

TRAFFORD COUNCIL

Report to: Health Scrutiny Committee
Date: July 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

This paper provides an update on progress against the stabilisation programme established following an in-depth review of the One Stop Resource Centre (OSRC) in November 2022.

This 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.

The main causes of the Occupational Therapy Team backlog are that the waiting list remained open whilst the service was closed during COVID-19 pandemic. Additionally, the service responded to the Council request to re-open for major adaptations whilst most of the team were on re-deployment as part of the pandemic response.

The waiting list within the OT assessment team has had a direct impact in the reduction of referrals made to the Council's Adaptations team.

This paper is supported by a slide-deck which includes the OSRC, The OT Assessment Team and Adaptations Team.

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

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.

A previous paper in November 2022 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 is now established with a series of workstreams being delivered and monitored through a joint steering group.

This paper and slide-deck provides an update on current waiting times and progress against the action plan.

One Stop Resource Centre

At the time of the paper in November 2022 the waiting times for OSRC deliveries had reduced significantly due to additional hours offered to the team, therapists delivering equipment to support the OSRC and a successful data cleanse exercise.

Additional capacity has been provided in the OSRC through agency staff, however the volume of outstanding deliveries has recently increased due to sickness absence amongst the substantive team. The number of orders as of 13th July waiting for delivery is now 320. The number of priority items and their waits are outlined in the table below:

	Current Target Delivery Time	Longest Wait	Reason for non delivery of longest wait
Bed (x12)	1 working day	21 days	OSRC attempted to book delivery no answer, voicemail left.
Cushions (x26)	3 working days	55 days	OSRC attempted to book delivery, no answer, voicemail left.
Commodes (x27)	3 working days	16 days	Attempted / failed delivery 29.06.2023. Unable to re arrange. No answer, voicemail left.
Mattresses (x22)	1 working day	41days	OSRC attempted to book delivery, no answer, voicemail left.

Table 1. OSRC Priority Items Waits

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 a 1.0wte agency driver. This person has now found other employment and attempts are being made with the agency to source another driver to continue to increase the capacity for deliveries.
- The plan to implement a new ordering and scheduling system (ELMs2) is on track for go live in 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. The current system is antiquated and has significant limitations in terms of reporting capabilities and visibility of live ordering status. Progress against plan is monitored via a weekly implementation group which reports into the OSRC and OT Assessment Team stabilisation programme, overseen by TLCO.
- 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 OT's to undertake stairlift/ fixed lift assessments.
- As part of the system replacement, it has recently been highlighted that the data on the existing system is not wholly accurate due to a historic issue with completed delivery vans not being closed on the system at the end of the day and orders remaining open following successful delivery pre-2023. A request has now been submitted asking for the system provider to close these down from the system as the OSRC admin are unable to do this.

Occupational Therapy Assessment Team

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.

Since COVID-19 the service has been under significant pressure, a main cause of this backlog being that the service closed during the early stages of the COVID-19 pandemic. Staff were redeployed as part of nationally directed pandemic response. Despite being closed, the service continued to receive answerphone messages requesting support which went unanswered during the pandemic period. The backlog was compounded when the Council requested that the service be reopened for major adaptations in August 2020 although most of the Occupational Therapy team were at this time on re-deployment leaving a much smaller staff team to take activity forward.

Actions to Date:

- Administration related to the backlog created during COVID-19 has now been cleared.
- The review in November 2022 identified that to bring the service in line with capacity and demand the service would require waiting list support of up to 1100 assessments. To support with reducing the waiting list the Council funded a total of 800 completed assessments provided by an alternative provider over two phases with an estimate that a further 300 cases would be identified as not required (eg; people who may have moved or no longer require the service). Phase one is now complete, phase two is expected to complete in September 2023. So far 942 cases have been removed off the OT waiting list through phase 1 and phase 2 and 72 further cases on this list will be transferred over to the alternative provider by 19th July.
- The team have undergone a successful recruitment drive and remaining vacancies 1.0wte band 5, 1.0 band 3 support worker and 1.0wte band 4 administrator are out to advert.

The current waiting list as of 13th July is 291 outstanding assessments (however 72 of these are to be passed over to an alternative provider by Friday 21st July replacing cases that no longer required the service. 43 cases on the current waiting list have been risk assessed as urgent and 248 routine. The longest current urgent wait is 398 days however this will decrease significantly once the 72 cases are passed over with the longest wait anticipated to be within this calendar year.

150 new assessments are allocated monthly to the team against monthly demand of circa. 138 new referrals and capacity will further increase following recruitment into the vacant band 5 post currently out to advert.

The team are working hard to address the longest waits and a detailed capacity and demand review of the assessment team functionality is to be undertaken to assess and plan an approach to address waiting times.

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 no waiting list because of the Occupational Therapy assessment team backlog. Each officer carries a caseload of up to 50 people. 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.

Summary

As outlined the One Stop Resource Centre and Occupational Therapy Team are continuing to experience waiting times which are being addressed through stabilisation plans and monitored weekly.

A further update report will be submitted to Health Scrutiny post implementation of the new scheduling and ordering ELMs2 system in September.