



# Hampshire Wheelchair Service

## Continuous Improvement

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*Provider and Commissioner Quarterly Update  
December 2018*

## 1.0 INTRODUCTION

- 1.1 Following the completion of actions arising from the Hampshire Wheelchair service review; both Millbrook Healthcare and Commissioners recognised further improvements were required to improve the experience of those using the service.
- 1.2 In September 2018 a 'Continuous Improvement' plan was therefore jointly developed by Millbrook Healthcare and Commissioners. The plan set out priority areas, as informed by the service's stakeholders, to be addressed within a 3 month period.
- 1.3 To view this plan in full detail, please refer to Appendix B in the 'Annual update report' that can be accessed via <https://www.westhampshireccg.nhs.uk/download.cfm?doc=docm93jjjm4n4267.pdf&ver=8580>
- 1.4 This document has been co-produced by West Hampshire CCG and Millbrook Healthcare to provide an overview of progress against the 6 priority areas that had been identified, and defines the improvement areas identified for the next 3 month period (January – March 2019).

## 2.0 WHAT WERE THE IMPROVEMENT AREAS?

- 2.1 Six improvement areas were identified to be addressed between October – December 2018:

<p><b>Waiting Times</b></p>	<ul style="list-style-type: none"> <li>•Despite improvements to internal processes to reduce waiting times, it was recognised waiting times were longer than expected, and as at June 2018 adults were waiting on average 20 weeks from referral to equipment handover, and children on average 15 weeks. Whilst Millbrook Healthcare remained committed to further improving their internal processes to increase responsiveness, the ability to reduce waiting times was being severely impacted by the demand into the service.</li> </ul>
<p><b>Proactive Communication</b></p>	<ul style="list-style-type: none"> <li>•All stakeholders had identified a lack of proactive communication from the service throughout the individual's pathway</li> </ul>
<p><b>Workforce Retention</b></p>	<ul style="list-style-type: none"> <li>•Workforce retention was impacting the service's ability to provide a high quality &amp; responsive service; improvements were required to improve the staff attrition and retention rate across the business</li> </ul>
<p><b>Record Keeping</b></p>	<ul style="list-style-type: none"> <li>•Community providers had identified that notes of appointments were not always added to the system in the timeliest manner and whilst it was appreciated operational pressures hindered this, improvements in this area needed to be made</li> </ul>
<p><b>Complaint Handling</b></p>	<ul style="list-style-type: none"> <li>•The handling of complaints required improvement in order to provide a more timely response and plan of resolution to complainants</li> </ul>
<p><b>Service Delivery Model</b></p>	<ul style="list-style-type: none"> <li>•Whilst all internal processes had been improved in line with the development of Millflow (Millbrook Healthcare's in-house end to end bespoke wheelchair computer system) it was identified further improvements were required within the logistical element of the service. There had been occasions when specialised parts or wheelchairs had been available, however clinicians have not been informed, leading to unnecessary delays with the provision of wheelchairs or the completion of repairs in the field.</li> </ul>

### 3.0 WHAT HAS BEEN DONE?

3.1 The diagram below shows the key actions that have been completed against the six priority themes:

#### WAITING TIMES

- A demand & capacity tool has been developed and was presented to commissioners in October 2018. Commissioners continue to work with Millbrook Healthcare based upon the findings of the analysis to identify ways in which existing capacity could be better deployed to meet the needs of those individuals accessing the service, and where additional resource may be required at the various stages of the patient pathway.
- A refreshed eligibility document has been produced that adds clarity in regards to what the Hampshire Wheelchair Service is commissioned to provide. This is to ensure referrals into the service are appropriate, and individuals who may have mobility needs outside of the service's criteria are appropriately signposted in a responsive manner.
- The Hampshire Wheelchair Service school clinic review was undertaken and identified greater efficiencies could be achieved within the current structure of school clinics. Following the feedback of the review Millbrook have developed a revised school clinic schedule to take effect in January 2019 that will improve the quality of intervention being achieved within the school setting.
- Millbrook Healthcare's "Did Not Attend (DNA)" policy was reviewed, updated and implemented October 2018. Implementation of the policy aims to ensure all available appointments are utilised effectively within the service.
- Millbrook Healthcare have developed and allocated resource to provide wheelchair assessment & prescriber training to referring community therapists in March 2019. This is being proposed to community staff for acceptance & identification of staff to receive training. This proposal would remove the need for some basic assessments to be undertaken by the wheelchair service freeing up capacity within the service.
- Commissioners continue to review proposals by Millbrook Healthcare that aim to divert workforce away from undertaking interventions outside of the scope of NHS England's model specification. This would enable further capacity to be deployed to meet the needs of the waiting list.

