

To: Social Work, Health and Well-Being Policy Board

On: 19 January 2016

Report by: Chief Officer, Renfrewshire Health and Social Care Partnership

Heading: Occupational Therapy

1. Summary

- 1.1.** The purpose of this report is to provide an outline of the role and remit of the Community Occupational Therapy service and update the Board with both the performance management information and the current operational and financial pressures on the service.
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2. Recommendation

Social Work Health & Well Being Policy Board is asked:

to note the contents of the report and the work of the Chief Officer of the RHSCP and the Director of Development and Housing Services to develop options for responding to the demand and financial pressures highlighted therein.

3. Background

- 3.1** The aim of Occupational Therapy is to help people live as independent a life as possible. Occupational Therapists have expertise in assessing and supporting disabled people living within the community. They provide help to manage everyday tasks that have become more difficult as a result of injury or ill health.
- 3.2** The assistance available from Occupational Therapists depends on each individual's own circumstances but may include:
- Advice and information to enable self management
 - Reablement and rehabilitation
 - Support and training for carers

- Providing various types of equipment to help the user or their carers better perform everyday activities.
- Providing advice, help and support to make permanent adaptations to homes.

3.3 All referrals are screened and prioritised daily. Occupational Therapists will resolve some requests quickly or will prioritise cases for immediate allocation where high levels of need and risk are indicated. The initial screening establishes the level of need and those placed on the waiting list are generally at the lower level of need, often requiring assessment relating to bathing issues. Cases which would be viewed high level of need and risk:

- A risk of being admitted to hospital or residential care due to loss of independence
- Potential breakdown of home situation due to carer stress
- Face immediate risk of injury
- End of life care

3.4 In Renfrewshire, both the Council and NHS GGC's staff carry out Occupational Therapy assessments where a person or their carer, identify a need. Following allocation the person is visited at home to discuss how they manage daily activities. They will be asked to demonstrate these activities so that the Occupational Therapist can see the difficulty, understand the problems and discuss possible solutions which will make the activity easier for the person and /or their carer.

3.5 If equipment is required, an order is placed with EquipU. Renfrewshire Council is a member of the EquipU partnership along with NHS GG&C and 5 other Local Authorities. The service is responsible for providing; delivering and installing a range of disability equipment supplied by health and social work services to disabled people living at home. Cordia Services run the service for the partners involved and there is a partnership procurement agreement in place which includes the cost of equipment and running the service. Glasgow City Council is the lead agency and Renfrewshire HSCP's Adult Services Manager acts as the lead officer for this contract. There are two additional agreements for stair lifts and track hoists, however there is no agreed financial commitment and the Council only pay for these services as they are required.

3.6 EquipU have a web based order system which can be accessed by assessing staff who are working outwith the office using mobile technology. Staff can check availability of both stock and 'one off' items of equipment and arrange delivery slot with client at time of assessment. EquipU can deliver within 4 hours for a high priority case and other deliveries are arranged by OT and Nursing staff within a normal timescale to suit the client (any time from 1 day onwards).

3.7 When an Occupational Therapy assessment recommends an adaptation, these are progressed in different ways, depending on the person's tenure. The section below outlines the process for each tenure:

- 1) Social Work provides non complex adaptations e.g. door alterations, external handrails etc. under the cost of £1,000 in owner occupied properties. Some of these adaptations are described as 'direct access'; that is, they do not require a full assessment and are ordered following

screening by an Occupational Therapist. Occupational Therapists in both hospitals and community based teams can order non complex adaptations through direct access. Other non complex adaptations e.g. door and step alterations are only ordered following a full assessment. Key safes are also provided from this budget and apply to all housing tenures. Although low cost, these minor adaptations often resolve potential fall situations e.g. negotiating steps and stairs and direct access enables responsive service delivery.

- 2) In Council owned properties, Housing Services commission and liaise with their contractor Building Services to carry out the necessary adaptation works within Council Housing. Prior to April 1st 2015 Building Services sat within Development and Housing Services. On 1st April 2015 Building Services transferred to Community Resources.

Building Services carry out a range of adaptation works such as installing handrails, installing wet floor showers, over bath showers and altering doors to suit wheelchair users. The most common jobs relate to grab rails/handrails and bathing. The least expensive jobs concern grab rails, while the most expensive relating to external ramps and major changes to bathrooms.

