



**REPORT SUMMARY SHEET**

Meeting: Date:	Trust Board 24 October 2019
Title:	Community Equipment Service (CES) Implementation of Hybrid Service Model
Lead Director:	Brian Beattie Interim Director of Older People & Primary Care
Purpose:	For Information

**Key Strategic Aims:**

On 24 January 2019 Trust Board agreed to progress the implementation of a Hybrid Service Model, by introducing a change to the existing Community Equipment Service (CES) Voucher Scheme for simple aids and equipment. The new approach will offer individuals the choice of receiving equipment either via the BSO PALS provided Home Delivery Model or to continue to redeem a voucher and collect their equipment through a participating Pharmacy/Retailer Partner.

NB: The equipment supplied via the Pharmacy/Retailer will be provided to the Pharmacy/Retailer by BSO in future and BSO will operate an equipment collection service from the individual’s own home, to allow BSO to recycle, decontaminate and potentially reissue equipment.

Once implemented, this will deliver on financial savings, through:

1. the reintroduction of recycling of these simple aids and equipment and
2. the difference in the purchase price of simple aids and equipment supplied to participating retailers via BSO PALS versus best catalogue price currently paid to Retailers as per the original CES Best Care Best Value service model.

This will be achieved without having a detrimental impact on and by better supporting the Trust’s key objectives, namely: maintaining independence and timely access to equipment to support early hospital discharge, encouraging self-management, as well as continuing with the collaboration and partnership agreement with the community Pharmacy/ Retailers from the existing service model.

In summary, Trust Board agreed:

- Implementation of a BSO supported Hybrid Service Model
- An increase in voucher redemption fee from £1.50 per voucher to £2.50 per item and
- That the implementation is subject to close evaluation to ensure that the new approach continues to support the Trust to meet key objectives.

## **Key issues/risks for discussion:**

### **UPDATE:**

The Project Implementation Group is introducing the change to the new CES Hybrid Service Model, through a two phased approach, namely:

**Phase One:** Sub-Stores and

**Phase Two:** Retailer and Home Delivery Service.

### **Trust and BSO:**

To support the implementation, new operational processes were agreed to facilitate ordering and supply of agreed stock items by BSO PALS to;

- Trust Sub-Stores
- Pharmacies/Retailers
- Home Delivery and
- Collection and Return of equipment.

Discussions are being finalised with Trust Finance, BSO and CES Service Managers, to agree financial process of reimbursement of the Retailers fee per equipment item, in a manner that satisfies financial governance requirements.

Amendment of Southern HSC Trust BSO PALS SLA was tabled and agreed at the Trust Procurement Board Meeting 06 September 2019.

### **PHASE ONE:**

**Sub-Stores** - There are 11 sub stores that are supplied with stock via Manor Drive Community Equipment Store. These sub-stores supply Physiotherapy Out-Patient Clinics, Domiciliary Physiotherapy services and Acute and Non-Acute Hospitals with walking aids. Going forward, these same walking aids will be available through the voucher scheme, as well as through the new BSO PALS Home Delivery Service.

Implementation of the new Hybrid Service Model, will:

- Support harmonisation of the supply of these items, with BSO PALS supplying to the existing 11 sub-stores plus to 5 new emergency equipment sub stores, as well as BSO PALS providing equipment to the Retailers via voucher and the home delivery service.

NB: The 5 additional sub-stores are for emergency equipment only to support 7 day working and services out of hours to facilitate hospital discharge and prevention of admission. E.g. Intermediate Care Services, Acute Care at Home Services, Occupational Therapy Services in Acute and Non-Acute Hospitals, extended AHP 7 day working into ED and wards. Considerable work has been undertaken to consolidate all 16 sub stores as part of the service model, however this adds an additional level of contingency to the model.

### **Equipment Loans Management System (ELMS 2):**

There was a requirement to access capital resources and to commission a change to the ELMS 2 configuration. This is now ready for implementation; however it has been timetabled to take place at a time to fit in with the regional

upgrade of ELMS 2, across WHSCT and NHSCT as well as the SHSCT. Specific reconfiguration was undertaken to ELMS 2 Software to support the Implementation of the Hybrid Retailer and BSO Home Delivery Equipment Service Model.