## PROACTIVE COMMUNICATION

- Millbrook Healthcare have published the current access waiting times on their website which will be refreshed on a monthly basis. This will allow all referring staff and service users to easily access an estimated time frame for when their referral will be triaged, and for when they will be assessed by the service.
- As of December 2018, at the end of each appointment the service user will be verbally provided with the anticipated wait time for their next contact; whether this be for another clinical appointment or for equipment handover.
- From January 2019 service users will be provided with this anticipated wait time in writing at the end of each appointment.
- From the 7th January 2019 senior clinicians will be relieved of further administrative tasks through the return of a B3 member of staff. It is anticipated this additional support will allow more proactive responses to be provided.

## RECORD KEEPING

- Millbrook Healthcare have developed an internal documentation standards policy which is due to be signed off December 2018.
- Millbrook Healthcare implemented a new clinical schedule in October 2018 to provide clinicians with sufficient administrative time to undertake their record keeping in a timely manner.
- Millbrook Healthcare have strengthened supervision arrangements within the team which is supported by new regional and local clinical leadership.
- Millbrook Healthcare are undertaking regular record keeping audits and all findings are fed back to the team as part of a continuous improvement cycle.

## WORKFORCE RETENTION

- Back to floor days have taken place during 2018 by Millbrook Senior Management including the Managing Director, Group Finance Director, HR Director and Operations Directors.
- Additional staff have been recruited to Millbrook Healthcare's Careers team and improvements have been made to the recruitment process including a strong focus on telephone screening candidates. Investment has also been made into a new recruitment system which offers a seamless process from recruitment to the hiring manager. Face to face interview questions have also been reviewed and an assessment element is included within the recruitment process where applicable.
- Millbrook Healthcare have implemented a new Regional structure across the business; each region served by a dedicated regional director, regional manager, a team of trainers and dedicated HR resource. The new Regional structure will also mean there is an increase presence of management staff within the Services.
- The new regional structure will support managers to coach and mentor staff through regular 1:1 and check in meetings. The HR Business Partner will also be running HR surgeries within Services to provide support to staff.
- Millbrook Healthcare are working on their organisational values and when launched, these will form part of the recruitment and selection process, induction process and business as usual one to one process with staff.
- Millbrook Healthcare have introduced a quarterly staff newsletter and this is in circulation. A staff survey was completed in the first quarter of 2018 results published in the Aug-18 newsletter.
- Millbrook Healthcare's HR have mapped out a new induction process and this is being piloted with 2 new Customer Service staff in Hampshire during Dec-18.
- Millbrook Healthcare have implemented a change to the leaver process and all leavers have the opportunity to take part in an exit interview. Exit interviews are conducted by our Careers Team with feedback collated and shared with the board on a quarterly basis.

## COMPLAINT HANDLING

- All complainants are now contacted individually by Millbrook Healthcare to agree acceptable response times and actions.
- Millbrook Healthcare have implemented a new local process for investigating complaints. All complaints are reviewed by the service's Operations Manager prior to investigation by the clinical or Customer Service Team. The Operations Manager reviews the findings to identify root causes to the complaint, and then identifies the next steps to be taken.
- To ensure all learning is identified from complaints, further incident investigation & root cause analysis training has been undertaken by staff on the 20th December 2018.
- All complaint response letters are now personally reviewed and signed by one of Millbrook Healthcare's Directors.
- In recognition further improvements are required in regards to complaint handling and communications, Millbrook Healthcare have recruited a Hampshire specific Customer Experience coordinator that commenced in post December 2018. This member of staff will be responsible for leading on these aspects of the service.

## SERVICE DELIVERY MODEL

### •(1) **Inventory management**

- All potential spare parts (in excess of 1600) for the wheelchairs in operation have been automated on Millbrook Healthcare's electronic system in December 2018. This will ensure as a stock of parts reach a minimum level they are automatically replenished and should ensure required parts are always available within the depot for staff.
- Stock held within the depot has been reviewed to ensure all is appropriately allocated to Service Users in order to speed up the handover process.

### •(2) **Recruitment**

- A new Regional Manager, and Depot Operations Manager are in post, and they are further supported by a dedicated Warehouse Supervisor.
- A Refurbished Special Purchase (RSP) Technician has commenced in post to assist the clinical team in utilising / managing refurbished equipment; improving equipment waiting times.
- There has been an additional Warehouse/Field Service Engineer; all new starters are dual role trained; multi skilling has been a priority for all staff.
- A new Customer Services Supervisor has commenced in post
- A new Regional OT role has commenced to further support the local service
- A National Clinical Scientist role has been added to support the contracts.

