

Public Document Pack



**TRAFFORD
COUNCIL**

AGENDA PAPERS FOR HEALTH SCRUTINY COMMITTEE

Date: Monday, 19 December 2022

Time: 7.00 pm

**Place: Committee Room 2 and 3, Trafford Town Hall, Talbot Road, Stretford, M32
0TH**

A G E N D A	PART I	Pages
5.	INTEGRATED CARE SYSTEM - COUNCILLOR INVOLVEMENT	Verbal Report
	To consider a report of the Deputy Place Lead for Health and Care Integration, Trafford Locality, NHS Greater Manchester Integrated Care.	
6.	AIDS AND ADAPTATIONS	1 – 18
	To consider a report of the Corporate Director for Adults Services.	

SARA TODD
Chief Executive

Membership of the Committee

Councillors M.P. Whetton (Chair), S. Taylor (Vice-Chair), A. Akinola, J. E. Brophy, S.J. Gilbert, B. Hartley, S. J. Haughey, J. Leicester, J. Lloyd, T. O'Brien, Mrs. P. Young, D. Acton (ex-Officio) and D. Western (ex-Officio).

Further Information

For help, advice and information about this meeting please contact:

Stephanie Ferraioli, Governance Officer
Tel: 0161 912 2019
Email: stephanie.ferraioli@trafford.gov.uk

Health Scrutiny Committee - Monday, 19 December 2022

This agenda was issued on **Friday, 9 December 2022** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall; Talbot Road, Stretford, Manchester, M32 0TH

WEBCASTING

This meeting will be filmed for live and / or subsequent broadcast on the Council's YouTube channel <https://www.youtube.com/channel/UCjwbIOW5x0NSe38sgFU8bKg>
The whole of the meeting will be filmed, except where there are confidential or exempt items.

If you make a representation to the meeting you will be deemed to have consented to being filmed. By entering the body of the Committee Room you are also consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If you do not wish to have your image captured or if you have any queries regarding webcasting of meetings, please contact the Democratic Services Officer on the above contact number or email democratic.services@trafford.gov.uk

Members of the public may also film or record this meeting. Any person wishing to photograph, film or audio-record a public meeting is requested to inform Democratic Services in order that necessary arrangements can be made for the meeting. Please contact the Democratic Services Officer 48 hours in advance of the meeting if you intend to do this or have any other queries.



**Trafford Local
Care Organisation**

Leading local care, improving
lives in Trafford with you

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

November 2022

Page 1

Agenda Item 6

Powered by:



Context

One Stop Resource Centre (OSRC).

