

## Change 5: Flexible working patterns

	<b>Not yet established</b>	<b>Plans in place</b>	<b>Established</b>	<b>Mature</b>	<b>Exemplary</b>
Assessment and decision making	Patient flow is poor as a result of limited timings of assessment and decision making.	Plan being drawn up to move to seven-day assessment and decision making.	Practice changes in place in some areas of system to move towards seven-day assessment and decision making.	Increased seven-day working improves outcomes due to timely assessment and decision making with better opportunity to involve carers. Work underway to further extend seven-day working.	Assessments and decisions about long-term care take when the individual is ready, regardless of the time or day of the week, and in an individual's own home or in a reablement step-down facility.
Discharge services	Services to support discharge (e.g. transport, pharmacy, housing) only available Monday to Friday.	Service areas which could benefit from extended hours/weekend working identified and plans being drawn up for change.	Practice changes in place to extend service provision to facilitate timely discharges.	Increased seven-day service provision creates improved system flow. Work underway to further extend services according to system need.	Services are in place (e.g. transport, pharmacy, housing) to support smooth discharges when the individual is ready, regardless of the time or day of the week.
Care packages	Care providers only accept new referrals and restart packages of care Monday to Friday.	Discussions underway about how care providers can move to seven-day working.	Some care providers have moved towards seven-day working.	Most care providers accept new referrals and restart packages of care when the individual is ready, regardless of the time or the day of the week.	Council-led joint system commissioning of the care provision supports providers to work 7 days a week, understanding the pressures of COVID and the impact on care provision if discharges are not properly managed.