### •(3) **Communication.**

- Daily operational huddles in place with the Operations Manager & all supervisors, further supported by weekly clinical meetings, and monthly/weekly regional operational reviews.
- Regular training sessions are being undertaken with all teams across the depot.
- New roles & responsibilities produced for Customer Services, clinical & warehouse teams.
- Process map & flow charts produced for all Customer Services staff to improve communication & quality of recording

### •(4) **Ways of working**

- Millbrook Healthcare have commenced a review of their team structure and identified skills / knowledge base may be improved through re-structuring under 3 groups; Children, Adults & Complex/Neuro
- Millbrook Healthcare are actively supporting commissioners to develop a local Personal Wheelchair Budget offer.

## 4.0 WHAT HAS THIS MEANT?

- 4.1 Despite the completion of all actions in relation to the service's waiting times, the average waiting times have marginally increased for adults (av. 21 weeks) and children (av. 16 weeks). This is in large to the continuation of significant demand into the service.
- 4.2 The Customer Services team have been receiving approximately 30 calls per day from individuals requesting updates. We expect that this will now drop considerably over the next few months when the automated spare parts inventory management systems embedded.
- 4.3 The customer service team is now fully staffed with permanent members as of week commencing 14<sup>th</sup> Jan. The recruitment of these permanent members of staff has ensured the previous skills gap has now been bridged.
- 4.4 The timeliness of documenting notes on the clinical system has marginally improved throughout the last 3 month period; documenting following the placement of an order has improved by 1.5 days, and following up outstanding actions by 4 days in particular.
- 4.5 The responsiveness of complaints has improved; 54% of complaints received a written acknowledgement within 3 working days; 92% received a written acknowledgement within 5 working days. Of those complaints received in October 2018 when work commenced to improve the complaints handling process, 70% have been closed within the expected timescales. As operational improvements to the complaint handling process have been made throughout the quarter period, it is anticipated a greater proportion of complaints received since this date will be closed within the expected timescales and this will continue to be monitored on a monthly basis.
- 4.6 Since starting in post the RSP tech has recycled 41 chairs in a 1 month period which are now available for clinicians to prescribe.

## 5.0 EXISTING CHALLENGES

- 5.1 As per September's report, further service improvements, particularly in regards to response times, continue to be hindered by significant demand into the service. Since January 2018 the Hampshire Wheelchair service has received 3580 referrals; 852 more than their contracted levels.
- 5.2 Recruitment of the clinical workforce remains an ongoing challenge for the service. Currently the service has Band 7 & Band 6 vacancies with these posts currently filled by locum staff. Due to the greater expense of locum staff, recruitment of permanent

staff to these roles would release funding for further innovation into the service, as well as ensuring continuity within the workforce.

- 5.3 A waiting list backlog has been attributed over time and as a result a number of older referrals remain in the system. Due to the longer waiting times these individuals have experienced, these cases take longer for the individual clinicians to resolve, with additional administrative and re-triaging time required to ensure new actions taken are appropriate to the individuals current needs.

## 6.0 OUR FUTURE PRIORITIES

- 6.1 Millbrook Healthcare and commissioners remain committed to driving further improvements to improve the experience of those using the service. The improvement action plan for the next 3 month period is located in **Appendix A**.
- 6.2 The plan reflects feedback that has been provided by the service's stakeholders, and gives a particularly focus towards improving children's provision for the next 3 month period.
- 6.3 Whilst the next 3 months has been given a children's provision focus, it is expected that adults will inadvertently benefit from the completion of these actions through learning and the release of resource efficiencies.

## 7.0 CONTINUE TO HAVE YOUR SAY

- 7.1 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](mailto:hampshirewheelchairservice@millbrookhealthcare.co.uk)



[hampshirewheelchairservice.co.uk](http://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](mailto:hampshirewheelchairservice@millbrookhealthcare.co.uk)

APPENDIX A – FUTURE PRIORITIES – CONTINUOUS IMPROVEMENT PLAN JANUARY – MARCH 2019

Hampshire Wheelchair Service - Continuous Improvement Plan - Children's & Governance (QUARTER 4 JAN-MAR 19)								
Service Area	Description	Action	Organisational Lead	Department Lead	Baseline	Target	Evidence	Due date
<b>Childrens</b>								
Waiting Times	<p>Waiting times remain the key priority area for improvement.</p> <p>The ability to reduce waiting times is being severely impacted by the current demand into the service which continues to be in excess of the contracted level. Consequently, waiting times have marginally increased since last quarter; the average waiting times for adults is currently 21 weeks and for children is 16 weeks.</p> <p>The corresponding actions therefore aim to improve internal efficiencies, and support the service to meet the increasing levels of demand, <b>with a targeted effort on children's provision.</b></p>	1. To enhance the availability of standard stock within the depot to reduce the number of handovers reliant on ordering of equipment	Millbrook Healthcare	Operations	Children - Average 16 weeks	Maintain current waiting time performance (waiting list improvements resulting from these actions expected in Q1 2019/20)	Contractual performance report	29/03/2019
		2. To implement the revised school clinic model in January 2019 improving the quality of intervention being provided in the school environment.	Millbrook Healthcare	Clinical				
		3. To provide "Entry Level Wheelchair and Accessory Prescribing (ELWAP)" training to community referrers.	Millbrook Healthcare	Clinical				
		4. Commissioners to work with Millbrook Healthcare to pilot the deployment of additional resource towards the children's pathway.	WHCCG	Commissioning				