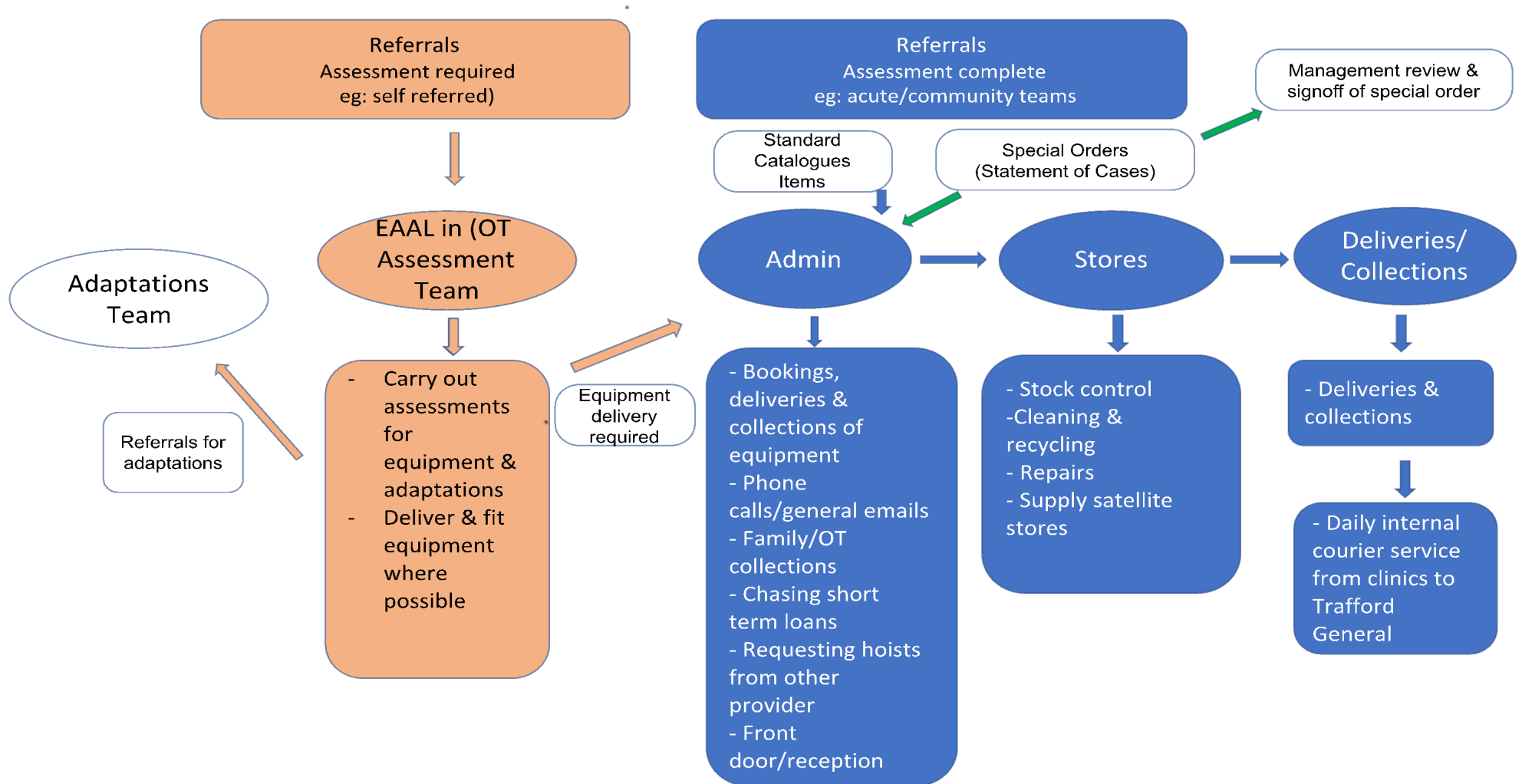
- The OSRC is jointly provided between Manchester University NHS Foundation Trust (MFT) and Trafford Council, providing community equipment free of charge and adaptation services for people living in Trafford, who may need assistance with daily living due to a disability.
- Anyone living in Trafford of any age who has a permanent or substantial disability or who cares for a person with a permanent or substantial disability can access the service.
- Routine equipment requests /referrals primarily come into the OSRC via the OT Assessment Team line or directly from MFT community teams, all MFT acute sites, The Christie, Salford Royal and also from hospital sites across Greater Manchester and beyond. All these referrals are “trusted assessors” and come into the one stop as an order. They are not reassessed. The OSRC has delivered these items throughout Covid March 2020 to date without the need for a further assessment . Anyone requiring a major adaptation does need to be reviewed by our occupational therapists

OT Assessment Team.

- The OT Assessment Team including the Equipment, Advice and Adaptations Line (EAAL) has close interdependencies with the resource centre for ordering equipment and with social care for any adaptations needed in homes such as stairlifts, grab rails or wet rooms. The team schedule and assess people referred for support to help them live well at home for as long as possible.
- Self-referrals are accepted into the service which all require an assessment. ²

Process Overview

Page 3



Current Situation

- The Occupational Therapy Assessment Team has also been impacted during COVID pandemic when the service closed with staff redeployed to front line hospital discharge workforce in line with national requirements /guidance but continued to receive answerphone messages. This was compounded when the service reopened for major adaptations in August 2020 although most of the occupational therapy team remained on re-deployment at this time

