

Community Services Transfer

Adults' Health, Adults' Care and Housing

Overview & Scrutiny Committee

Date: 6 December 2016

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Wards: All Wards

Locality Affected: All Locality Area

Parishes Affected: All Parish Area

1. Purpose and Reasons

- 1.1 This report provides the Adults Care, Adults Health and Housing Overview and Scrutiny Committee with an update on the transfer of Community Services from SEQOL to Swindon Community Services.

2. Recommendations

The Committee is recommended to:

- 2.1 Note the report.

3. Detail

- 3.1 GWH has been providing Community Services in a caretaker role since 1 October 2016. This decision to transfer before February 2017 was taken to provide stability to patients, service users and staff and to ensure that there was a smooth handover of this service and that patients and service users continue to receive the care they need from the familiar faces they have come to know.
- 3.2 A transition board has been set up and is meeting weekly. The role of the board is to review and oversee a range of areas, including:
- The transfer of all SEQOL staff
 - Novation of contracts
 - Leases/Estates
 - Transfer of Assets
 - Governance
 - Records (current and historic)
 - Complaints
 - Any contractual or performance concerns the CCG have about the services which are transferring.
- 3.3 With reference to the last bullet point, the importance of this is to ensure we are clear with the receiving organisation about any remedial actions either already in place or may be required in order to bring services in order to ensure the delivery of quality services.

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- 3.4 There are a number of other services which SEQOL provided that were not part of the procurement process. A new provider has been found for those services and the CCG will need to plan a formal re-procurement process for those within the next 2 months.

SUCCESS Services

- 3.5 SWAST will manage the Home Visiting service. Children and Young People and Urgent Care Clinics will continue to operate, with support from the host surgeries and GWH. A formal review of SUCCESS with the membership will need to take place as national guidance on funding becomes available. This will enable the model to be clarified and services to be procured.

LD and Autism services and IAPT

- 3.6 These are core services for Avon and Wiltshire Partnership Trust so they have agreed to take these services from 1 October 2016.

Adult Social Care Services

- 3.7 In light of the decision by SEQOL to request an early transfer of services given the financial sustainability of the organisation, Swindon Borough Council agreed to transfer all adult social care services from 1 October 2016. This includes social work and OT services, Fessey and Whitbourne Care Homes, day services for people with a learning disability (OK4U), Enterprise Works, Building Futures, Swindon Support, Shared Lives. The staff of the reablement team will be seconded to GWH as part of an integrated team with Rapid Response. Day Services for Older People will transfer to First City. 3.8 The services outlined above transferred successfully without disruption to service users or staff. There have been no complaints to date in relation to the transfer of the services. Swindon Borough Council is now undertaking a review of all the services. We have already identified the need to additional management capacity, work on business processes and a new model for dealing with new contacts and referrals. We have also undertaken a review of Fessey and Whitbourne Care Homes. A training programme is being put in place for both homes and a manager overseeing all services which are CQC registered has been recruited.
- 3.8 It is likely that over the coming months, further resources will need to be invested in re-designing services with staff and managers as well as training

Quality and patient safety concerns and early warning signs

- 3.9 The CCG had been working closely with SEQOL to help support and address a number of issues, specifically in relation to workforce skills and capacity. The CCG closely monitors all serious incident data and analysis of complaints of all

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commissioned services and the CCG had identified for SEQOL a continued upward trend in relation to poor patient experience and clinical outcomes and following investigation was clearly highlighting gaps in relation to leadership, knowledge and community nursing expertise.

- 3.10 To note, these concerns were placed on the CCG risk register and reported as areas of concern to the regional Quality Surveillance Group.
- 3.11 In response to the CCGs concerns, SEQOL developed a detailed community nursing action plan.
- 3.12 During April and May 2016, members of the CCG Quality and Patient Safety Team, including the Executive Nurse, carried out a number of quality visits including shadowing staff on home visits. This covered both day and night nursing services. The outcome of these visits confirmed that whilst some improvements had been made to service delivery the workforce issues facing them, particularly with a loss of the band 6 workforce and having a greater dependency on the band 3 and 4 roles continued to have a direct impact on the quality of care being provided.
- 3.13 It is important to note that the CCG observed and witnessed staff delivering caring and compassionate care.
- 3.14 In May 2016, in response to a specific complaint, an external review was commissioned by the CCG.
- 3.15 The external review focused on the following:
 - 3.15.1 Leadership of the community teams
 - 3.15.2 Their operating model, including case load allocation and public and patient access to the service
 - 3.15.3 Workforce model and skill mix (specifically impact of the band 6 Community Nursing role)
 - 3.15.4 End of life care provision
- 3.16 The outcome of the review was shared with both the CQC and NHS England (NHSE). It provided a number of recommendations all of which have been added to the improvement plan, and supports the current due diligence process being carried out by GWHFT.
- 3.17 The external reviewer continued to work with SEQOL and, with the support of additional external professionals carried out a three-day community nurse caseload review. The outcome of this identified a high number of patients being

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over visited and a large number that should have been discharged from the caseload.

