

Intermediate Care Rapid Review

Partnership Leadership Executive

December 2022

Bradford District and Craven
Health and Care Partnership



Background

- A rapid review commissioned by PLE
- In response to significant and recurrent financial difficulties for Bradford Council
- For ASC, a focus on in-house care homes and reablement services
- Bradford Council must dis-invest a minimum of £5m

The task: *A review of overall NHS and adult social care investment in intermediate care, to judge where best to invest the system's resources.*



Approach taken

- A basic review of national policy and guidance, national audit, benchmarking
- Visits to a small number of teams and sites where there are key interfaces
- Used available data and did not ask for anything bespoke
- Evidence-informed model used to look at our local model
- Five broad lines of enquiry



Evidence informed: the case for change

Evidence from a range of sources shows that a **well-designed** intermediate service care can:

- Improve people's health and wellbeing outcomes
- Reduce unnecessary admissions and readmissions to hospital
- Reduce delayed discharges, length of hospital stays and free-up NHS capacity
- Reduce premature long-term social care provision



Findings

There is a lot to celebrate.

- Our staff are passionate, committed and proud of their work
- There is consistency in the availability of services
- A clear vision and culture of maintaining independence
- Strong relationships
- Strong communication
- Community services



Findings

- We have a very high number of community beds compared to average
- Our success at managing discharge to assess is the envy of our neighbours
- There's no one model of IMC and West Yorkshire has very different provision
- Our neighbours are looking to move away from reliance on bed-based care
- We can learn from their diagnostic approach



Underlying issues to be tackled / optimised

- Governance and oversight
- Funding
- Workforce including Therapy
- Length of stay
- Bedded model of care



Conclusions

1. Reduce the current bed base to a level more in line with the national average
2. Integrated commissioning of services to work as joined up operating models
3. Realignment of the Better Care Fund to reflect service delivery and the addition of all services that support people to stay well at home as schedules to the fund
4. Take a cohorting approach to care in the bedded facilities with a fair balance of access to therapy services



Conclusions cont'd

5. Increasing capacity and uptake in the home-based pathway and refocusing on prevention and admission avoidance
6. Empowering decision making through the consistent use of data and intelligence to inform operational and strategic planning
7. Formalise the leadership arrangements for the Intermediate Care offer and set out accountability and lead provider arrangements with a pooled budget.



Finally... what should the system spend its money on?

1. An Integrated 'Community Recovery Service' with a 'Home First' strategy
2. An integrated community model incorporating the Virtual Ward, 2-Hour Urgent Community Response, 2-hour Social Care Rapid Response and Community Collaborative Teams
3. An increased digital care and technology enabled care (TEC) offer to allow people to manage their own health and care at home
4. Increased partnering with the Voluntary and Community Sector to support people on Pathways 0, 0+, and 1 with the objective of reducing the need for Pathways 2 and 3



Finally...

5. Investment in therapy, therapy assistants and enhancement of the skills of home care staff to work with people on a therapeutic plan of care
6. The Trusted Assessor and MAIDT models leading discharge to assess from all beds including those classed as Community Hospitals
7. Community reablement that is available within 24 hours of a person being determined medically fit to leave hospital
8. A significantly reduced number of short stay Community Hospital and Social Care assessment beds, managed as a whole, with therapy input available consistently in all units



Discussion

- Reactions
- Way forward
- Next steps
- Action owners
- Reporting back



