

16th March 2020**Agenda Item: 6****REPORT OF THE SERVICE DIRECTOR FOR COMMUNITY SERVICES
(AGEING WELL)****DEVELOPING INTEGRATED MODELS OF URGENT AND EMERGENCY CARE****Purpose of the Report**

1. The purpose of this report is to:
 - provide an overview of progress with the development of integrated models of health and social care that support acute Emergency and Urgent Care systems
 - seek approval to establish two temporary posts and 11 permanent posts to respond to increasing demands in these areas.

Information

2. The interface of social care with the acute sector Urgent and Emergency Care services primarily covers services provided by the three acute hospital systems based in south, mid and north Nottinghamshire. Nottinghamshire County Council has social care staff based in the Integrated Discharge Services of all the main acute and community hospitals, but currently does not have staff based in the Accident and Emergency Departments.
3. This report builds on the report presented to Committee on 6th January 2020 regarding work on Admission Avoidance which approved the establishment 1.5 FTE Social Workers funded from the mid-Nottinghamshire Integrated Care Partnership Transformation Fund. The workers will be based in King's Mill Hospital Accident and Emergency Department (A&E), seven days a week, to give advice and guidance, address safeguarding concerns, or carry out assessment and support planning with the aim of avoiding unnecessary admissions. The proposal does not commit the Council to this being the right long-term model. It will, however, enable the system to test the impact of placing dedicated Social Worker capacity in the A&E Department and the learning will then be used to inform the development of a future integrated model with health and housing.
4. All three acute hospital sites are continuing to experience significantly higher than predicted volumes of people presenting at hospital and being admitted. The impact of this is that people are having to wait in A&E for longer to be seen and for a hospital bed to be available. A further effect of this is that the number of people requiring support plans to enable them

to be discharged has significantly increased, which in turn is placing pressure on staff supporting discharge planning and local community services.

5. In order to respond to these increasing and sustained pressures, maintain the Council's quality of service to people and the excellent performance record of avoiding unnecessary delays, three main actions are proposed:

- two temporary Social Worker posts are established for 12 months to be based in Queen's Medical Centre and Bassetlaw Hospital Accident and Emergency Departments to reduce unnecessary admissions and thereby reduce pressure in the system. The evaluation methodology used for the worker at King's Mill Hospital will be extended to these posts to inform the development of future integrated models.

2 FTE Social Workers (Band B) for 12 months at a cost of £118,225.

- additional qualified and unqualified Occupational Therapist posts are established permanently to work alongside the Home First Response Service (HFRS) commissioned from the Carers Trust. They will establish a more aligned approach and 'virtual' team with the reablement teams in the Council's Maximising Independence Service. They will work closely with HFRS to support and enhance the reablement skills of their staff. Through focused goal setting they will also support the timely flow out of the service, for those that need it, into an appropriate service such as reablement or ongoing homecare. This will maximise capacity in short term services that support discharge home and also avoid admissions into hospital or residential care.

3.5 FTE Occupational Therapists (Band B) and 3.5 FTE Community Care Officers (Occupational Therapy) (Grade 5) at a cost of £300,505.

- additional Community Care Officer (Occupational Therapy) posts and an additional Senior Reablement Worker post are established permanently to work in the Maximising Independence Service to support the increased demand for reablement.

3 FTE Community Care Officers (Occupational Therapy) (Grade 5) and 1 FTE Senior Reablement Worker (Grade 3) at a cost of £137,695.

6. Frontline social care staff are working closely with health staff on a daily basis. To-date the main focus of joint work with senior social care managers and directors has been to respond rapidly to operational pressures through, for example, Accident and Emergency Delivery Boards. There is currently no countywide, medium to long term evidence based vision and plan for integrated operational models and jointly commissioned health and social care services, for Urgent and Emergency Care or Community Services.

7. The Corporate Director and Service Director, Community Services (Ageing Well), have now agreed a series of meetings with partners at Chief Executive and Director level to seek sign up to a programme of work that will set out the strategic vision for integrated health, social care and therapy for:

- the front door (A&E Departments)
- hospital discharge arrangements (the backdoor)
- community health and care teams

- community beds.
8. The meetings are also seeking to agree the governance for this programme of work with reference to the two Integrated Care Systems across Nottinghamshire, Integrated Care Partnerships and delivery of the national Ageing Well Programme (which includes deliverables for social care, for example, with prescriptive timescales for the availability of crisis response and re-ablement). The aim from the Council's perspective is to have strategic consistency of models where there is an evidence base of delivering the most successful outcomes for people, which will provide the framework for local delivery through the Integrated Care Partnerships and Primary Care Networks. The discussions are also exploring the option of a jointly funded post to develop and deliver this work, along with the potential for it to report into both the Council(s) and the Clinical Commissioning Groups (CCGs).

Other Options Considered

9. The option of not progressing this work would mean that the Council will not be able to meet rising demand for services to discharge people directly home from hospital and people will be also be admitted to hospital that could have been avoided. The options presented have been chosen in consideration of how to best achieve the department's strategic objectives and outcomes for people, in the most cost effective way.

Reason/s for Recommendation/s

10. The reasons for the recommendations are to enable people to be discharged directly home from hospital, rather than into short/long term residential care and to avoid people being admitted into hospital where possible.

Statutory and Policy Implications

11. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

12. The two temporary Social Worker (Band B) posts will be funded from Better Care Fund reserves. The costs include additional funding to cover enhanced costs of some weekend working. Health partners are supportive of these posts.
13. The Occupational Therapist (Band B), Community Care Officer (Occupational Therapy) (Grade 5) and Senior Reablement Worker (Grade 3) posts will be based in the Maximising Independence Service and the costs include salaries and other associated costs which totals £438,200. This can be met from the department's existing budget.

RECOMMENDATION/S

- 1) That Committee approves the establishment of the following posts:
 - 2 FTE temporary (12 month) Social Workers (Band B), one at Queen's Medical Centre and one at Bassetlaw Hospital
 - In the Maximising Independence Service, START Re-ablement Team:
 - 3.5 FTE permanent Occupational Therapists (Band B)
 - 6.5 FTE permanent Community Care Officers (Occupational Therapy) (Grade 5)
 - 1 FTE permanent Senior Reablement Worker (Grade 3).

Sue Batty

Service Director for Community Services (Ageing Well)

For any enquiries about this report please contact:

Sue Batty

Service Director for Community Services (Ageing Well)

T: 0115 9774876

E: sue.batty@nottsgov.uk

Constitutional Comments (EP 17/02/20)

14. The recommendations fall within the remit of the Adult Social Care and Public Health Committee by virtue of its terms of reference.

Financial Comments (OC 24/02/20)

15. The 2 FTE Social Workers (Band B) for 12 months at a cost of £106,350 includes salary and associated cost and will be met by the BCF Reserves.
16. The 3.5 FTE Occupational Therapist (Band B), 6.5 FTE Community Care Officer (Grade 5) and 1 FTE Senior Reablement Worker (Grade 3) posts costs include salaries and other associated costs which totals £438,200. This can be met from the department's existing budget.

HR Comments (SJJ 14/02/20)

17. All posts will be recruited to, with the temporary posts recruited on fixed term contracts. Staff who are required to work over 7 days will be entitled to claim enhanced rates for work undertaken over Saturday and Sunday in line with the Authority's Premium Rate Working Policy.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

Electoral Division(s) and Member(s) Affected

All.

ASCPH704 final