

# EAST AYRSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP

INTEGRATION JOINT BOARD: 20 OCTOBER 2021

## EAST AYRSHIRE COMMUNITY HOSPITAL (EACH) MODEL OF CARE – UPDATE REPORT

Report by Erik Sutherland, Head of Locality Health and Care

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|--|------------------------------------|---|
| <b>Direction<br/>Required to<br/>Council, Health<br/>Board or Both</b> | <b>Direction to:</b>               |   |
|  | <b>1. No Direction Required</b>    | ✓ |
|  | <b>2. East Ayrshire Council</b>    |   |
|  | <b>3. NHS Ayrshire &amp; Arran</b> |   |

### PURPOSE

1. This report seeks to provide an update on the implementation of Phase 1 to develop a nurse-led Model of Care at East Ayrshire Community Hospital (EACH) and on the engagement plan in preparation for Phase 2 relating to the expansion of service delivery at EACH.

### RECOMMENDATION

2. It is recommended that Members:
  - i. Receive the East Ayrshire Community Hospital (EACH) Model of Care – update report
  - ii. Note and comment on this report
  - iii. Note that a further report on the outcome of engagement with GPs and practice teams will be presented to the next IJB meeting.

### UPDATE ON THE IMPLEMENTATION OF PHASE 1

3. The report on the implementation of Phase 1 was approved by IJB on 16 June 2021.
4. The recruitment of Advanced Nurse Practitioners (ANPs) and Allied Health Professionals (AHPs) to implement the nurse-led model of care at EACH has been undertaken over the months of August and September 2021. The recruitment campaign was partially achieved; we have not been able to recruit to all posts needed to reach the necessary staffing complement to sustain the model at this time, therefore, the outstanding posts have been re-advertised. The existing interim staffing model will continue meantime.
5. Moreover, due to the current level of escalation of the whole health and care system we are operating at capacity at EACH. When de-escalated, beds will then be available for step up as well as existing step down care for any East Ayrshire residents.
6. The recruitment to the post of Nurse Consultant was also approved by IJB in June 2021. It is expected that this resource will be in place by February 2022. In addition, the only GP practice currently providing medical care cover for Marchburn have provided their notice of withdrawal from the contract effective December 2021. There is, therefore, a potential gap in terms of medical cover for a couple of months.

7. Mitigation actions with regard to the above issues are being planned.

## **EACH MODEL OF CARE – ENGAGEMENT ON PHASE TWO**

8. Phase 2 of the planned implementation of the EACH Model of Care was to increase its capacity from a 24 bedded model to a 30 bedded model over two wards, Burnock and Roseburn, with 6 additional beds/chairs for day cases.
9. The full expansion to a 30 bedded model will need to be delayed until after August 2023 as EACH has been chosen as the location for the temporary decant of the Ayrshire Hospice that will occupy Roseburn and Holmburn wards from January 2022 to August 2023.
10. Following engagement sessions in 2020, further engagement with GP's and practice teams will conclude by 28<sup>th</sup> October 2021. This engagement will enhance the Phase 2 Model of Care for EACH and ensure it continues to meet the needs of all East Ayrshire residents within the context of Caring for Ayrshire. The outcome of this engagement will be the subject of a future report for IJB.
11. Based on the outcome of the engagement the Property and Asset Management (PAM) Board will assess proposals for any impact for capital expenditure.
12. The workforce plan for 2022 to 2025 will ensure that the related revenue impact is taken into consideration.

## **FURTHER ENGAGEMENT & PLANNING**

13. In outline, the third and fourth phases of implementation of the EACH Model of Care, will commence in tandem to focus respectively on a 12 bedded Dementia Centre of Excellence, within Marchburn/Pennelburn wards, and increased capacity of outpatient activity together with the 'EACH Health & Wellbeing Hub'. The existing Hub will be further developed to provide more flexible accommodation for the delivery of health and wellbeing activities, including public areas and with consideration to potential co-location of partners. Plans will be prepared to be ready for implementation when the space is vacated from Ayrshire Hospice.
14. Engagement with key stakeholders in relation to the 'EACH Health & Wellbeing Hub' was updated in August/September 2020 and implemented, albeit services have been suspended for periods due to the pandemic. The next stage will use the new data set to monitor demand & capacity, explore gaps with stakeholders to strengthen relationships with our community and provide opportunity to enhance this model.
15. The EACH Model of Care is an integral part of the overarching Health and Wellbeing model for Cumnock and surrounding area developed to deliver the priorities of the Caring for Ayrshire transformation programme, including hyperlocal presence and co-location of Community Planning Partners.
16. In the coming months, we intend engaging with communities and other stakeholders on the further development of this overarching Health & Wellbeing model.

## **PEOPLE WHO USE SERVICES AND CARERS IMPLICATIONS**

17. The proposed EACH model of care is aimed at improving patients' and families' health and care experience by promoting a more person-centred and holistic approach to care, based on informed choices and by allowing patients to stay closer to home, avoiding and reducing inappropriate acute hospital stays.

## **FINANCIAL IMPLICATIONS**

18. There are no financial implications directly arising from this update report. Revenue and capital implications may arise in future phases and we will collaborate closely with colleagues in Finance and Capital Planning in relation to them.

## **HUMAN RESOURCE IMPLICATIONS**

19. It is recognised that alongside the recruitment mentioned in the report there will also be further investment as per the letter on Winter Planning for Health and Social Care by John Burns and Donna Bell. We have incorporated projections in relation to our share of this funding in our workforce plan for 2022-2025.

## **POLICY/LEGAL IMPLICATIONS**

20. The report fits with national policy in developing community-based, person-centred care and support and with strategic approaches to rehabilitation.

## **COMMUNITY PLANNING IMPLICATIONS**

21. The report aligns with the Wellbeing priorities of the Community Plan 2015-30. We are planning to resume liaison with Community Planning Partners to explore opportunities of co-location relating to EACH and its surrounding land.

## **EQUALITY IMPLICATIONS**

22. There are no equality implications arising directly from the report. The proposed model of care is expected to have a positive impact in terms of additional access, particularly for older people and people with disabilities. The model of care would be expected to have benefits for community cohesion by realising the vision of a community hospital for the whole community.

## **RISK IMPLICATIONS**

23. The report is in keeping with the Risk Appetite Statement of the IJB in terms of the prioritisation accorded to the safe delivery of integrated services, the appetite for strategically shifting the balance of care in the context of transformation and sustainability and commissioning services of the highest quality for our communities.

## RECOMMENDATIONS

24. IJB Members are asked to:

- i. Receive the East Ayrshire Community Hospital (EACH) Model of Care – update report
- ii. Note and comment on this report
- iii. Note that a further report on the outcome of engagement with GPs and practice teams will be presented to the next IJB meeting.

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6 October 2021

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