E-Referral Project

January 2021

High Level Objectives

- To use enabling technology to support the tracking of Adults and their outcome from hospital and/or within the community where short term services are required after an acute episode or in crisis.

- To provide oversight of demand and capacity across Essex that supports good decision making and enables transparency across the system.

- To reduce transactions; either through duplication of effort, paperwork or process for all system partners which includes Health, Community Health, Social Workers and Providers.

- To support the Adult Journey that ensures the Adult is on the most appropriate pathway that maximises their reablement opportunity or recovery outcome.

- To maximise the opportunity for earlier planning, quick decision making and fast discharges to reduce any risk of deterioration or deconditioning of an Adult once Medically Optimised.

- To capture appropriate information and data that can not be captured within existing systems that supports performance or management of services across the system
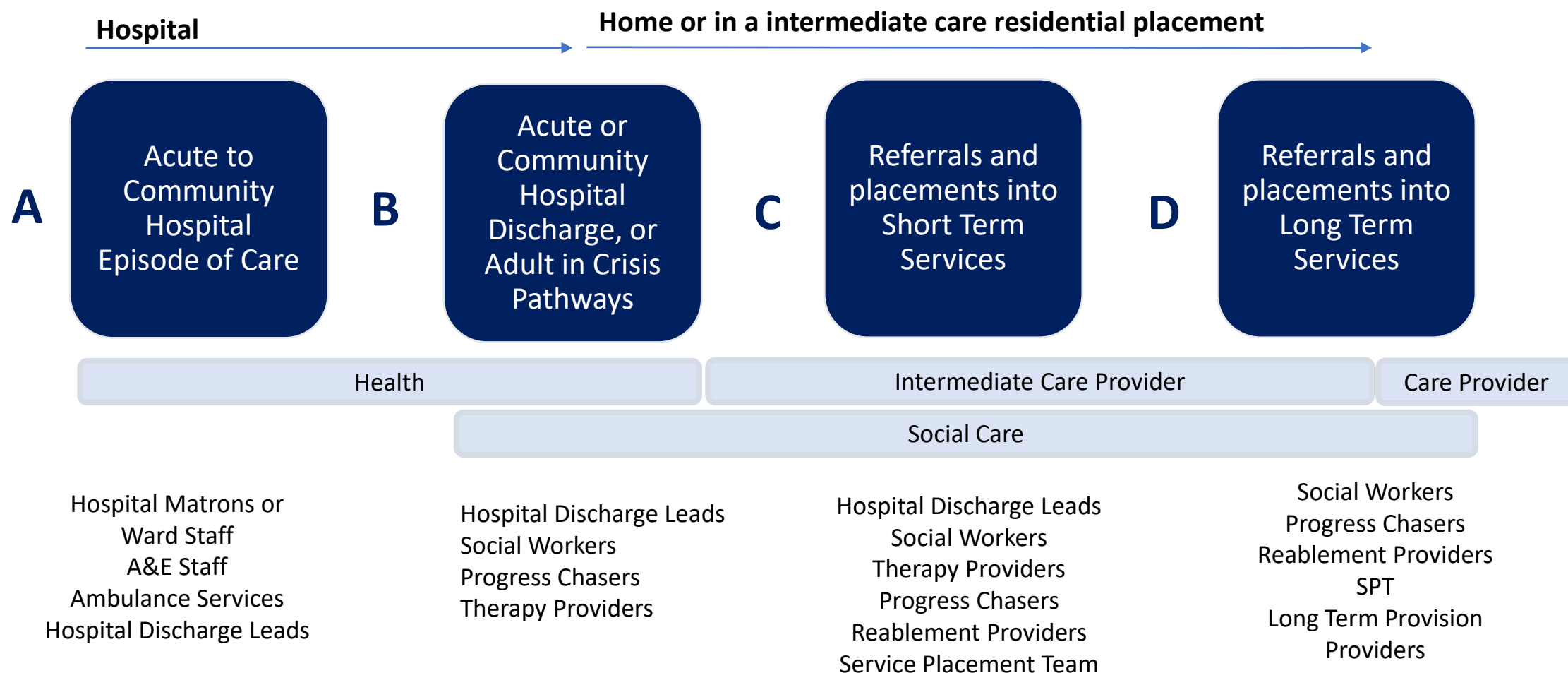
Key Deliverables

- To develop a prototype that can:
  - Support the tracking of Adults and their outcomes from hospital and/or within the community where short term services are required after an acute episode or in crisis.

- To develop comprehensive reporting through the prototype or through Power BI that provides oversight of demand and capacity across Essex.

- To streamline processes alongside the Connects Programme to reduce duplication of transactions across system partners.

Presenting Issues

- Dual Sourcing of Adults discharged from hospital

- Information not easily recorded in Mosaic, particularly if the discharge is health or community provider led.