**Implementation of Software Change Timetable as follows:**

Week of 7 <sup>th</sup> October – reconfigure test system.
Week of 14 <sup>th</sup> and 21 <sup>st</sup> October – User Acceptability Testing. Finish Thursday 24 <sup>th</sup> October.
Friday 25 <sup>th</sup> October – Submit change request.
Mon 28 <sup>th</sup> October – Change reviewed at CAB.
Friday 1 <sup>st</sup> November - Live upgrade.
Friday 1 <sup>st</sup> November - Test new model - sign-off OK for all users to access system
Monday 4 <sup>th</sup> November - Go-live using new version.

**PHASE TWO:**

**Trust and Pharmacy/ Retailer Voucher Scheme Partners**

Partners have provided a preliminary indication of whether they will be opting in or out of the scheme. A final stage engagement process during October and November is being implemented to confirm the definitive tally of participating retailers and communicate the logistics and practicalities of transitioning from the current model to the new service model. Currently 20 out of 67 outlets have indicated a definite intention to continue to work in partnership within the scheme. This provides a fairly good geographical access for service users.

**Trust Internal Discussions:**

Draft Service Specification completed inclusive of Key Performance Indicators that will form the basis of the Project Evaluation going forward (See Appendix A attached for Draft Service Specification and KPIs).

Arrangements have been agreed in respect of required logistics to support Retail Partners on go live day.

**Summary of SMT challenge/discussion:**

SMT discussions centred around:

- the level of work undertaken to support implementation of this new hybrid approach
- the need for ongoing work with partners to implement new service model
- the challenge associated with ensuring continued timely access to equipment essential to support hospital discharge and prevention of hospital admission and
- the need for robustness of any new systems and processes relating to management of resources.

**Internal/External engagement:**

**Internal:** Discussion between OPPC and other Care Directorates, Finance, Planning & Contracts Department plus Communications Department.

**External:** The Pharmacy/ Retailer Partners and Business Services Organisation (BSO).

**Human Rights/Equality:**

None.

# Southern Health and Social Care Trust

## Community Equipment Service

### Hybrid Service Model Retail Voucher Scheme

#### DRAFT SERVICE SPECIFICATION

#### CONTENTS

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5. Service User/ Carer and Stakeholder Engagement
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7. Information System
8. Appendices

#### 1.0 PURPOSE

This service specification is not intended to be a detailed operational policy but is aimed at providing clarity for the commissioner, the Southern Health and Social Care Trust (SHSCT/Trust) and the provider, BSO PALs, on the overall expectations in relation to the service, and the associated quality and performance requirements.

#### 2.0 SERVICE

##### 2.1 Service Description

The Trust and Business Services Organisation (BSO) supported “Hybrid” Service Model will see:

- a) Pharmacy/Retailer Voucher Scheme Partners issuing BSO provided community stock equipment and
- b) a BSO Home Delivery Service that supplies, delivers & collects equipment to and from service users’ homes.
- c) a BSO service that supplies and delivers an agreed range of stock equipment to designated emergency equipment sub-stores.

This will deliver the associated savings that have been identified by the reintroduction of recycling, whilst supporting the Trust’s key objectives. These include: maintaining independence, maintaining timely access to equipment to support early hospital discharge, encouraging self-management, as well as continuing the community Pharmacy/ Retailer partnership arrangement, which is currently in place.

All parties involved in providing the service, BSO PALs (the prime service provider), the Trust Health Professionals requisitioning equipment, Trust Community Equipment Service, Trust IT, BSO ITS and Voucher Scheme Partners will be responsible for ensuring effective and efficient interfaces and communications with clients, professional staff and others associated with using and providing the service.

##### 2.2 Service Delivery Functions

- To supply and distribute the community equipment stock range which is currently provided through the Trust Retail Voucher Scheme (Appendix 1), with a number of agreed additional stock equipment items for Emergency Sub-Stores (Appendix 2). This function is to include intake, receipt, put-away, replenishment, picking, marshalling and dispatching.

