

Response from Millbrook Healthcare

The Service review was a lengthy process and Millbrook Healthcare recognised this required significant input from a number of stakeholders, including our staff. Whilst we do not agree wholly with all of the findings or recommendations, we do fully support the need for ongoing service improvement and a focus on reducing the waiting list.

A number of changes and actions required within the Hampshire Wheelchair service had already been identified and in progress prior to the service review. In addition to this, the lengthy and complex review has given a comprehensive framework to further focus improvement initiatives and demonstrate our continued commitment to service improvement. The review also highlights the key challenges that the service faces, whilst providing a mechanism to improve communication channels across a range of stakeholders thereby creating a fully integrated service.

In conjunction with the CCG's, a service improvement action plan has been devised along with the allocation of dedicated performance improvement management and support teams. A service improvement board has been formed and it consists of a number of different stakeholders including commissioner, carer and service user representation; it is responsible for the successful completion of the service improvement action plan and the development of sustainable and continuous improvement.

In line with the key priority themes from the service review, below is a brief summary of the initiatives and actions currently being developed or undertaken within the Hampshire Wheelchair Service.

- a) **Communication and engagement:** Limited proactive and responsive communication with service users, and other organisations.
- *A series of Internal and external stakeholder meetings have been established*
 - *Recruitment of engagement and communication manager*
 - *Creation of community engagement strategy*
 - *Review of internal meetings and communication pathways*
 - *Improved and created handover and information documents in conjunction with service users*
 - *Provided funding and working in partnership to create a Service user led training program on disability awareness and communication*
 - *Created a dedicated Hampshire Wheelchair Service website in conjunction with service users*
 - *Conducted open days for community healthcare professionals*
 - *Successfully secured a place on the Health Education England (Wessex) Team Based QI Fellowship with the chosen project of communication*
- b) **Record keeping and end-to-end 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.

- *Designed and created end to end bespoke wheelchair computer system to be rolled out March / April*
- *Mapped and improved all working processes*
- *Audited clinical notes and records and have 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*
- *Number of interim measures on the existing computer system have been further developed in which to improve our end-to-end processes whilst awaiting the release of the new computer system*
- *Newly created structured rota with clear administration time to write up clinical notes allocated*

c) Culture of continual service improvement and workforce planning: Evidence of an organisational culture which does not robustly support service improvement, organisational development and workforce planning.

- *Identified and established service improvement groups which include commissioner and service user representation*
- *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*
- *Engagement with Health Education England on Wheelchair Workforce Planning Support*
- *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 revised the overall staffing structure within the service and realigned roles and hours to improve service performance*
- *Membership with the Local Workforce Development Group*

d) Waiting list and 18 week performance: Implications for service users: The Collaborative 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. The waiting list size is too great to manage down within existing resource, within a timeframe that will not adversely impact user experience, outcome, and performance against the 18 week trajectory.

- *In conjunction with the CCG the waiting list is being reduced as per an agreed trajectory.*
- *A review has been conducted of the current waiting times for the different types of wheelchairs provided with a view to make them available on the website, reception areas and in relevant publications & communications*

e) Commissioning solutions and 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.

- *New incident management system called Assessnet in place*
 - *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*
 - *Engagement sessions ran with all relevant stakeholders to improve communication and recording of incidents*
 - *Learning events set up to review incidents to analyse trends and create learning opportunities*
- f) **Local data integrity for successful re-procurement:** The service review identified that 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%.
- *As per above a data cleanse exercise has been completed and calculations show an under reporting of 14.9%*

Millbrook Healthcare are excited to be working collaboratively with the commissioners, healthcare professionals and service users to deliver an improved service aspiring to the highest standards of excellence and professionalism whilst demonstrating our ongoing commitment to enhance service user's lives and deliver inclusive, compassionate and high quality care.

As a provider, we are wholly committed to build upon and continue our work to improve services and care pathways to deliver the best possible outcomes for wheelchair users, their families and carers. Supporting an open and honest dialogue between all organisations and stakeholders, we look forward to working with all parties on the service improvement action plan and producing feasible and affordable improvements and innovations to the Hampshire Wheelchair Service.

If you would like to provide feedback or be involved with any of the relevant engagement groups please contact us on:

- www.millbrook-healthcare.co.uk
- hampshirewheelchairservice@millbrookhealthcare.co.uk
- Facebook @Millbrook.Healthcare.Southampton
- Twitter on @MB_Healthcare