# Intermediate Care Rapid Review

Partnership Leadership Executive

December 2022





- 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



**Bradford District and Craven** 

# 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

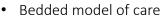


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# Underlying issues to be tackled / optimised

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- Governance and oversight
- Funding
- Workforce including Therapy
- Length of stay







#### Conclusions

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- 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
- An integrated community model incorporating the Virtual Ward,
   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

