



Transforming urgent and emergency care together

Future Care Mid-Programme Review
Health & Wellbeing Board
19 November 2025

A quick reminder – What is Future Care?

FutureCare

- FutureCare is an ambitious programme to transform Urgent and Emergency Care, and Intermediate Care across Dorset by 2027.
- This is a partnership programme on a large scale - by working together, NHS teams, social care staff and our voluntary and community partners are creating a more integrated, people-centred system of high-quality care that's responsive, reliable and safe.
- We have reached a key programme milestone, the Mid Programme Review point.



Purpose of today's report

- To share the conclusions of the Mid Programme Review with Health & Wellbeing Board, which includes:
 - an update on Future Care progress
 - assurance on benefits already achieved
 - An outline of corrective actions in place
- To highlight the positive impact the programme has made to Dorset Residents, and to ways of working for colleagues across Urgent and Emergency Care, and Intermediate Care Pathways

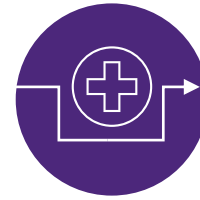
Future Care Programme

FutureCare

- The programme launched in January 2025 following diagnostic exercise with the strategic aim of:

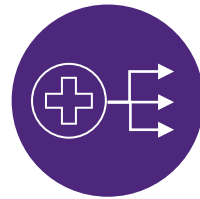
- Improving hospital discharge
- Reducing long-term care needs
- Enhancing recovery at home.

- We are arranged into 4 delivery workstreams, each led by a System Partner Executive



Alternatives to Admission

Acute hospital front door decision making
Access and capacity of community response offers



Transfers of Care

Discharge planning and decision making
Process and flow leaving acute and intermediate services



Home-based intermediate care

Capacity and flow through reablement and rehab
Effectiveness and outcomes



Bed-based intermediate care

Capacity and flow through all short-term beds
Effectiveness and outcomes

Key Achievements and positive impact made so far

FutureCare

- Substantial Operational benefits delivered across the Dorset System
 - Projecting £12.87m annual operational benefits against a target of £12.54m.
- Bed Based Intermediate Care (BBIC)
 - 30 % reduction in care home placements after a stay in BBIC
 - The amount of time a person stays in an intermediate care bed has reduced by 5 days
- Same Day Emergency Care (SDEC)
 - 55 more people are being seen each week (increased from 594 to 649 weekly starts)
- Significant improvements to the quality of people's care experience have been made

Areas of focus for improvement

- We are working to address:
 - Hospital discharge delays
 - the time a person waits to be discharged when they are medically ready is longer than it should be
 - As of early October - average wait 9.64 days vs target 8.07 days.
 - Embedding new Transfers of Care Hubs
 - took us longer to embed, but good progress has been made and work is now focussed on improving multi-agency working**
 - Capacity challenges within Home Based Intermediate Care
 - Reablement staffing shortages impacted flow during September in particular
- A Programme Review has taken place – this is already improving the position from October

- Performance is improving, our focus is on:
 - Reducing the number of people waiting to be discharged from hospital
 - Delays have already reduced at DCH
 - Planning & actions in place to support UHD
- Increased focus on system flow and faster decision-making.
 - % of people getting home has increased
 - Key appointments have been made to create a new Flow Team to oversee Discharges, home-based and bed-based caseloads

The impact of the Review for Dorset Council area

FutureCare

- Dorset Council have prioritised support which has already made a positive impact across Dorset's Acute hospitals:
 - Reduced length of stay for people waiting to be discharged from hospital by 4 days – average currently 8 days
 - Increased % of people getting home with recovery focussed support by 5%



ToC - Overview

This view gives an understanding of two KPIs - NCTR Length of Stay and independent outcomes. Start here to understand performance.



Last refreshed: 14/11/25 15:25

Trust: All

Date

DCH

UHD

02/04/2025

14/11/2025

8.59

NCTR LoS (Most recent 4 weeks)

-4.0 change from last period

12.61

NCTR Length of Stay (Previous 4 weeks)

61.1%

Independent Outcomes (Most recent 4 weeks)

4.2 % change from last period

56.9%

Independent Outcomes (Previous 4 weeks)

No criteria to reside length of stay (P1-3)

4 week rolling average of the no criteria to reside length of stay for P1-3 discharges



What % of P1-3 Discharges are to Home (P1)?

4 week rolling average of the number of P1 discharges as a proportion of P1-3 discharges



Case Studies of the positive impact on Dorset's Residents

- Lewis - discharged with Home-Based Intermediate Care
 - The Reablement App & greater attention to goal focussed reablement enabled Lewis a swifter regaining of independence with personal care, and a swifter step down of care to free up resources for the next person.
- Melvin – discharged to Community Hospital (Bed-based Intermediate Care)
 - Melvin was unable to stand and walk following a long illness, and he had lost a significant amount of weight.
 - With a positive recovery routine, and regular physio, within 3 weeks Melvin could walk with a Zimmer Frame.
 - Dieticians helped him to regain weight, and with equipment arranged, Melvin got back home to his wife
 - Melvin describes the staff as ‘fabulous, kind, caring and competent’

Recommendation to Health & Wellbeing Board today:

- That Health & Wellbeing Board recognises:
 - the progress that the programme continues to make in respect of improved outcomes for people and the delivery of financial benefits to the Dorset Integrated Care System
 - There is more work required to further reduce the average length of stay for people in hospital ready to leave with further support.