- 3.18 To support the community nursing teams the CCG has financially supported the purchase of an acuity tool so staff can see the level of complexity of all their patients on their caseloads.
- 3.19 In addition, a programme of learning and development support has been agreed as part of the case load review, targeting the band 6 and 5 staff specifically.
- 3.20 The CCG Quality Lead is working closely with SBC Safeguarding team in order to have an oversight of any safeguarding alerts specific to the community nursing service. The Safeguarding lead is a member of the CCG Serious Incident panel for review and alignment of those RCAs that are joint safeguarding investigations.
- 3.21 Dedicated meetings are in place to continue with the oversight of progress on the implementation of the improvement plan in order for the CCG to be assured of progress.
- 3.22 As part of the Due Diligence, GWH NHS FT is now undertaking, as part of its caretaker responsibilities, a review of each service to inform key priorities for stabilising and putting in place firmer foundations upon which service improvements can be made. Where more immediate quality and safety concerns are identified these are being addressed as a priority.
- 3.23 Current key priorities are SWICC, GP Out of Hours and Community Nursing. It should be recognised that challenges remain as recruitment levels, systems, governance and process are improved.
- 3.24 To help in this area, the Trust has agreed to pay NHS Terms and Conditions for new starters and NHS Pensions to all staff which will have a positive impact on recruitment and retention.

4. Alternative Options

- 4.1 None

5. Implications, Diversity Impact Assessment and Risk Management

Patient Benefits

- 5.1 The re-procurement of services followed engagement with the patients and public of Swindon. The clear indication from them was that they would want to see greater integration between health services in Swindon which reduce the

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duplication of care and reduce the time they spend giving their information to multiple staff.

- 5.2 The early transfer of services will support the sustainability and continuity of community and social care services for the population of Swindon.

Financial and Procurement Implications

- 5.3 To support a solvent closure of SEQOL has caused further financial pressures for the CCG. There is further detail to work through but it is anticipated that we will invest a further £0.7m plus circa £1.3m capital for purchase of assets. Swindon Borough Council also experienced financial costs due to the early transfer of services of £0.7m.
- 5.4 In addition, the CCG has had to provide legal assurances to GWH and AWP that any financial pressures found as part of due diligence will be underwritten by the CCG whilst the work takes place to mitigate those cost pressures and manage them out of the services this year.
- 5.5 Procurement implications: Those services not part of the original procurement will need to be reviewed over the next 3 months and then a procurement plan put in place.

Legal and Human Rights Implications

- 5.6 Legal advice has been taken on the details of any indemnities and the variation orders required for all providers. These documents have been agreed by commissioning and provider legal firms.

All Other Implications (including Staff, Sustainability, Health, Rural, Crime and Disorder)

- 5.7 The early transfer of services was to support staff currently employed by SEQOL, to allow them to transfer to their new provider and have clarity about their future employment. SEQOL had reported that staff had started to leave the organisation as they were unsure about the future and this could have impacted on services sustainability.

Diversity Impact Assessment

- 5.8 Completed as part of the procurement process for community services.

Risk Management

- 5.9 A transition Board is in place between commissioners GWH and SEQOL to ensure executive level oversight of:

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- 5.9.1 TUPE/Staff transfers
- 5.9.2 Novation of contracts
- 5.9.3 Leases/Estates
- 5.9.4 Transfer of Assets
- 5.9.5 Governance
- 5.9.6 Records (Current and historic)
- 5.9.7 Outstanding legal / insurance claims / complaints / NHSLA
- 5.9.8 CQC
- 5.9.9 Business Transfer Agreements.
- 5.10 These meetings are taking place weekly, and risks identified are on the CCG risk register.
- 6. Consultees**
 - 6.1 The Interim Corporate Director, Resources (Section 151 Officer) and Director of Law and Democratic Services (Monitoring Officer) are consulted in respect of all reports.
- 7. Background Papers**
 - 7.1 None.
- 8. Appendices**
 - 8.1 None.