments

Commissioning solutions / system integration

Millbrook Healthcare have...

- Implemented a new incident management system called Assessnet which ensures the efficient and transparent reporting of near misses and incidents. All staff have been trained and have full access to Assessnet.
- In conjunction with the CCG, developed a clinical incident reporting pathway
- Revised a number of quality policies including incident reporting, complaints, compliments & concerns and duty of candour
- Held engagement sessions with relevant stakeholders to improve communication and recording of incidents
- Held learning events set up to review incidents to analyse trends and create learning opportunities

Commissioners have...

- Designed, implemented and shared in December 2017 the process for Millbrook to report incidents to community providers
- Established and communicated to all NHS Acute & Community providers the process to follow should one of their patients be a Delayed Transfer Of Care (DTOC) resulting from waiting for a Millbrook Healthcare wheelchair.
- Established joint monthly meetings with community providers to further develop working relationships, encourage collaborative working, improve communication and provide a forum to discuss specific caseloads
- Established within the contract a quarterly and annual requirement for Millbrook to evidence collaborative working with community providers

6.0 WHAT DIFFERENCE HAVE WE MADE TO DATE?

Communication & Engagement

- Service users and stakeholders have been and will continue to be involved in the development of the service
- Millbrook Healthcare staff have an improved understanding of service user needs
- Mechanisms are in place to improve collaborative working between Millbrook Healthcare, Commissioners and other providers.
- Patient reported experience measures are consistently collected and reported to inform future learning (see **Appendix A** for latest results)

Culture of continual service improvement & workforce planning

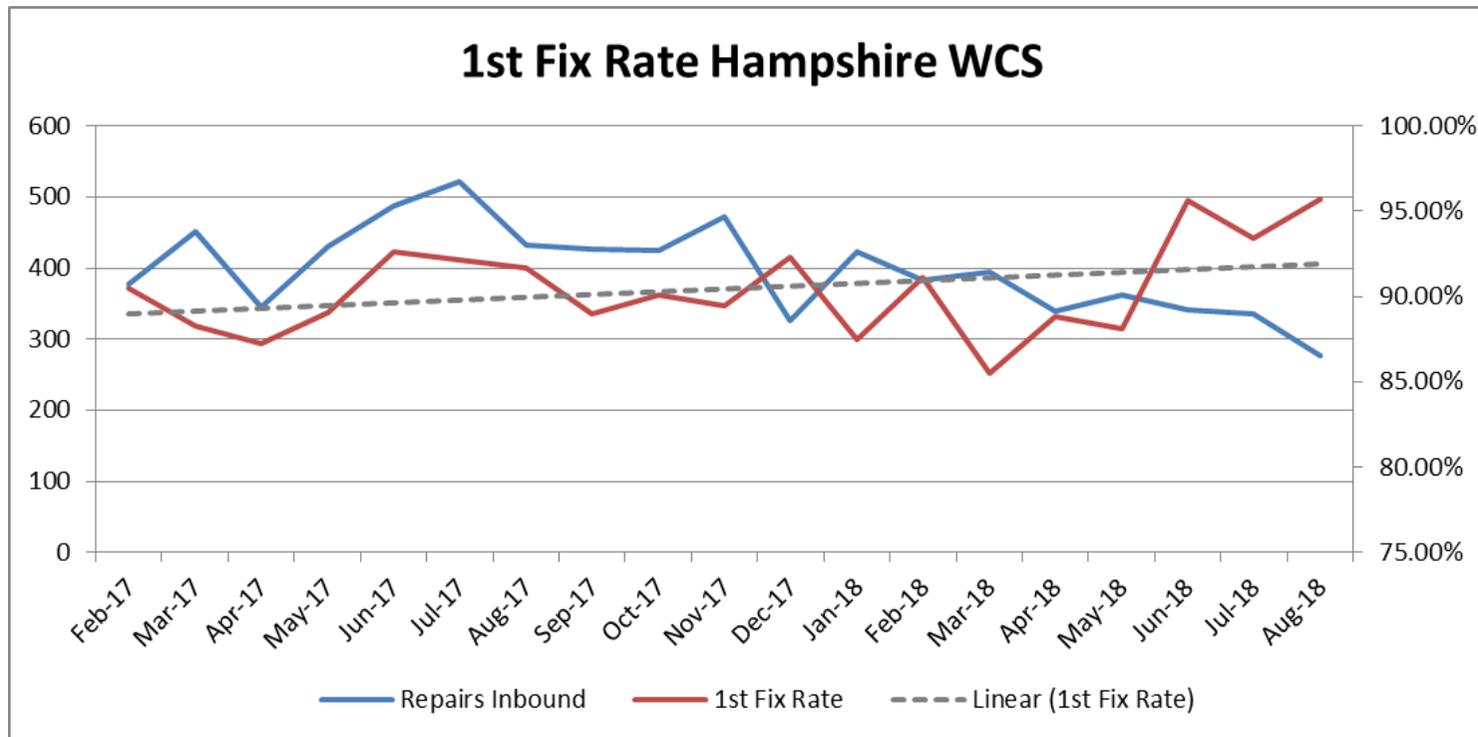
- A stakeholder informed continuous improvement plan has been developed
- More informed decision making regarding service improvement and innovation
- Greater opportunities for staff professional development
- Two members of Millbrook Healthcare are part of the Health Education England Quality Improvement Fellowship which provides education with regards to quality improvement methodology