Page 4

- Over the past 12 months there have been several issues contributing to a backlog for equipment orders and subsequent deliveries including sickness absence within the team, sourcing equipment , and residents hesitancy to arrange equipment collections from their homes due to COVID-19 pandemic.
- Recent improvements since September 2022 have been significant. The longest wait for equipment delivery has reduced by 219 days to 22 days, the total number of outstanding orders has also reduced by 501 to 35 orders outstanding. Many of these are now related to family member access to properties. Of these 21 are urgent with a standard wait of 1 - 3 days depending on the order
 - The Assessment Team are under significant pressure with 852 people waiting for an assessment with the longest wait reduced from April 2021 to December 2021. Trafford Council have funded 400 assessments to be provided by an alternative provider. However, the waiting list in 12-months is projected to be 650 if demand remains constant. With full recruitment capacity would meet business as usual demand. 2.8wte vacancies being recruited to by February 2023

Stabilisation Actions Delivered

Page 5

Improvement Actions	
✓ Service stabilisation plans are being delivered by both the OSRC and OT Assessment Team (Appendix F, G)	✓ 3.8wte workforce being recruited into the OT Assessment Team, timeline January 2023
✓ 6 months secondment opportunity to uplift band 2 from stores to driver. Will mitigate existing capacity issue. Supported by offering additional weekend hours and a 0.5wte administrator. Funded via winter funds until end March 2023.	✓ Additional admin hours taken up to audit outstanding LOLA checks and implement process
✓ Band 3 administrator post to cover part time in OSRC and part time in EAAL awaiting approval	✓ The Occupational Therapy Company to support the TLCO team, started November 2022 Assessments , with an option to extend
✓ Weekly tracker implemented to monitor demand, outstanding orders and focus urgent requests.	✓ Working with procurement to commission new, efficient electronic system.
✓ Completed data cleanse exercise.	✓ Families and OT team are collecting equipment where possible.
✓ Opening hours extended to open until 7.30pm to support collections of equipment direct from stores by families and staff.	✓ Satellite stores expanded at Gorton and Opel House: supports discharges and provides
✓ Recycling of equipment to add to stock.	✓ Staff absence management continues and extra hours for team and other colleagues
✓ Pilot with North District Nursing Teams to take on delivery of cushions and foot protectors. Will extend to Social Care Assessors once trained. Training of CNRT & Palliative OT's to undertake stairlift/ fixed lift assessments.	✓ Expanded capacity through stores and pilot to increase runs on delivery schedule.
✓ Stores to load single run equipment onto vans saving some time for delivery team.	✓ Engagement with teams to explore workable process for urgent referrals whilst new system

Next Steps

Following the detailed review . The following plan has been agreed and will be implemented jointly between provider and commissioners.

OT Assessment Team Plan

- A further Expansion of the waiting list initiative to clear backlog and support the service to move team to steady state, has been agreed and will proceed once we are assured of the quality of the initial ones currently being undertaken
- Funding agreed with commissioners in context of continuing additional pressures.

Page 6

OSRC Plan

Temporary recruitment over 12 months to support the service whilst a stabilisation plan is implemented. This option includes:

- 1.0wte band 3 delivery driver
- 0.5wte administration
- Transfer to a more effective ordering and scheduling IT system
- Jointly explore options for the most effective equipment delivery function.
- Review funding with commissioners in context of additional pressures



TRAFFORD
COUNCIL

Major Adaptations Team

Presentation:

01-11-22

What do we do?

- **Role:** To enable the processing of a Disabled Facilities Grant (DFG) of Fast Track applications following an adaptation request by referral from an Occupational Therapist.
- **Remit:** Process DFG applications of £1000+
(Fast Tracks following slide)
- **Statutory DFG:** £ 1000- 30000 (inclusive of fees) are authorised by Directorship as of Jan 2020
- **Any DFG applications above the 30K threshold are also authorised by Directorship as of Jan 2020**

Fast Track

- ▶ A pilot was run in April 2019 to January 2020 to process some equipment outside of the DFG to speed up delivery and installation of equipment.
- ▶ The process reduced timescales for equipment approval to 2-3 weeks rather than months under DFG process
- ▶ Equipment fitted under this pilot - Stairlifts, Hoists , Modular ramps
- ▶ The initial pilot was end in Jan 2020 and restarted in April 2022
- ▶ Fast Track is now also being used to replace equipment (stairlifts and hoist) that is obsolete, failed inspections - non repairable - or value of the repair is no longer viable

Current Situation

- ▶ Active DFG files open with Adaptation officers 101 as of this presentation.
- ▶ No current waiting list
- ▶ With 4 Adaptations officers we have the capacity to hold 200 cases
- ▶ Seeing an increasing number of complex and high value referrals
- ▶ Pre Covid 19- Average of approximately 30 referrals per month to the service - this stopped while OTs dispersed to other duties under Covid 19
- ▶ OSRC/MFT service is working through a backlog of circa 860 cases and of this we can expect 25-30% be major referrals
- ▶ Expect a steady increase of new referrals 2022/23 which will take us beyond the 200 case threshold
- ▶ Currently recruiting for a 5th Adaptation Officer to address some of the backlog of work due in 22-23 this will increase service capacity to 250.

