

<b>SUMMARY REPORT</b>	
<b>Board/Cabinet</b>	<b>Date 17.1.19</b> <b>Appendix 7 ii</b>
<b>Title of report</b>	Developing a new model of care for the Isles of Scilly
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<b>Author(s)</b>	Aisling Khan, Senior Manager – Services to our Community (DCS and DASS), Council of the Isles of Scilly
<b>Purpose of report</b>	To update SOF partners on progress on the Isles of Scilly towards the development of a sustainable service and estate model of care
<b>Recommendation</b>	Transformation Board members are asked to: <ul style="list-style-type: none"> <li>• Give priority to the work to date and future milestones</li> </ul>
<b>Engagement and Consultation Undertaken to Date</b>	<p>The Project Initiation Document (PID)/Strategic Outline Case has been formally approved by the Full Council of the Isles of Scilly, Scrutiny Committee of the Council of the Isles of Scilly, the SoF ICP Mobilisation Group and CFT PFI Committee. It is also supported by RCHT, NHS Property Services, the Strategic Estates Group and SWASFT.</p> <p>Development of the project to date has been supported by One Public Estate funding and there has therefore been strong engagement with Cabinet Office and the Local Government Association.</p> <p>It has been informed by three waves of SOF engagement with key stakeholders, an initial options appraisal with the community and further engagement event with staff from primary care, community health, ambulance, adult social care and voluntary sector in November on the Isles of Scilly.</p>

<p><b>Executive Summary</b></p> <p>The Council of the Isles of Scilly and the NHS are committed to developing an improved and integrated health and social care service offering for the Islands. Currently the services are provided separately from St Mary’s Community Hospital (MIU, community and mental health services), St Mary’s Health Centre (primary care) and Park House Residential Home (adult social care) in an estate of variable</p>
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quality and condition. South West Ambulance Trust (SWAST) currently operates out of Porthmellon Enterprise Centre.

An Isles of Scilly Integrated Health and Social Care Programme Board has been established to develop an Outline Business Case (OBC) for a sustainable model of care on the Isles of Scilly with an estates solution, supported by key worker housing and housing for older adults. The project develops many of the core principles of Shaping our Future.

In balancing priorities between service and estate needs, the programme has sought to ensure service needs are the key driver with a significant focus on workforce which remains a serious challenge on the islands and has posed a significant threat to service viability in recent times. The programme also recognises that there is an estates imperative which needs to be addressed.

A Project Initiation Document (PID) has been prepared that details the proposed process for developing an Outline Business Case (OBC) by end March 2019. £170,000 funding for the OBC has already been secured via wave 5 of the One Public Estate (OPE) programme. The Council has also led a bid for Wave 7 OPE funds to support the development of a Full Business Case subject to a satisfactory OBC.

The OBC will identify and develop an option appraisal around possible future service transformation, potential benefits (non-financial and financial) by property changes. This will help ensure the Isles of Scilly are well prepared for preparation of a Wave 5 Sustainable and Transformation Plan (STP/Shaping our Future) capital bid.

The principle of the case for change is based on the need to develop a fully integrated model that delivers safe, effective and person-centred care by consolidating health and social care services within suitable facilities in order to address a number of requirements:

- significant workforce challenges in the recruitment and retention of health and care staff due to a limited and inaccessible housing market;
- provision of modern fit-for-purpose facilities that enable safe ways of working, and improve health and social care user experience;
- provision of a sustainable service and optimisation of integrated working to improve service user outcomes;
- responding to the changing needs of an ageing population located on the islands;

- optimisation of the use of digital technologies to support local care and reduce unnecessary patient/client travel.

The PID currently contains a long-list of 11 possible options. However, these will quickly be reduced to a short-list of around 3 to 4 and only these will be subjected to appropriate financial assessment. The filtering process has been helped by the outputs of two service strategy design workshops that were held on the islands on the 8<sup>th</sup> and 9<sup>th</sup> of November 2018 involving over 40 front line staff from all agencies on the islands. In all likelihood the shortlisted options will include key worker housing, extra care housing, and either the development of the current community hospital or construction of a new facility either on the existing hospital site or on Duchy land adjacent.

The new model of care/service design strategy to inform the estate solution is being developed by local practitioners with input from mainland based CPFT and CCG colleagues. It is focussing on 3 key pathways – frailty, mental health and prevention - with an overriding principle in delivery of care as close to home as possible. The island based practitioners already have a quality of interaction and close professional relationships that would be envied across the country. There is an established Multi-Disciplinary Team in place which meets three times per week and a Clinical Forum model to inform service delivery but it is clear that the estate remains a key barrier to service transformation. This project aims to model innovative thinking in rationalising the complexity of the health and social care market – and to provide a place commissioned health and social care system that minimises the number of front doors (and therefore estate) that people enter to get the support they need with a single point of access, shared assessments and flexible care provision that steps up and down to meet the needs of service users. It utilises technology to access services and ensures that people get the right support at the right time as early as possible to prevent escalation in needs. Technology also has a critical role in ensuring, that by utilising telemedicine, patients can be treated appropriately on the Islands wherever possible with mainland transfers only occurring where that is really necessary.

The full business case will demonstrate the value of:

- An innovative use of public estate and technology to incorporate urgent care, primary care, community health and adult social care services releasing ageing estate and brownfield sites to be reused for housing
- An evidence-based pathway for prevention, frailty and mental health that increases independence and minimises the need to travel for specialist services
- An affordable housing model that supports a skilled and sustainable workforce for the future and overcomes the significant national issues (that

are particularly serious on the islands) in the recruitment and retention of the health and social care workforce

- Innovative housing construction methods embodying modern methods of construction such as prefabrication, modular construction and integration of Building Information Modelling.
- Partnership working that transforms local communities and improves services.

<b>Interdependencies with other work streams (where relevant)</b>	There are strong interfaces with the SOF estates and digital workstreams.
<b>Financial implications</b>	None as a result of this report. However there will be financial requirements to fund the FBC subject to a satisfactory OBC which will be discussed with partners.
<b>Key Risks</b>	The main risk at this stage is the risk of doing nothing which may lead to reduction of services on the islands due to workforce issues. It is important to complete the OBC so that a preferred way forward can be identified and shared.
<b>Sources of evidence in support of proposals</b>	Detailed PID has been made available to key partners. OBC will be developed by Spring 2019.
<b>Equality and Diversity Statement</b>	An Equality Impact Assessment will be produced as part of the OBC which is expected to be positive in addressing issues of social exclusion and the improvement of health and wellbeing outcomes.
<b>Communications requirements</b>	Staff on the islands are already fully aware of the project and participated in two service design workshops in November. There has been extensive public consultation to date and further engagement will be entered into at the appropriate stage as per requirements.