- High level of failed or inappropriate discharges which puts pressure on the system (such as under usage of block provision, higher occupancy of Adults in hospital for longer than necessary, Care Workers time wasted on visits where Adults aren't home)

- Pressure by Health on practice and provision issues that could be prevented or a more transparent process could improve accountability of the issues across the system. This includes the rejection or acceptance of referrals, outstanding activities that slows down discharge.

- Providers losing trust in discharges or fast placements due to lack of information on the Adult needs, condition or COVID status.

- Adults being placed on the easiest and safest exit pathway rather than the pathway that will provide the best outcome for the Adult.

- Lack of understanding on Adults with either multiple or reoccurring journeys across the acute and community setting.

- High number of Adults identified with longer term services that are sitting within reablement due to process and service provision. This does not support best longer term outcomes or give best value of service.

- There is not one solution that the whole system can access that provides appropriate information on an Adult. Meaning that there is not one record of the truth for all parties that contribute to the adults care or service.

- Unable to get clear reporting on performance, demand or capacity across the system for all pathways without assumptions, manual tracking spreadsheets or provider returns.

Adults Journey

This diagram indicates how the Adults Pathway can be broken down into areas. Each area will have identified issues which a tracking system could support.

Hospital →

Home or in a intermediate care residential placement →

A — Acute to Community Hospital Episode of Care

B — Acute or Community Hospital Discharge, or Adult in Crisis Pathways

C — Referrals and placements into Short Term Services

D — Referrals and placements into Long Term Services

Health

Intermediate Care Provider

Care Provider

Social Care

Hospital Matrons or Ward Staff
A&E Staff
Ambulance Services
Hospital Discharge Leads

Hospital Discharge Leads
Social Workers
Progress Chasers
Therapy Providers

Hospital Discharge Leads
Social Workers
Therapy Providers
Progress Chasers
Reablement Providers
Service Placement Team

Social Workers
Progress Chasers
Reablement Providers
SPT
Long Term Provision Providers

Project Scope

In scope

- Review of core data and operational requirements for areas B-D for consistent data and trackers.

- If health onboard review of core data and operational requirements for area A.

- All Pathways within B-D to be scoped, reviewed and changes applied to existing trackers where possible.

- At all times opportunities for business and process improvement will be factored into the Connects Programme, mosaic developments and the future business requirements within SCCM.

- A technical prototype to support B-D and it's users

- All stakeholders that are willing to work with us to develop trackers/systems and or processes.

- As a minimum one area to protype the system and process to evidence the learning and future recommendations of a system.

- Reporting Dashboard that supports the demand, capacity and flow within the Adults Journey.

Out of Scope

- A full role out of the system across all areas

- The prototype may not be able to answer all questions within the initial prototype phase but can be added in to the roll out as a development.

- Process redesign, practice/culture. This needs to be part of the Connects Programme

Project Principles

- Agile Project approach

- Although we have an agreed outcome or key deliverables the journey to get there may alter depending on the learning from each phase of the project.

- Enables the Connects Programme to deliver against their outcomes

- The requirements we develop or build will be fed into the SCPP Programme. (Future Social Care Management System)

- The project needs to ensure collaboration across the system which includes (Health, Social Care, Community Providers and Providers)

- It needs to appreciate nuances across hospitals, services and pathways.

Presenting Approach

Operational Work Stream

- Review existing tracking requirements to develop data sets for each area of the Adult's Journey

- Implement an interim solution to test the tracker within a designated area and initiate learning to feed the business requirements into the system requirements.

- Develop the operational tracking requirements within the tracker for each area to initiate learning for system functionality or development.