Workload 22/23

- ▶ 31 Fast Track cases completed YTD date
- ▶ 39 DFG cases completed YTD (16 Child cases /25 Adult cases)

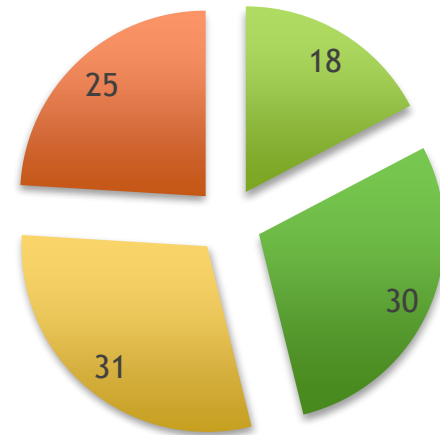
- ▶ 16 Fast track approved pending completion
- ▶ 33 DFG approved pending completion
- ▶ (15 Child cases 18 Adult cases)

- ▶ 6 Fast Track cases in pre approval stages

- ▶ 68 DFG cases in pre approval stages

OT Referrals April 22 to Date

Total Number 104



■ Fast Track RSL ■ Fast Track Owner ■ DFG RSL ■ DFG Owner

TRAFFORD COUNCIL

Report to: Health Scrutiny Committee
Date: November 2022
Report for: Information
Report of: Richard Spearing, Managing Director Trafford Local Care Organisation and Diane Eaton, Corporate Director for Adult Services,

Report Title

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

Summary

This paper presents an overview of a review undertaken at The One Stop Resource Centre (OSRC) including the Occupational Therapy Assessment Team and the council Adaptations Team. Both the One Stop Resource Centre and Occupational Therapy Assessment Team have experienced significant pressures over the past 12 months, resulting in delays in assessment and equipment delivery timescales. The delays in occupational therapy assessments has had a direct impact in the reduction of referrals made to the council's adaptations team. Stabilisation and recovery plans have been instigated.

This paper is supported by a slide deck and focuses on stabilisation and improvement plans to date.

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:

Name: Kerry Briggs
 Phone number: [07919 576961](tel:07919576961)

Links to Committee priorities:

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

1. Background

The OSRC is jointly provided between Manchester University NHS Foundation Trust (MFT) and Trafford Council, providing community equipment free of charge and adaptation services for people living in Trafford who may need assistance with daily living due to a disability. The centre supports delivery, collection and cleaning of equipment ensuring maximum use of the equipment. It is jointly commissioned by health and social care across Trafford.

Community health staff across services in Trafford can assess for and order equipment directly into the OSRC or from a number of satellite store in both hospital and community settings. These staff are classed as trusted assessors and do not require assessment from the OSRC. Equipment orders from trusted assessors are processed and delivered by the one stop.

Although not a direct function of the OSRC the OT Assessment Team including the Equipment, Advice and Adaptations Line (EAAL) has close interdependencies with the resource centre. 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 OT role is to schedule and assess people referred for support to help them live well at home for as long as possible.

Trafford Council Adaptations Team is aligned with the OSRC and overseen by the Local Care Organisation leadership. The adaptations staff are directly employed by the council and are supported by the Head of Service for commissioning within the council for funding approvals. The funding for an adaptation comes from the Disabled Facilities Grant which is held in the Better Care Fund Section 75 but overseen by the Council.

2. One Stop Resource Centre

2.1 Understanding the issues

There have been significant issues impacting in two aspects of one stop work.

