

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

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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. 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.