Running Community Hospitals as Social Enterprises - A stepping stone between the acute ward and home

Alison Cole
https://vimeo.com/146925138

- ALOS 16.3 days
- Therapy @ Home
- Community Interest activities
  - Muddles
  - Junior football club shirts
- Staff led with heightened levels of engagement

- 3 purpose built units
- 85 beds
- 130 amazing staff
- 1171 individuals seen last year
Why are Spiral Health CIC different?

- Social Enterprise is not a private organisation
- No share holders
- Mutually owned
- Surplus invested into community or patient care projects
- Staff single page profiles

It's not ‘What’s the matter’ - but - ‘What matters to you?’
Mr Smith has a history of falls. Previously, he was resident at a care home and returned home recently, but unfortunately had a fall two days later.

Mr Smith was admitted to Blackpool Victoria Hospital on 4th March, and due to the condition of his left hip, he received a Dynamic Hip Screw procedure.

Mr Smith was transferred to Spiral Health Unit on 16th March for intensive rehabilitation, which was identified at the point of assessment, to be completed within approximately two to three weeks.

That same day, with his consent, routine assessments were carried out to establish his initial needs, which highlighted he required assistance with his personal care and hygiene needs.

A physiotherapy assessment was carried out, and this found that upon weight bearing to his left leg, the level of pain increased. Mr Smith was unable to stand unsupported and was assessed as able to mobilise with a frame plus supervision. Working with the physiotherapist, Mr Smith practiced hip exercises, both on a one-to-one basis and also in group exercise classes as well as practicing bed transfers with an aim to progress to mobility with either crutches or a walking stick by the time he is discharged.

Transfer and personal care assessments were carried out by Occupational Therapy to establish any necessary changes to be made within his home environment and whether any equipment may be of benefit to his individual needs. This concluded that when prompted, Mr Smith was able to tend to his own personal care and hygiene needs well and with very little assistance.

As Mr Smith was already known to Social Services, his social worker agreed to the care package restarting from with carers going in twice a day to help with meal preparation and medication prompts. It was also agreed that a key safe outside of Mr Smith’s home would be beneficial due to his reduced mobility and the carers would be able to gain access.

Mr Smith was discharged home on 7th April to home after a stay of 22 days.

“With support from staff at Spiral Health, my mobility and confidence has improved and I look forward to returning home”.

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**Patient Story - Fred Smith**

- History of falls
- Dynamic Hip screw procedure
- Spiral Health for Intensive Rehabilitation
  - 121 & group physio
  - Bed transfer
  - Crutches or stick for discharge
  - OT home assessment
Social Value 2016

For every £1 invested in Spiral Health CIC, there will be a minimum of a £3.63 return on investment. £17,526,785.73 of financial value will be created in the North West annually.

Health and Social Care Impact

- 1,081 vulnerable adults will be supported, providing 17,628 rehabilitation bed nights per annum freeing up resources and capacity within the NHS
- The reduction of A&E attendance
  - NHS Saving £7,878,479.40 per annum
- Reducing the need for hospital day cases
  - NHS Saving £227,966.80 per annum
- The reduction of social care costs
  - NHS Saving £2,728,634.13 per annum
- The reduction of costs for community nursing
  - NHS Saving £116,853.29 per annum
- The delay or reduction of older people needing residential care
  - NHS Saving £1,523,393.04 per annum

Saving 6,653 bed nights during periods of winter pressure (Oct – January)

Employment Impact

- Proving 117 local sustainable employment opportunities
- 100% of staff are paid above minimum living wage
- 87% Female, 13% Male

There are 29 active local volunteers contributing 8,406 hours per annum with a forecasted value of £90,794.00 per annum.

65% of income received by staff will remain within the local economy annually

41% of suppliers are local which is contributing £1,716,139 to the local economy

Carbon emission are reduced to 123.86 tonnes of CO2 per annum by employing local people.
Staff – our most amazing asset

Highly engaged staff
- Healthier & happier
- Lower sickness
- Increase creativity & innovation

Increase high quality care delivery
Higher staff satisfaction linked to lower patient mortality

Chris Ham (The Kings Fund)

‘Quality of care depends on the skills, commitment and compassion of staff’

‘...the NHS will not be able to deliver high-quality care for all within constrained budgets unless renewed efforts are made to engage staff and harness their commitment to improve care continuously’
Staff led culture

- Staff identify benefits for our business or the community
- Staff have the freedom to drive these initiatives
- Staff non-executive director
Therapy at Home

Therapy at Home is Spiral Health’s solution to help free up much needed bed spaces in Acute Wards. Created from one of our regular team discussions, we developed a solution that would help ease the pressure on bed spaces and alleviate “Bed-Blocking”.

Spiral Health pioneered the Therapy at Home model to provide a care and support service for patients in their own homes. This model has allowed some patients to be allowed home earlier, thereby freeing up bed spaces.

Therapy at Home delivers the same quality of care for each individual as they would expect in one of our units - the added benefits of the service is a prolonged home assessment period, allowing us to identify and resolve any issues that people may have in their own homes.

Patients are generally more relaxed at home and the transition back to home life more successfully when supported by Spiral Health’s Therapy at Home service.

The benefits of Therapy at Home extend beyond people and increased care, the service creates a positive impact on resources, creating bed space in our units and as a result freeing up space at Blackpool Teaching Hospital.

Therapy at Home continues Spiral Health’s commitment to improved care through innovation.

Therapy at Home achieved 198 points of successful contact in patients homes over a 16 week period, helping more people back home quickly, safely and effectively.

Therapy at Home achieved savings for Spiral Health and Blackpool Teaching Hospital freeing up 255 bed spaces over a 16 week period creating savings across both operational sites.

Potential savings over a 12 month period

£161,599  Bispham & Rossal

£228,735  Blackpool Teaching Hospital
Contact Details

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