- To manage and maintain inventory for the agreed community equipment stock range, to include supplier re-order and stock management.
- To supply and deliver community equipment to Voucher Scheme Partners at agreed frequencies.
- To provide a Community Equipment Home Delivery service to service users within agreed timeframes.
- To provide a home collection service for the agreed community equipment stock range within agreed time frames
- To decontaminate equipment following collection/return;
- To check and test all returned equipment for either disposal or recycling;
- To credit SHSCT for all equipment collected and recycled from SHSCT service users.
- To provide of a single point of contact for Healthcare Professionals ordering equipment.
- To provide a single point of contact for Service Users seeking to return agreed community equipment stock range.
- To maintain the SHSCT Community Equipment Loan Management System (ELMS) to include traceability and inventory updates for agreed community equipment stock range issued on loan, collected, recycled or disposed

## **3.0 EQUIPMENT**

### **3.1 Equipment Range**

Appendix 1 and Appendix 2 lists the agreed range of community equipment to be costed in this proposal, which is the equipment currently provided through the SHSCT Retail Voucher Scheme. and a number of agreed additional stock equipment items for delivery to Emergency Sub-Stores BSO will maintain adequate stock cover to ensure availability to satisfy customer demand. NB: All items of community equipment will be reviewed on an annual basis by user group.

### **3.2 Equipment Availability**

BSO will take responsibility for re-ordering/ replenishing stock to ensure sufficient stock holding/availability of the stock range (as per Appendix 1). BSO will ensure a 95% service level for the following priority delivery categories (requisition received to home delivery).

### **3.3 Equipment Tracking (Traceability)**

BSO PALS will all new equipment items and receipt on both FPL and SHSCT Community Equipment System (CES). When the items are issued BSO PaLS staff will update the CES assigning the barcoded item to a client. When the item is collected/ returned, both the system and client's record are updated. The item is then decontaminated and if fit for re-issue is made available or alternatively disposed of.

### **3.4 Equipment Decontamination**

BSO will be responsible for ensuring that 100% of items collected/returned will be decontaminated in accordance with the Controls Assurance Standards for the Management of Medical Devices and other related standards for Decontamination and Infection Control and Trust Policy. Standards include Managing Medical Devices MHRA DB2006/05 and DB2003/06.

The decontamination equipment (Automated Washer Disinfector) will be serviced, maintained and validated on a periodic basis (at least annually) by the nominated sub-contractor.

### **3.5 Equipment Maintenance and Repairs**

BSO PALS will be responsible for all repairs of all relevant equipment listed in appendix 1 and 2 that is collected and deemed suitable for recycling.

### **3.6 Equipment Disposal**

Following decontamination if an item is deemed not fit for re-issue, and then BSO will be responsible for all stock equipment disposals.

## **4.0 COMPLIANCE WITH CONTROLS ASSURANCE STANDARDS**

BSO will be responsible for ensuring that all processes associated with the management and distribution of the agreed list of community stock equipment are in accordance with the Controls Assurance Standards for the Management of Medical Devices and other related policies and standards. This will include:

- Procurement;
- Testing and commissioning;
- Training;
- Decontamination;
- Device / Equipment Maintenance
- Replacement & Disposal

Compliance with other Controls Assurance Standards, Policies and Protocols will also be required including Environmental Cleanliness, Disinfection and Decontamination in accordance with manufacturer's instructions/guidelines and Evidence of Prescribing.

## **5.0 SERVICE USER/ CARER AND STAKEHOLDER ENGAGEMENT**

BSO and SHSCT to set-up a User Group to meet quarterly to support the on-going quality and development of the service by reviewing:

- Service offering
- KPIs
- Operational issues
- Customer Service
- Information Systems and
- Budget/Spend

(NB: Ideally this should include Voucher Scheme Partner and Service User representation).