These are ;

- I. Demand and capacity to manage the Occupational therapy assessment for self-referrals via Equipment, Advice and Adaptations Line
- II. Demand and capacity for Equipment delivery

2.2 Understanding the causes

Over the past 12 months there have been national delays with multiple main equipment suppliers due to national supply issues which has created a backlog for equipment deliveries. Additionally, residents have been hesitant to arrange equipment collections from

their homes. This has been compounded by long term sickness absence within the team since December 2021. A main cause of this backlog is that the Equipment, Advice and Adaptations Line closed during COVID-19 pandemic but continued to receive answerphone messages. Staff were redeployed as part of nationally directed pandemic response. This was compounded when the service reopened for major adaptations in August 2020 although most of the occupational therapy team remained redeployed during this time.

Workforce /assessor capacity has now returned to the OSRC from rapid hospital discharge deployment which has improved the situation. However, despite supply flow now being back to pre-pandemic levels demand consistently exceeds capacity. The current resource doesn't have capacity to manage incoming monthly average referral levels and clear the backlog.

There have been recent improvements in wait times through a data cleanse exercise and expansion of delivery capacity. As of 2nd November, the longest wait for equipment has reduced from 219 to 22 days and the total number of outstanding orders has reduced from 501 to 35. Of these 35 orders, 21 are for urgent items and the wait times for these are summarised below:

Urgent Item	Current Standard Wait	Longest Wait	Duration	Reason
Bed (x5)	1 working day	25.10.22	6 days	Holiday and no response to voicemails
Cushions (x3)	3 working days	25.10.22 (ordered with a bed)	6 days	To be done as part of bed deliveries
Commodes (x6)	3 working days	31.10.22	3 days	In process
Mattresses (x7)	1 working day	25.10.22 (ordered with a bed)	6 days	To be done as part of bed deliveries

3 Actions taken to date

3.1. Occupational Therapy Assessment Team

Although not a function managed under the leadership of the of the OSRC 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 councils adaptations team for any adaptations needed in homes such as stairlifts, grab rails or wet rooms.

The Local Care Organisation has supported recruitment of additional capacity to support the EAAL line, to ensure the line is answered and messages left on answer phone are answered within the agreed response times. This has been in place for a number of months now and is also contributing to increased demand.

The Team have reduced the waiting times with the longest wait reduced from April 2021 to December 2021 but remain under significant pressure with 852 people waiting for an assessment. The occupational therapy service has instigated business continuity actions including overtime and additional hours and changed working arrangements with neuro rehab service to support assessments for people post stroke etc. which is reducing any delays in this area which is time critical. However, the waiting list for occupational therapy self-referrals in 12-months is projected to remain around 650 if demand remains constant. Therefore, Trafford Council in conjunction with Local care organisation have funded and procured additional occupational therapy capacity to complete 400 assessments now and all additional assessments, once we are assured of the quality, in order to clear the backlog. The company have commenced work and quality assurance is underway as the project proceeds.

Service stabilisation and improvement plans have been developed and are outlined in the supporting slide deck. These plans are supported by a full review and options appraisal to look at short term and longer-term plans.

3.2 Adaptations Team

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. Although access to properties has been carefully managed to support building works to be completed whilst protecting vulnerable residents during Covid pandemic.

The service has no waiting list and caseloads have capacity to take on new referrals as referral activity returns to pre Covid levels. Since September 2022 the OT assessment 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.

4. Next Steps

The following plan has been agreed and will be implemented jointly between provider and commissioners.

4.1 OT Assessment Team Plan

Completion of the waiting list initiative. To complete outstanding assessments and move team to steady state of managing the average number of referrals per month.

4.2 One Stop Resource Centre Plan

Temporary recruitment over 12 months to support the service whilst a stabilisation plan is completed. This option includes an additional:

- 1.0 whole time equivalent band 3 delivery driver
- 0.5wte administration/project management

- Transfer to a more effective ordering and scheduling IT system
- Jointly explore options for the most effective equipment delivery function.

4.3 **Whole scale system review**

Learning from the both the service review, Occupational therapy assessment backlog initiative and the OSRC development plan, the commissioners have agreed to complete a long-term system review of the delivery of the service with partners. This will form part of the post recovery phase and will seek resident feedback to inform future model.

This page is intentionally left blank