Commissioning solutions / system integration

- Quality schedule updated as part of review
- Enhanced reporting of quality indicators
- Greater understanding of system delays within a patient's pathway
- Greater collaboration and communication with community & acute providers
- Enhanced learning from complaints and incidents

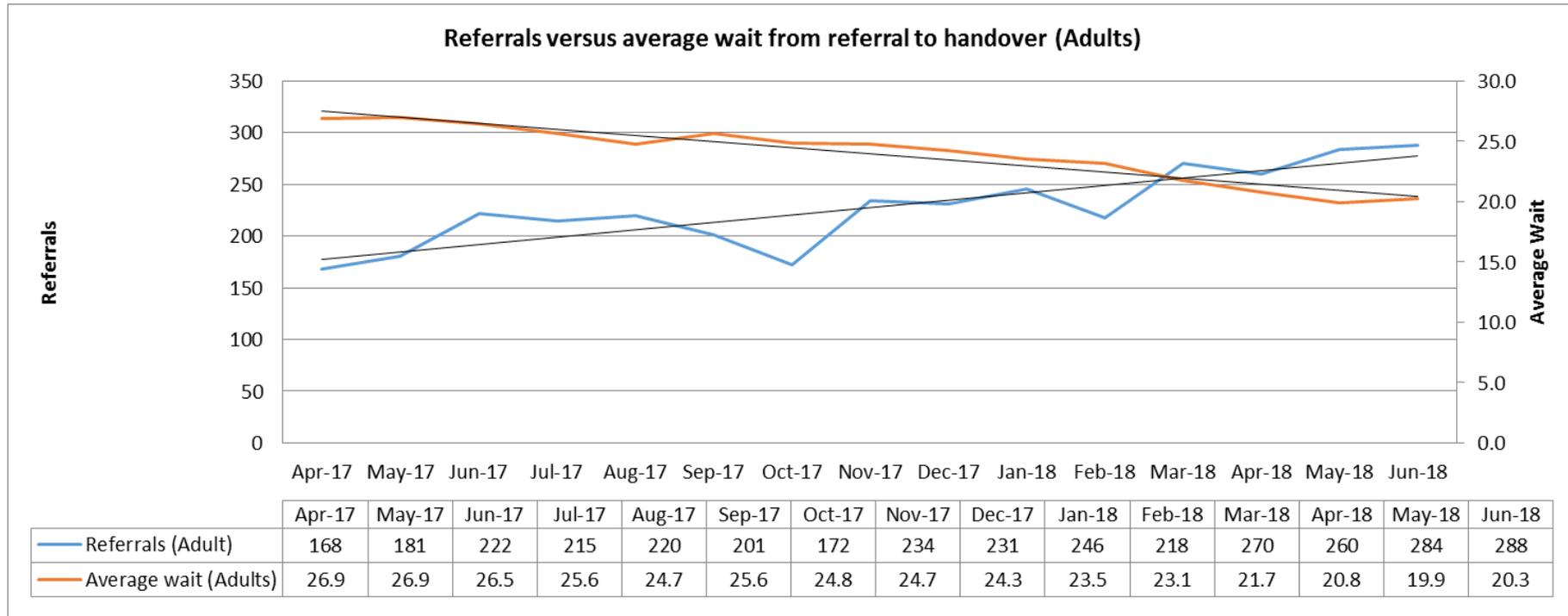
Record keeping & Digital Solutions

- Improved documentation of referral information; internal audit has demonstrated 95% of uploaded referrals were attached with original information
- Incorrect practice of re-opening old referrals ceased in November 2017
- Service users are continually updated over repair times
- Improved quality and standard in clinical and operational notes (further improvements are included within the continuous action plan)
- Following the enhanced reporting mechanisms for repairs, as well as improved internal processes, improvements have been seen in the service's 1st fix rate as per the graph below.