## **6.0 KPIs/ Service User/ Carer and Stakeholder Experience and Reporting**

### **6.1 Service User/ Carer and Stakeholder Support**

A communication system should be in place to provide feedback to the equipment requisitioner on the expected date of delivery and confirmation of equipment delivery. Service Users/ Carers should be advised of the expected date and approximate time of delivery of equipment.

### **6.2 Service User/ Carer and Stakeholder Experience and Reporting**

A range of KPIs are under consideration to ensure that it is possible to monitor service delivery going forward, as well as to complete a comprehensive project evaluation and to take into consideration the success or otherwise of the changes to the current scheme from a number of perspectives, including the experiences of:

- Service Users/ Carers (Appendix 3)
- Pharmacy/Retailer
- BSO and
- Trust (particularly although not exclusively in terms of any aspects that impact negatively on timeliness of hospital discharge and financial efficiencies or otherwise).

NB: At this stage it is envisaged that evaluation will be via two approaches, firstly through the completion of monitoring KPI reports to be incorporated into ELMS as detailed above, as well as gaining service user/ carer and stakeholder experiences via surveys:

### 6.3 Trust and BSO KPI Monitoring:

BSO will report on a monthly basis the following KPIs:

- Equipment turnover.
  - value
  - lines
- Number of Home Deliveries / Collections
  - Number of routine deliveries made within 5 working days and no of routine deliveries not made with 5 working days.
  - Range in days for those routine deliveries not made within 5 working days.
  - Number of successful deliveries and failed deliveries.
- Description, quantity and value of equipment delivered.
- Description, quantity and value of equipment collected
- Description, quantity and value of equipment disposed.
- Description, quantity and value of equipment returned to stock and credit issued.

### KPI Response Times

#### Equipment Deliveries

All deliveries are categorised as routine. Deliveries will be within 5 working days over 365 days per year.

- **Deliveries to Pharmacy/Retailer Voucher Scheme Partners**

Deliveries will be twice weekly during 1st quarter of implementation.

Thereafter, once service in embedded deliveries will be weekly on agreed day(s).

- **Home Delivery and Collection Service**

Deliveries and collections will be within 5 working days of requisition being logged on ELMS 2, excluding the day the Health Care Professional places the order. There will be a fixed delivery/collection schedule to cover SHSCT geography.

- **Deliveries to Emergency Sub-Stores**

Weekly, fortnightly or monthly delivery according to supply needs.

NB: Trust to report on any negative impacts that delayed delivery has on the timeliness of hospital discharge.

## 7.0 INFORMATION SYSTEM

The SHSCT has introduced PARIS as the host Community Information System; the User group will endeavour to promote the use of PARIS to support community equipment and in the future interface with the new Community Equipment System ELMS II. SHSCT IT will manage the hosting arrangements and the support functions to include functional access and authorisation levels. The online catalogue (non-stock equipment) will be hosted by SHSCT IT, through the new Community Equipment System ELMS II.

### **Appendix 1**

Agreed Community Equipment Stock Range which is to be supplied to Trust Retail Voucher Scheme Partners

### **Appendix 2**

Agreed Community Equipment Stock Range which is to be supplied to Emergency Sub-Stores

### **Appendix 3**

**Examples of service experience survey questions for consideration of inclusion in Service User/ Carer KPIs that are to be developed:**

- How satisfied were you with the length of time that you had to wait between your assessment and the receipt of the equipment you received?
- Did the Service inform you of a timeframe within which the equipment would be delivered?
- Was the person who delivered the equipment polite?
- Was the person who delivered the equipment helpful?
- Was the equipment in good working order when it was delivered?
- Was the equipment clean when it was delivered?
- Were you provided with a Manufacturers Instruction Leaflet with your equipment?
- Were you provided with a Community Care Equipment Loan Service Information Leaflet?
- Did the equipment have to be put together or set up when it was delivered to you?
- Did you request a repair or replacement?
- Did you request items of equipment to be collected?
- Are you aware of whom to contact should you require a further assessment or if equipment is not delivered?
- How satisfied are you with the service and overall experience that you received from the Community Equipment Service

**AUGUST 2019**