

**REPORT TO: HEALTH AND SOCIAL CARE SERVICES COMMITTEE ON
6 AUGUST 2008**

SUBJECT: INTEGRATED OCCUPATIONAL THERAPY SERVICE UPDATE

BY: DIRECTOR OF COMMUNITY SERVICES

1. REASON FOR REPORT

- 1.1 To inform the Health and Social Care Services Committee of the progress of the Integrated Occupational Therapy Service.
- 1.2 This report is submitted to Committee in terms of the Council's Administrative Scheme in relation to the function of the Council as Social Work Authority under the Social Work (Scotland) Act 1968.

2. RECOMMENDATION

2.1 It is recommended that the Health and Social Care Services Committee:

- (i) **notes the progress of the Integrated Occupational Therapy Service following the Extended Local Partnership Agreement between The Moray Council and NHS Grampian.**
- (ii) **notes the review of the Occupational Therapy Service to address issues raised and to make recommendation for the future development of the service**

3. BACKGROUND

- 3.1 The Integrated Occupational Therapy (OT) service was established in April 2004 in order to further the Joint Future Agenda. The primary objective of the agreement is to enable greater efficiency and effectiveness in the design, development and delivery of OT services for the benefit of service users throughout Moray by integrating the services provided.
- 3.2 It was anticipated that greater efficiency and effectiveness would be achieved by:-
- a comprehensive set of common service standards designed to meet the needs of service users.
 - transparency in the use of the Parties' (NHS and Moray Council) resources to demonstrate effective use of financial and non-financial resources.
 - integrated service planning and needs assessment to provide a framework for future service development across all agencies.
 - integrated Service delivery to meet the needs of service users and their carers.
- 3.3 Occupational Therapy staff from the NHS and the Council came together in a single integrated service under the leadership of an Occupational Therapy

Manager. This included the establishment of an integrated equipment service.

- 3.4 Common standards and procedures are in place through the Moray Occupational Therapy Service Guidelines. Performance targets for the delivery of the services are reported quarterly to the Audit and Review Committee of this council. The Occupational Therapy Service objectives are incorporated in the Moray Community Health and Social Care Plan and the Community Services Service Improvement Plan 2008/9.
- 3.5 In recent months there have been a number of concerns raised about the quality of the integrated Occupational Therapy Service. The Lead System Manager (Allied Health Professionals) and the Head of Community Care are working with the Council and NHS Human Resources and Accountancy staff to ensure that all the issues raised are addressed. The concerns include the management of vacancies, the overall management of the services and the communication with staff within the services. Recommendations will be made for the future development of the services following the outcomes of this review.

3.6 Occupational Therapy Staffing

- 3.6.1 The Occupational Therapy service continues to attract high quality candidates to full time, permanent posts. Over 2007/8 there have been a few staff on long-term sickness absence and this has affected the service ability to meet targets set. This has now been resolved. There are currently two staff vacancies, which we anticipate will be filled in the near future. The Community OT post, the interview date is the 15 July 2008; the Store Person/Technician post, closing date for applications was the 1 July 2008 with interviews to be held on 21 July 2008.
- 3.6.2 The career grade rotational scheme provides development opportunities across specialities within health and social care. This scheme was extended in 2006 when additional funding to a part time paediatric post was agreed, thus establishing a permanent full time post. Students from all of the Scottish universities, which provide Occupational Therapy degrees, welcome the opportunity to spend part of their clinical education time on placement in Moray.
- 3.6.3 As vacancies have arisen in both health and social care, the opportunity has been taken, where possible, to develop merged posts. There are now three of these, all of which are at present on a temporary contractual basis. These individuals are employed full time on an NHS contract, but spend 50% or more of their time working in Council OT roles. The appropriate costs are recharged through the Moray Council.
- 3.6.4 In order to provide a truly integrated service a review of all vacant posts is undertaken and resources are channelled appropriately. A pilot has been in place in Speyside for the past year whereby a vacancy at Turner Hospital Keith was combined with vacant hours in a Moray Council post to provide a

whole time post, resulting in one person providing a service instead of two people. Feedback to date on this pilot is extremely favourable.

- 3.6.5 This type of post enables a proactive and timely response facilitating patient discharge from hospital or the maintenance of service users within their local community and enables confidence and continuity for service users and providers who are able to relate to the same member of staff throughout. It also reduces any delay in provision of a service for people who may move from home to hospital or hospital to home. The development of similar posts is strongly recommended when compatible vacancies occur simultaneously.
- 3.6.6 The Occupational Therapy service 'Duty' system was established in December 2006 and provides a fast response to requests for advice and information in relation to Occupational Therapy provision. The service has proved very successful and the initial opening hours have been extended from 1 July 2008. The service now operates from 9.30am – 12 noon and from 1.00 – 4.00pm. It may be necessary to extend these further in the future. A recent user survey produced a 60% return rate from service users with a favourable response.
- 3.6.7 The formation of Operations Service Manager (OSM) role (formally Senior Practitioner role) provides career progression opportunity and support to frontline Occupational Therapy staff across the NHS and the Council. The whole time post of OSM is jobshared by two part-time OSMs for the Council. There is also a full time OSM for the NHS. Monthly meetings take place for all OSMs to discuss operational and strategic issues affecting the Moray Occupational Therapy service.

3.7 Performance Management

Previous reports to this Committee have reported poor performance within the OT service. This was due to inconsistency in the quality of the recording of the data. The last report to the Audit & Performance Review Committee demonstrated that the OT service is meeting all targets. The revised performance report which was submitted to Audit & Performance Review Committee on 25 June 2008 is enclosed in **APPENDICES 1a and 1b** for information.

3.8 Equipment Service

- 3.8.1 The Joint equipment store based at Pinefield Industrial Estate continues to develop. An on-line catalogue of equipment is available for service users to view. Service users are able to contact the duty Occupational Therapist who can arrange for the supply of appropriate equipment or for self-assessment information to be supplied for simple pieces of equipment. The recent short term appointment of a Project Manager to progress the final stages of a fully integrated store has enabled the progress of work with the MSoft system, which will link across Grampian, to continue. A completion date of December 2008 is anticipated.

3.8.2 The MSoft equipment logging system provides the facility for service users to order equipment online and has an inbuilt auditing and restocking facility. The establishment of a 'Handyperson' service based at the store is an exciting development and is expected to be self funding within a period of one year. This new fixed term post will enable the supply and fitting of equipment to be carried out simultaneously, instead of the previous system of requesting fitting from an external source.

4. SUMMARY OF IMPLICATIONS

(a) Corporate Development Plan/Community Plan/Service Improvement Plan

The Social Programme states 'the Council will support and encourage measures that achieve social inclusion and enhance the quality of life for the residents of Moray

(b) Policy and Legal

Arrangements are set out in the Extended Local Partnership Agreement

(c) Resources (Financial, Risks, Staffing and Property)

None associated with this report

(d) Consultations

The Head of Community Care and the General Manager Moray Community Health and Social Care Partnership have been consulted and concur with the information set out in this report.

5. CONCLUSION

5.1 The Integrated Occupational Therapy service continues to progress as per the Extended Local Partnership Agreement (Full copy available in the Members library).

5.2 There is currently an internal review of the Occupational Therapy service being carried out to address concerns, which have been raised, and to consider the further development of this integrated service.

5.3 Assurance is being sought that clients continue to benefit from a high quality, safe responsive and effect service which meets their needs.

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Background Papers: Held by the LSM AHP
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