- Work with Health, Community Health Providers and Therapists to build relationships and any requirements need to support their part of the process.
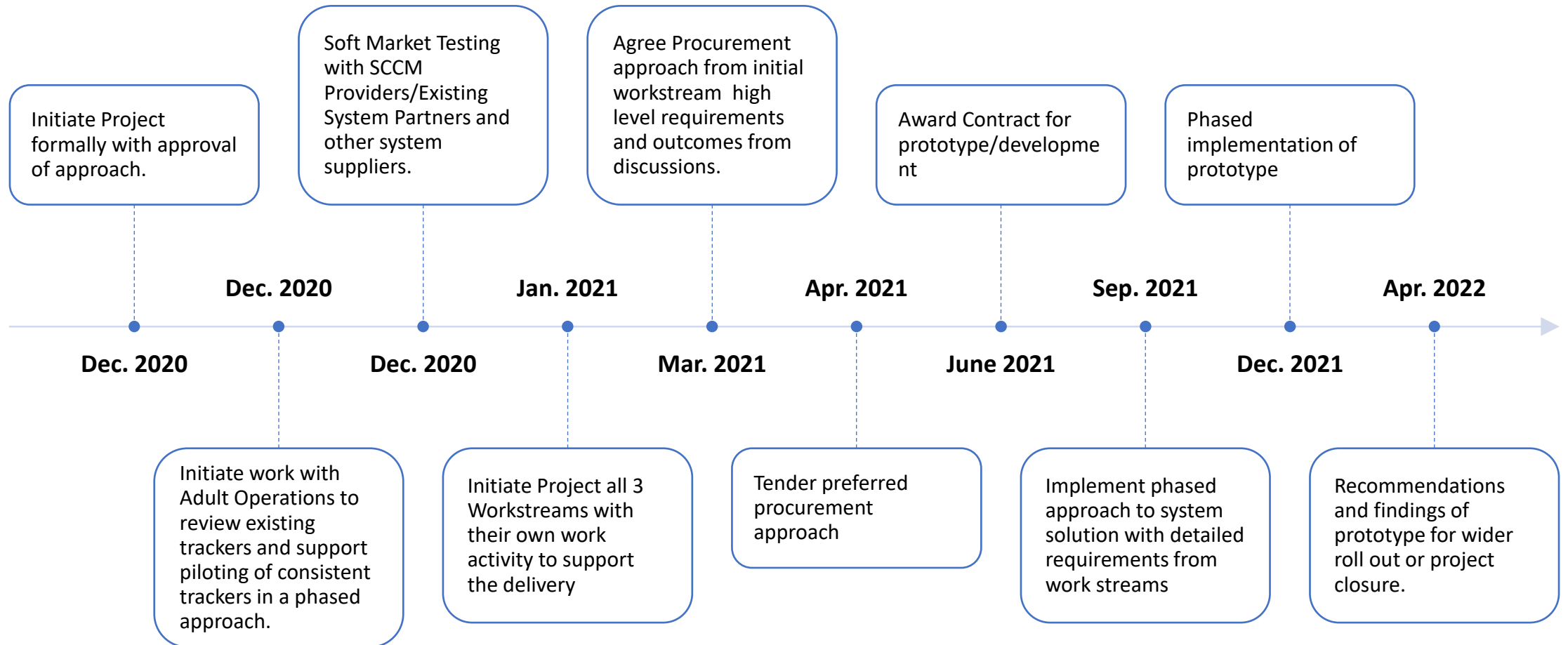
Procurement Work Stream

- Review of all Reablement tracking requirements across each contract/service

- Review of all KPI's across all reablement contract/services

- Develop a Provider working group to understand their requirements and the benefits of a shared tracker.

- Work with our intermediate care providers to understand their recording requirements for an integrated tracker to support MDTs and the existing pathways in to longer term services.

- Review any system benefits i.e. potential integration options or data sharing benefits for the system.

Technical Workstream

- Soft Market Testing of System Suppliers and other local authorities

- Development of system requirements from the operational workstream activities

- Procure system or system supplier to support the development and implementation of the prototype

- Mobilise system implementation in a designated area for testing and implementation of a pilot for a period of time.

- To incorporate data and insight outputs from the system using Power BI.

- Where possible or necessary pulling information from other data sources to empower the power BI Dashboard for comprehensive data insight for the system. (this includes the potential EHM Solution, Bedfinder, Mosaic and A4W).

Information Governance and Data will be covered in every work stream

Project Timelines

Initiate Project formally with approval of approach.

Soft Market Testing with SCCM Providers/Existing System Partners and other system suppliers.

Agree Procurement approach from initial workstream high level requirements and outcomes from discussions.

Award Contract for prototype/development

Phased implementation of prototype

Dec. 2020 — Dec. 2020 — Jan. 2021 — Apr. 2021 — Sep. 2021 — Apr. 2022

Dec. 2020 — Dec. 2020 — Mar. 2021 — June 2021 — Dec. 2021

Initiate work with Adult Operations to review existing trackers and support piloting of consistent trackers in a phased approach.

Initiate Project all 3 Workstreams with their own work activity to support the delivery

Tender preferred procurement approach

Implement phased approach to system solution with detailed requirements from work streams

Recommendations and findings of prototype for wider roll out or project closure.

Prototype Success Measures

No	Deliverables	Measure of Success
1	One solution that is able to track Adults through short term services that is visible to all system partners.	• 100% of pilot users are able to view and benefit from accessing relevant information that supports their part of the Adults Journey. • 90% of Adults exiting hospital or who are in crisis in the community are tracked throughout their journey by all users.
2	To give greater insight of demand, capacity across the system for Essex County Council and Health Partners.	• The system will support comprehensive reporting on contracted service capacity alongside demand within the system. • The system over time will support comprehensive reporting on trending analysis which will support future commissioning and procurement intentions. • The system will provide insight to support good social care practice
3	To inform users of availability earlier within the assessment process, allowing decisions to be made earlier and speeding up the process.	• 100% of the information stored in the system will support Social Workers and Providers to make earlier decisions on Adults in a reablement Service.
4	System Partners to have shared access to relevant information linked to their involvement to improve decision making.	• 90% of the appropriate system professionals have access to support day to day activities.