Waiting list reduction

- Waiting times for adults have been reduced despite the increase in demand as below:



Local data integrity

- Incorrect practice of re-opening old referrals ceased in November 2017 and a full data cleanse exercise was completed in December 2017.
- The review has concluded that historical demand into the service has been under-reported. The service had reported an average referral rate of 238 a month in the 12 months previous to the review however this retrospective analysis has identified an actual referral receipt average of 256.
- Commissioners now have a greater understanding of demand into the service which allows action to be taken to reduce the waiting list.

7.0 EXISTING CHALLENGES

- 7.1 West Hampshire CCG would like to highlight the significant progress the service has made towards the recommendations of the Hampshire Service Review, and in particular within the short timeframe these improvements have been delivered.
- 7.2 Whilst considerable progress has been made, there are currently two key challenges impacting upon the service's ability to make further improvements:
- (1) Excess Demand – in the 6 month period from January to June 2018, the Hampshire Wheelchair Service has received 1922 referrals, 434 more than it is funded to provide for, and in the last two months an average of 359 referrals have been referred into the service, which is 45% greater than it is currently set up to provide for.
 - (2) Staff Retention – clinical and operational leadership positions have been vacant over the course of the last three months.

8.0 OUR FUTURE PRIORITIES

- 8.1 Millbrook Healthcare and commissioners recognise further improvements are required to continue to improve the experience of those using the service.
- 8.2 To ensure we focus our time improving the elements of the service that are important to you, we have developed a continuous improvement plan arising and prioritised from our stakeholder's feedback.
- 8.3 The plan (**Appendix B**) is stakeholder driven, tackles the two key challenges above, and encompasses all remaining service review actions.
- 8.4 It should be noted this plan is not finite in nature, presenting the priority actions for the next 3 months, and will be continuously updated and overseen by the existing service improvement board.

8.5 In order to support the continued improvements outlined in **Appendix B**, it is the intention to amend the existing remit of the Hampshire WCS Improvement Stakeholder Group. To date this group has successfully brought key stakeholders together with shared values. In order to progress the key challenges over the next 3 months, the intention is to use this group for pathway specific workshops to further identify and drive improvements.

9.0 CONTINUE TO HAVE YOUR SAY

9.1 Your feedback remains very important to Millbrook Healthcare, please continue to have your say to help us improve. You can contact Millbrook Healthcare via the following means:

For more information on the Hampshire Wheelchair Service please contact us on:



0333 003 8071

(lines are open Monday-Friday 8.30-17.00)



hampshirewheelchairservice@millbrookhealthcare.co.uk



hampshirewheelchairservice.co.uk

For the latest news and views including details of our upcoming stakeholder and service user steering groups:



@MB_Healthcare



@MillbrookHealthcare

For complaints, compliments and concerns:



0333 003 8071

(lines are open Monday-Friday 8.30-17.00)



hampshirewheelchairservice@millbrookhealthcare.co.uk

APPENDIX A – PATIENT REPORTED EXPERIENCE MEASURES (JULY 2018)



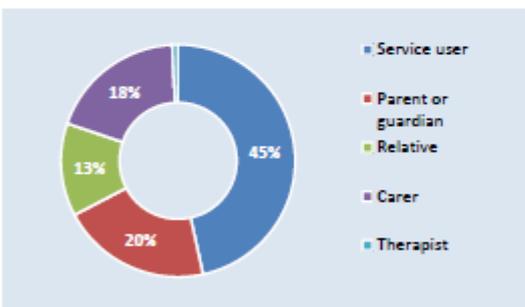
Hampshire Wheelchair Service Patient Reported Experience Measures (July 2018)

Have your say to improve wheelchair services in Hampshire

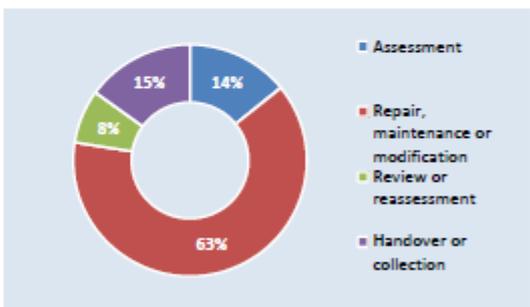
Overall service user satisfaction
96%

The Hampshire Wheelchair Service is dedicated to listening to and learning from service users to help us improve the services we provide. Completing one of our service user experience forms is your opportunity to give us essential feedback, informing us of what we have done well and how we can improve further.