Chair Provision	Stakeholder feedback has identified that on occasions users felt the chairs offered from the local equipment matrix did not meet the need as required, and were being provided with "best fit" chairs.	1. Millbrook Healthcare and Commissioners to commence a review of the local equipment matrix to ensure the standard equipment offer best meets the needs of children within the local population.	WHCCG / Millbrook Healthcare	Operations / Commissioning	<i>To be established</i>	Reduction in the number of chairs prescribed from outside of the service's local equipment matrix	Adhoc reporting	29/03/2019
		2. Commissioners to streamline the process for requesting the provision of non-standard equipment in clinically justified exceptional circumstances	WHCCG	Commissioning				
Referral Forms	As part of the QI Fellowship Project a baseline audit was undertaken which demonstrated that referral forms received from community providers were often incomplete and/or completed on the wrong form.	1. As a continuation of the QI Fellowship Project, commissioners to work with the community provider to improve the quality of referrals being received by the wheelchair service	WHCCG	Quality	95% of forms not completed in entirety 45% completed on incorrect form	50% of forms completed in entirety 100% completed on correct form.	Audit (using the same methodology as in the QI Fellowship)	28/02/2019
<b>Governance</b>								
Record Keeping	Whilst evidence has identified the timeliness of record keeping has improved, both	1. Establish baseline against newly developed "Documentation Standards" policy.	Millbrook Healthcare	Operations Clinical	6 days	5 days	Record keeping audit – timeliness;	31/01/2019

	commissioners and provider recognise further improvements could be made.	<p>2. Documentation standard's policy to be implemented via:</p> <p>(1) Utilising the National and Regional clinician framework to cascade the new policy down to teams via the clinical leads. (2) The policy will be discussed at the next clinical leads meeting, and further discussed within the team's regular huddles or team meetings. (3) A audit/ checklist tool will be used by clinical leads to identify adherence within supervision or more broadly to monitor the team's adherence. (4) The clinical lead's meeting will be used to ensure a more explicit overview of notes within supervision (5) The policy will form part of the induction schedule and training of new staff. (6) This policy has and will continue to be discussed in regional OT supervision with the clinical leads as it is formalised, and discussed in therapist regular supervision (part of cascade through teams) (7) Training to improve documentation is an ongoing process for all areas of staff.</p> <p>3. Millbrook Healthcare to develop templates specific to special seating clinics (prompting discussion and documentation of critical information)</p>					Record keeping standards – baseline data;  Community provider feedback	29/03/2019
Learning from Complaints and	Improvements to date have been made to ensure complaints and incidents are responded to in a timely	1. Amend reporting to commissioners with regards complaint management, identifying opportunities for improvement and embedding learning	Millbrook Healthcare	Governance	Not applicable	Reduction / change in themes to demonstrate	Contractual Quality Report	29/03/2019

Incidents	manner however it is recognised further work is now required to ensure learning from these are robustly implemented.	2. Amend reporting to commissioners with regards incident management, identifying opportunities and embedding learning				effective learning/action		
		3. Develop/pilot a harm review tool for long waits						
<b>Innovation</b>								
Personal Wheelchair Budgets	<p>The Hampshire Wheelchair Service is primarily commissioned to meet the mobility needs of the local population and within the mobility provision, the postural and pressure care needs of the service user.</p> <p>However it is recognised broader outcomes could be met for the local population via the implementation of Personal Wheelchair Budgets</p>	1. Commissioners to establish and communicate aims and objectives for PWB project	WHCCG	Commissioning	NIL	Implemented PWB Offer	Policies & Procedures	01/04/2019
		2. Commissioners to source supporting documentation / processes from mentoring and exemplar sites	WHCCG	Commissioning				
		3. Exemplar processes and supporting documentation to be reviewed by local clinical team with input from active service users	Millbrook Healthcare	Clinical				
		4. Millbrook Healthcare team to undertake personalised care training provided by NHS England	Millbrook Healthcare	Clinical				
		5. Commissioners to continue to engage system partners / agencies to demonstrate the benefits that can be achieved through collaborative working / budgets	WHCCG	Commissioning				
		6. Millbrook Healthcare to trial utilising PWBs on adhoc cases as opportunities arise within the quarter.	Millbrook Healthcare	Clinical & Operational				

		7. Commissioners and Millbrook Healthcare to implement a local offer of Personal Wheelchair Budgets	WHCCG / Millbrook Healthcare	ALL				
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