

TRAFFORD COUNCIL

Report to: Health Scrutiny Committee.
Date: 29 November 2023.
Report for: Information.
Report of: Nathan Atkinson, Corporate Director for Adult Services,
Richard Spearing, Managing Director Trafford Local Care
Organisation.

Report Title

One Stop Resource Centre, Occupational Therapy (OT) Assessment Team and Adaptations Team Update

Summary

An initial paper was presented to Scrutiny in July 2023 which provided an update on the stabilisation programme developed following a November 2022 review of the One Stop Resource Centre (OSRC).

The programme includes the Occupational Therapy Assessment Team (OT) with its close interdependencies to Trafford Council Adaptations team. Both the OSRC and OT assessment team have experienced significant pressures post COVID-19, leading to a waiting list for assessment and extended waiting times with subsequent risks.

This paper summarises actions taken to address the ongoing backlog, improve customer service and provide sufficient driver capacity. This includes the implementation of a new IT system within the OSRC which enables clinicians to book their own delivery dates.

Additionally, this paper provides responses to a set of questions posed in the July 2023 Scrutiny meeting.

Recommendation(s)

Health Scrutiny are asked to note contents of the report and actions to date.

Contact person for access to background papers and further information:

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Links to Committee priorities:

Reducing Health Inequalities	x
Improving Resident Health and Wellbeing (including Mental Health)	X
Improving Access to Services	X

1.0 Background.

The One Stop Resource Centre (OSRC) is jointly provided between Manchester University NHS Foundation Trust (MFT) and Trafford Council and forms part of the offer from the Trafford Local Care Organisation (TLCO). Arrangements for the partnership are formalised under a s.75 agreement. The service provides community equipment free of charge and adaptation services for people living in Trafford who may need assistance with daily living due to a disability and utilise the assigned Disabled Facilities Grant (DFG).

Although not a function of the OSRC the Occupational Therapy Assessment team including the Equipment, Advice and Adaptations Line (EAAL) has close interdependencies with the OSRC offer. They carry out assessments, order equipment and link with housing and social care for any adaptations needed in homes; stairlifts, grab rails or wet rooms. The Occupational Therapy role is to schedule and assess people referred for support to help them live well at home for as long as possible.

The previous update in July 2023 provided an overview of the waiting times within the OSRC and Occupational Therapy team and an action plan following a robust review of the service. The stabilisation programme continues to be delivered and monitored through a joint steering group.

2.0 One Stop Resource Centre Update.

A new scheduling and ordering system (eLMs2) went live on the 18th September 2023 and system use is now embedding across community teams and partners.

The previous waiting list on CES360 system has now been cleared and the waiting list is being managed solely in eLMs2. The reports module training has been delivered and the OSRC are currently working with the performance team to develop a reporting framework. This is planned for the end of November. Once in place accurate waiting times from eLMs2 will be available.

Additional driving capacity is being provided in the OSRC through 3.0wte fixed term six-month contracts. Recruitment is underway, two people have been offered posts and the remaining interview is scheduled week commencing 13th November. These posts will provide a full establishment whilst the current driving model is being reviewed.

Customer service has been improved through 1.0wte bank administrator answering the phone and emails which has reduced complaints related to being unable to get through to the team.

2.1 Actions to date:

- A successful pilot for the delivery of foot protectors by the District Nursing team has now been implemented across the neighbourhoods. This has removed all waits for foot protectors and has been rolled out for cushions within each District Nursing team and is working successfully to reduce the wait for delivery.
- Capacity within the substantive driving function has been expanded via 3.0wte temporary six-month roles whilst the driving model is reviewed.
- 1.0wte bank administrator in post answering phones and emails.
- Duty mobile phone provision in the OSRC to support with clinical escalation of urgent requests.
- A new ordering and scheduling system (eLMs2) went live on the 18th September 2023. This will significantly improve operational delivery and management within the service. Referrers will book delivery slots directly for people requiring equipment which will prevent administrative delays relating to unsuccessful attempts to contact people to arrange deliveries.
- Flow and capacity between the warehouse and drivers has been improved and opening hours extended including expansion of satellite stores.
- Social Care Trusted Assessors have been trained to refer for simple items of equipment.
- Training of CNRT & Palliative OTs to undertake stairlift/fixed lift assessments.

2.2 Questions from July Scrutiny:

It agreed that a response to questions asked in July Scrutiny meeting would be incorporated into a second update paper post eLMs2 implementation. Answers are provided within table 1 below:

	Question	Answer
1.	Given the level of complaints and customer dissatisfaction, is there a customer feedback loop built into the operating procedures. Aligned to this an approach encompassing proactive communications?	<p>We are working with Healthwatch to implement the recommendations following their OT report earlier this year. These are set out below:</p> <p>1. Community Level</p> <p>a. Wider discussion to take place between stakeholders on meaningful sets of activity data eg: gathering/sharing case studies would provide evidence for commissioners & service planners on best practice and current issues.</p> <p>b. Opportunity to review how data related to public experience is reported to improve quality of data and available evidence.</p> <p>2. Commissioner & Service Delivery Level</p> <p>a. Clarify if issues previously related to supply chain for adaptations eg: wheelchairs or home modifications is resolved.</p>