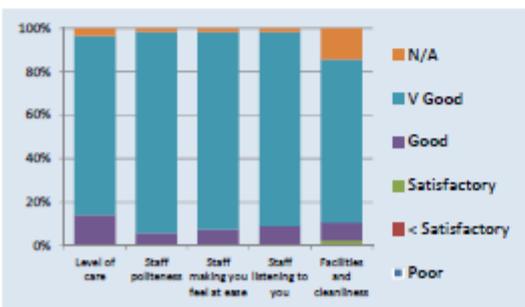
Breakdown of survey respondents



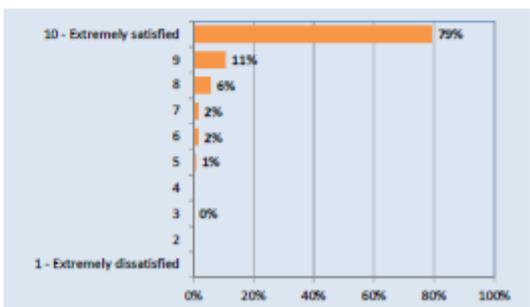
Reason for seeing the wheelchair service



Respondent ratings



How satisfied were you with your experience of the service?



For further information, please speak to a member of the team

APPENDIX B – FUTURE PRIORITIES – CONTINUOUS IMPROVEMENT PLAN

Service Area	Description	Action	Lead	How will we know it's improved?	Due date
Waiting Times	<p>It is recognised waiting times are longer than expected and as at June 2018 adults are waiting on average 20 weeks from referral to equipment handover, and children on average 15 weeks.</p> <p>During 2017 the wheelchair service was comprehensively reviewed, following the recommendations of the review, Millbrook healthcare have improved their internal processes, and obtained third party assistance for an interim period to increase the volumes of assessments and equipment handovers. These two actions have successfully reduced the waiting times for our adult population by 4 weeks since December 2017 whilst maintaining waiting times for children.</p> <p>Whilst Millbrook Healthcare remains committed to further improving their internal processes to increase responsiveness, the ability to reduce waiting times is being severely impacted by the current demand into the service.</p> <p>Since the publication of the service review, the service has received 1922 referrals, 434 more than it is funded to provide for, and in the last two months an average of 359 referrals, 45% greater than it is currently set up to provide for.</p>	1. To undertake collaborative demand & capacity modelling of the service to identify existing shortfalls	Millbrook Healthcare	Reduction in waiting times reported via contract performance data and UNIFY submissions	30/10/2018
		2. To issue clear eligibility criteria to ensure activity being undertaken by the service is within the remit of what has been commissioned; to meet the mobility needs of our local population, and postural needs associated with mobility.	WHCCG		
		3. To undertake a review of the school wheelchair clinic provision provided by Millbrook Healthcare to identify if any changes can be made to increase efficiencies	WHCCG		
		4. To implement a revised "Did Not Attend (DNA)" policy ensuring all available appointments are utilised for our local population	Millbrook Healthcare		
		5. To investigate the potential provision of wheelchair assessment and prescriber training to referring community therapists to increase the number of direct issue chairs and reduce the number of Wheelchair service appointments required for low need service users.	WHCCG		
		6. To work with Millbrook Healthcare to identify and implement any additional demand management initiatives, for example the suspension of proactive reviews, in line with NHS England's model specification for Wheelchair and Postural services.	WHCCG		
		7. To pilot the provision of evening clinic appointments.	Millbrook Healthcare		

