

Urgent Care System/A&E Pressures – Briefing 16 January 2015

Context

Bath & North East Somerset has been and continues to be at the forefront of bringing together health and social care in order to improve outcomes for vulnerable people. Sirona Care & Health Community Interest Company (CIC) was established in October 2011 as an integrated health and social care provider operating as a form of social enterprise. Sirona provides a wide range of care and support services, including community healthcare, children's healthcare, public health services and adult social care services, including the Adult Social Work service.

Bath & North East Somerset also has integrated commissioning of health, social care and public health. Established in 2009, integrated commissioning is continuing under a Joint Working Agreement between the Council and BaNES Clinical Commissioning Group (CCG). The integrated team is co-located and in mobilising a local response to the current pressures in the urgent care system this has been an important enabling factor. The Director of Commissioning Adult Care & Health is jointly accountable to the Council and CCG, sits on the System Resilience Group and is one of those who acts as Director on Call for the CCG. The Director of Commissioning's portfolio includes a wide range of health and social care services, including the Council's statutory Social Work function.

Local Response to Urgent Care System Pressures

- Particularly relevant services and support put in place to manage the system more generally and over the winter period include:
 - Significant expansion of the integrated reablement service, which includes Social Work, therapy services, health and social care workers provided by Sirona; and intensive domiciliary care service provided by Domiciliary Care Strategic Partners (four);
 - Redesign of the social care pathway to focus on supporting and safeguarding older and vulnerable people to remain independent through timely interventions that contain, stabilise, decrease and/or de-escalate emerging risk, care and support needs and, also, avoid unnecessary admission.
 - Community Cluster Team model delivering integrated multi-disciplinary approach from virtual teams aligned to the five primary care practice clusters.
 - Step-down accommodation, care and support to facilitate hospital discharge.
 - Intensive home from hospital support delivered through a partnership between Age UK and Care & Repair HIA (Home Improvement Agency).
 - National award winning Independent Living Service, which includes a specific service providing targeted support to people with dementia living in rural areas and their carers (identified as a specific need in Bath and North East Somerset).
 - Additional support for carers to enable them to have both a family and community life and support them to remain mentally and physically well.
 - Extended hours working (weekend and evenings) including reablement services and hospital Social Work and therapy services.
 - Mental health and alcohol liaison based in the hospital.
 - Enhanced Primary Care Support to nursing homes, which is now being extended to residential care homes.

- Specialist mental health pre-crisis/respite beds in the community.
 - Wellbeing College Pilot to increase the capacity of the local community in self-management of long term conditions.
 - Expansion of the Social Prescribing Service (previously piloted in one geographical area) to enable clinicians and health workers redirect
 - 'Hospice at Home' initiative provided by Sirona in partnership with Dorothy House Hospice.
- Examples of extra action taken over the past 2-3 weeks all under the umbrella of B&NES System Resilience Group, 'commissioned' by the integrated commissioning team:
 - i. Establishment of an "Escalation Rapid Response" team at the Royal United Hospital (RUH) and put in place in 24-hours with agreed governance protocols. Team Comprising Hospital Social Work Team Manager (Sirona is the provider), RUH and Sirona Discharge Liaison Managers, Commissioning & Contract Officers with details of current residential and nursing care home placements. The team reviewed, together, patient lists (DTOCs and "Green to Go") to agree and put in place discharge plans. To support this, Residential and Nursing Care Home providers deployed (with funding from CCG) additional nursing capacity to expedite assessments in the RUH and Community Hospitals and manage moves to the appropriate care home placement.
 - ii. Sirona shifted additional capacity, including Social Workers and Therapist at the Royal United Hospital (RUH) to facilitate urgent assessments, including over the weekend, to "pull" patients from the RUH into community services. Sirona is also, "holding" service users in community services who are likely, otherwise, to need hospital admission. An important element of this response has been the integrated reablement service commissioned by the Council and CCG.
 - iii. Escalation Rapid Response arrangements put in place, including staff from Sirona, Domiciliary Care Strategic Partners and commissioning staff, to review service user lists and agree people who will move from Sirona provided community services, to Domiciliary Care providers in order to free capacity in Sirona to continue to "pull" from the RUH;
 - iv. Escalation Rapid Response approach also taken for two community hospitals as outlined in i) above to 'free' beds in the Community Hospitals to enable discharge from RUH.
 - v. Mobilising additional reablement beds to support hospital discharge. These beds have enhanced Primary Care support.
 - The response set out in bullet point two has been in the context of the co-location of Council and Health commissioners and hospital discharge initiatives that are being delivered, in a number of instances, in partnership with the voluntary sector. Council commissioners, including the Director of Adult Care and Health Commissioning, have participated in daily telephone conferences. The Director was one of those providing daily SITREP reports to NHS England over the Christmas/New Year period and in this capacity does, on a rota basis, Chair the strategic teleconferences.

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