		<p>b. Clarify waiting times for initial OT assessments and any actions taken to address these.</p> <p>c. Provide regular waiting time updates to Healthwatch.</p> <p>d. Clarify referral processes and access criteria for GPs.</p> <p>This means that currently we are meeting with them every two weeks and updating them on the overall improvement programme (as presented to Scrutiny). Once the new IT system and improvements to the driving function are both in place. Expected by close of October at the latest, then we will focus on 1a, 1b and 2d. They will use their engagement skills to review the impact of the changes and carry out a further survey. This approach has been welcomed by Healthwatch and is the first time one of their reports has been used to drive improvements to health and social care services in Trafford.</p> <p>We also plan to implement the Friends and Family Test at the store. The exact methodology is currently being explored. This will happen once the changes described below are in place.</p> <p>When the new eLMS2 System is in place (see below) we will include information about current waiting times as part of the booking process.</p>
2.	<p>Request to provide more details on the eLMS2 system (how it works, functionality etc – bit more detail at high level</p>	<p>The eLMS2 system has now been implemented in the One Stop Resource Centre 18th September 2023. The system will process requests for equipment, manage equipment stock and scheduling of drivers to deliver equipment. The system allows referrers to book a delivery slot for equipment and will also allow more robust management information reporting around equipment and maintenance. The eLMS2 system being implemented alongside the roll out of bar code scanners which will also improve the efficiency within the team and allow better stock management. eLMS2 is used by many NHS/ Council organisations around the country and is also used by many of the acute and community health staff when making requests for Salford or Manchester residents.</p>
3.	<p>Is eLMS2 linked to the MFT HIVE system?</p>	<p>eLMS2 isn't linked to HIVE. But they are used together as part of the discharge pathways for Trafford residents when they leave hospital</p>
4.	<p>Have any Serious Untoward Incidents or safeguarding alerts been raised by the OSRC service for people who have a reported wait</p>	<p>We have reviewed the incident reporting system over the last 12 months and there have not been any serious harm incidents reported related to delayed equipment. The eLMS2 system will provide a more robust management information system to support timely delivery.</p>

	for equipment and have subsequently had an accident etc?.	
5	Are people waiting in the MFT hospitals for equipment as part of their discharge plan? If so, how many days are they waiting for discharge as a result?	Hospital discharges are managed daily (during the week) and any issues are escalated immediately to the team at OSRC and resolved. A mobile duty phone is now in operation in the OSRC for urgent escalation for equipment.

Table 1. Responses to Questions from July Scrutiny Meeting.

3.0 Occupational Therapy Assessment Team Update.

Although not a function of the OSRC the Occupational Therapy Assessment team which includes the Equipment, Advice and Adaptations Line (EAAL) has close interdependencies with the resource centre for ordering of equipment and with the Council's Adaptations team for adaptations needed in homes such as stairlifts, grab rails or wet rooms.

The team have now cleared the original backlog created during COVID-19 and a successful waiting list initiative of 800 completed assessments via a private provider has been delivered.

3.1 Actions to Date:

- The team have undergone a successful recruitment drive and the team are at full establishment including a rotational band 5.
- An increase of monthly cases allocated has been agreed with the team from 150 to 170.
- Successful implementation of a new electronic patient record (EMIS) into the team which will improve data quality and accuracy of performance data.

Despite the work undertaken to reduce the waiting list going back to the pandemic period, this has recently increased. As of 31st October 2023, the number of people waiting for an assessment has increased from 291 in July to 548 with the longest wait January 2023. The reasons for this are multifaceted as follows:

- a. Long term sickness absence.
- b. A band 4 administrator vacancy since July which is now recruited into (0.8wte).
- c. A band 3 support worker vacancy which is now recruited into.
- d. Implementation of a new electronic patient record (EMIS) on the team has had a significant impact in terms of clinical time taken to familiarise use of the system. The migration will however improve data quality and performance data will be accurate and simpler to obtain.

The team are working hard to address the longest waits and 0.2wte is being offered within the OT team as overtime. With existing demand of 140 referrals per month and capacity to allocate 170 cases per month (if the service at full establishment) improvements will be slowly realised and options are to be jointly discussed with commissioners in the context of pressures. The increased visibility of cases from the eLMs2 system, replacing a previously

unreliable approach of paper and electronic record keeping should ensure that the list is worked through systematically. It is recognised that this was an issue previously, leading to understandable frustration and complaints.

4.0 Adaptations Team.

The adaptations team enable the processing of a Disabled Facilities Grant (DFG) of fast-track applications following an adaptation request by referral from an Occupational Therapist

This team has 5 officers who are all full time working on cases passed to them by the Occupational Therapy assessment team and the community children's therapy team. They closed for 3 months March – June 2020 at the height of the pandemic but have since been working to business as usual.

Their caseloads have reduced and are all on track. They have had no waiting list because of the Occupational Therapy assessment team backlog. Each officer carries a caseload of up to 50 people, a total of 200 in the team. Since September 2022 the Occupational Therapy assessments have focussed their work on the major adaptations referrals and the cases being transferred to the adaptations team each month are now starting to return to pre pandemic levels.

A financial fast-track process is in place for stairlifts, ramps and ceiling track hoists which now enables the team to install these items within 4-6 weeks. This process supports people with life limiting conditions and those at most risk in a timely manner. These items can be removed and reused within other properties when no longer required.

5.0 Summary.

As outlined the Occupational Therapy Team are continuing to experience waiting times which are being addressed through stabilisation plans and monitored weekly. The waiting list for the OSRC is now all being managed via eLMs2 system however waiting times are currently unknown and this is planned to be resolved following training and the development of reports via the eLMs2 system by the end of November 2023.