Proactive Communication	All stakeholders have identified a lack of proactive communication from the service to provide updates along the individual's pathway.	1. To identify through demand and capacity analysis further information upon the waiting times for each segment of the patient's pathway	Millbrook Healthcare	Published waiting times	30/09/2018
		2. To identify common touch points along each pathway and set expectations for points at which updates to be provided	Millbrook Healthcare	Stakeholder feedback	31/10/2018
		3. To review the clinical model and recruit staff that can release some of the administrative tasks from senior clinicians allowing more proactive responses to be provided.	Millbrook Healthcare	Revised clinical model	31/11/2018
Workforce Retention	Improve staff attrition and retention rate across the business	1. Directors and senior managers to undertake regular back to floor days throughout the year and feedback observations	Millbrook Healthcare	See an improvement in the workforce retention figures for Millbrook Healthcare. Increase in staff satisfaction scores within the Millbrook staff survey See a reduction in the number of people choosing to leave Millbrook Healthcare Witness an improvement to team morale	30/11/2018
		2. Focus on a revised staff selection processes and interview assessment training			
		3. HR Recruitment team to recruit 2 x HR business managers to re-train and support relevant managers			
		4. Improve communication from top down by producing a staff newsletter which is circulated quarterly and senior managers being available to both visit the different wheelchair contracts and attend team meetings etc.			
		5. Devise, publish and implement career development pathways for employees who wish to develop themselves – HR to work with Operational management			
		6. Improve and establish robust induction processes (not box ticking) increasing more focus on job skills training so new staff are fully trained to do what is expected of them beforehand			

		7. Operations Managers to be coached on how to focus on individual and team strengths, needs and aspirations ensuring that everyone has a work life balance opportunity that ideally can support their current lifestyle and meets business needs			
		8. Finalise check in process (appraisals), roll out and ensure management have regular structured one to one time with each employee – HR / All managers			
		9. Implement a change to the leavers process and implement exit interviews instead of voluntary exit surveys			
Record Keeping	Community providers have identified that notes of appointments are not always added to the system in the timeliest manner. Whilst it is appreciated this is likely to be driven by operational pressures, improvements in this area need to be made	1. Governance Team to undertake comprehensive record keeping audit to establish current record keeping practices, which particular focus on the timelines for recording entries	Millbrook Healthcare	Audit Results	28/09/2018
Complaint Handling	The handling of complaints needs to improve in order to provide a more timely response and plan of resolution to complainants	1. Complaints team to negotiate individually with Service Users on response times and actions 2. Implement a structured process for the investigation and communication surrounding all complaints 3. Complaint letters to be reviewed and signed off by a senior manager	Millbrook Healthcare	Complaints reporting	28/09/2018
Service Delivery Model	As part of the service review all processes and procedures were mapped, accessed and improved in line with the development of Millflow (Millbrook Healthcare's in-house end to end bespoke wheelchair computer system) Following this initial work and the recent receipt of feedback from both service users & external professionals, a review of the implemented	1. Restructure of work streams within the customer service team, implementing work stream champions and a rota so newly recruited staff become multi skilled. (e.g. 2 members of staff champion managing repair jobs and jobs requiring spare parts section) 2. Amend standardised huddle agenda and staff 1:1 process to improve communication of success and learning	Millbrook Healthcare	Stakeholder Feedback	30/11/2018

	<p>changes has been conducted as part of Millbrook Healthcare's commitment to continuous improvement.</p> <p>This has identified improvements are required within the logistical element of the service as there have been occasions when specialised parts or wheelchairs have been available, however clinicians have not been informed. In some instances this has then lead to unnecessary delays with the provision of wheelchairs or the completion of repairs in the field.</p>	<p>3. Review the use of Management Information (MI), utilising MI on a daily basis to manage equipment ready for handover and communicate with relevant departments</p> <p>4. Recruit OTA Band 3 role. This role will work between the clinical staff and the warehouse, organising equipment ready for handover. This will improve our handover timeframes and reduce complaints.</p> <p>5. Field Service Engineers – upskilling programme is taking place around using diagnostic equipment. Field staff will be issued relevant equipment and training. As a result we will increase the amount of diagnostic testing/repairs taking place at the service user's property. This will reduce the amount of jobs brought back to the depot for repair and improve the overall service delivered to the end user.</p> <p>6. Implement a revised training plan for service engineers to ensure we remain up to date with technology developments and new staffs have a clear pathway into the role.</p> <p>7. Implement identified changes to the de-brief process. The de-brief process reviews all jobs returned to the depot. The amended process will better link the field service engineers to the depot and provide an insight to any training needs around repairs/correct equipment held on the van to complete work out in the field and minimise returned jobs.</p>			
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		<p>8. IT transformation project – New Millflow. We have seconded a Project Manager into our operational team and this role is overseeing the Millflow project. We recognise the value of this role and will focus on minimising any risk to business performance during the roll out phase. A skills audit is taking place to ensure the system is embedded into BAU activity and bespoke workshops will be delivered to front line staff to address any knowledge gaps.</p> <p>9. Inter department training. Due to the recruitment and induction of new personnel, identified staff will undertake job shadowing within the appropriate departments to raise awareness of operation demands and improve the understanding of the end to end process.</p>			
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