

Cabinet 17 December 2024

Henley Short Stay Beds

Annex 4: development and profile of step-down beds over time

1. The short stay hub model developed as follows

Date	Type of bed	No.	Contract and funding route	Support provision
Pre 2010	intermediate care bed (ICB)	20	Council-Order of St John Care Trust [OSJ] Funding initially from OCC and then the Better Care Fund pooled budget	Therapy support from Oxford Health NHS FT [OH]; social work from Council
2010	ICB	14	Council-OSJ Funding from the Better care Fund pooled budget	Therapy from OH; social work from Council
2015-16	Short stay Hub beds	varied	Oxford University Hospitals NHS FT [OUH]-care homes Funding from OUH	Discharge liaison and therapy from OUH; social work from Council- in Hub team
2016	ICB (Chiltern Court)	7	Council-OSJ Funding from the Better Care Fund pooled budget	Therapy from OH; social work from Council
2016	Step up beds (Chiltern Court)	4	Council-OSJ Funding from the CCG	Therapy from OH; social work from Council
2017 onwards	Interim beds	varied	Council-care homes Funding from the Council	Social work from council
2018 onwards	Mitigation beds (lack of reablement capacity)	varied	Council-care homes on behalf of OUH Funded from Council-OUH contract underspends	Hub team

2. In winter 2015/16 in response to system pressures Oxford University Hospital NHS FT began to buy short stay hub beds to ease pressure in the wards and maintain flow in Emergency Departments at the John Radcliffe and Horton General sites. The beds were called “Hub” beds as they were supported by a multidisciplinary Hub team comprising OUH nursing and therapy staff and Council social workers
3. The success of the Hub model in creating capacity in the acute hospital meant that some of the beds were extended and the Hub team was established and funded by the then Oxfordshire Clinical Commissioning Group

4. In November 2016 the Council was asked by OCCG to contract for 11 beds in Chiltern Court, Henley from OSJ. 7 of these beds were intermediate care beds for step-down from hospital and 4 were “step up beds” for short term preventative admissions for people seen in the Henley Rapid Assessment and Care Unit based at Townlands Hospital.
5. From time-to-time further step-down beds were purchased additionally to support flow such that by 2019 there were
 - (a) 67 Hub beds contracted directly by OUH
 - (b) 41 intermediate care beds contracted from OSJ by the Council within the OCP agreement
 - (c) 16 interim beds contracted by the Council to step down people assumed to need long-term residential care
 - (d) 21 “mitigation” beds to reflect the challenges facing the then reablement service
 - (1) And these beds were variously supported by the Hub team; by Council teams alone; some with therapy support from OHT; some with additional cover purchased from local GP practices; some within the core GP business
 - (e) This mix created confusion in discharge practices; created as many delays as it solved; and presented some risk in relation to outcomes arising from the range of in-reach support models
 - (f) In 2019 the system agreed that Oxfordshire would move to one model of short stay hub beds supported by the Hub team and with OCCG commissioned additional medical cover. The Council procured 56 short stay hub beds from the local market against a revised specification and aligned the 41 OSJ intermediate care beds to this model.
 - (1) The new specification sought to prioritise reablement for people who had the potential to go home and assessment for people needing long-term care (including funded by NHS Continuing Healthcare)
 - (2) The funding for the short stay hub beds would now be all within the Better Care Fund within the s75 NHS Act 2006 agreement between the Clinical Commissioning Group and the Council
 - (3) The funding for the Hub team was also from the Better Care Fund; the funding for medical cover was directly paid by the Clinical Commissioning Group to local GP practices
 - (g) The 4 step up beds at Chiltern Court, Henley were closed in 2019 after an engagement exercise with the local population on the grounds of lack of use. The funding released supported the development of end-of-life palliative care provision.
6. Notwithstanding the intentions of partners, the number of beds continued to flex
 - (a) In response to Covid pandemic dedicated covid secure beds were commissioned in 2020-21 (20) and 2021-22 (14)
 - (b) The Council continued additionally to purchase “winter beds” on an interim basis in the winters of 2021-22 and 2022-23
 - (c) The Short Stay Hub bed contract has provisions for increasing beds, and this was actioned from time to time

7. By March 2023 there were 94 step-down beds in operation. Some beds had been closed in August 2022 but this reduction had been offset by the winter 2022-23 Covid beds and expansion elsewhere in line with the contract.