- 3) Registered Social Landlords (RSL) each have their own way of dealing with adaptations. Typically a staff member from the maintenance section would organise the adaptation utilising existing contractors or specialised company if appropriate. RSL's submit bids for funding to the Scottish Government including their estimate on funding required for adaptations and any expected major adaptations. In addition the adaptations funded by the SG, some RSLs will fund or part fund adaptations.
- 4) In privately owned or rented properties, Care and Repair Renfrewshire are contracted to deliver a Private Sector adaptations service on behalf of both Renfrewshire Council and East Renfrewshire Council. The Owners Services team within Housing Services manage the contract. Care & Repair are responsible for the management and delivery of private sector adaptations including assessing the technical aspects of the work; preparing detailed specifications or co-ordinate consultants if Planning Permission or Building Warrants are required; obtaining estimates from reputable specialist contractors; assisting with the grant application process; and monitoring while works are being carried out, to advise and assist throughout.

4. Performance

- 4.1 Occupational Therapy is a high performing service. There has been a significant increase (near 50%) in referrals to Adult Services over the past 3 years. Requests for OT assessments constitute a substantial element of these referrals and this growth has a pro rata impact on the OT service.
- 4.2 Despite this increase in demand, the waiting list for assessment has reduced by a third over the past nine months with 238 people waiting in December 2015 with a maximum waiting time of 4 months. There is typically a throughput of around 100 people each month. Managers are currently allocating OT work across the localities to ensure an even response across the individual teams.
- 4.3 Despite referral volumes increasing, 88% of Adult Services assessments are being completed within the target 28 day timescale. Those which are not tend

to involve a degree of complication e.g. delayed due to problems accessing key people/info or due to health problems, assessments require multiple visits.

- 4.4 In 2014/15 Renfrewshire generated 4327 equipment orders to EquipU. Year on year Renfrewshire has exceeded the activity targets agreed with the EquipU partnership ensuring that needs identified in assessments are addressed timeously with appropriate equipment. EquipU can deliver within 4 hours for a high priority case and generally within 2 -3 working days for all other requests.
- 4.5 Renfrewshire also generated 975 adaptation orders under £1,000. Although low cost, these minor adaptations often resolve potential fall situations e.g. negotiating steps and stairs and adaptations provided through direct access enables responsive service delivery.
- 4.6 Care and Repair are contracted to deliver 250 adaptation installations over a 3 year period. In 2014/15 they delivered 113 completions exceeding the contract conditions.
- 4.7 Occupational Therapy makes a significant contribution to the Reshaping Care for Older People agenda by enabling people to remain in their own homes for longer. Equipment provision indicates that 63% of all equipment orders from Community Occupational Therapy were to maintain people in the community and 33% were to prevent admission to hospital and of these 59% were provided to older people with an average cost of £67.00

5. Pressures

- 5.1 The increased demand for the Occupational Therapy service has been absorbed within the existing assessment and care management resource. The demographic pressures in future years could impact adversely on the performance of the OT service and the RHSCP has begun to consider how to meet this additional demand.
- 5.2 The increasing complexity of care needs has also involved the OT's in additional care management tasks as have the new duties generated by Self Directed Support and Adult Support and Protection legislation.
- 5.3 The increased use of equipment to support people to live at home has equally resulted in pressure on the EquipU budgets with for example a steady increase in the volumes of stair lifts and track hoists provided. The increase in order activity has to date been sustained within the service's available budget.
- 5.4 Similarly whilst Care & Repair are over performing against their contract, they are challenged to meet the demand for adaptations being generated though the Occupational Therapy service. This has resulted in a growing waiting list and an associated and consequential increase in demand for Grants. This growth in demand for Grants is the focus of a work stream led by the RHSCP in collaboration with Housing Services to review the existing arrangements and consider the options for addressing this demand.

6. Long Term Planning

- 6.1 As noted above the OT service is challenged by increasing demand arising from demographic demand pressures which will continue for the foreseeable future. The service plays a pivotal role in supporting people to be independent, remain at home and be discharged from hospital promptly and safely.

- 6.2 As noted above, the Renfrewshire Health and Social Care Partnership has now started to review the challenges that are identified within this report and intends to address this as a key work stream over the next 12 months. It is anticipated that amongst the outputs of this work stream will be proposals for addressing the demand pressures within the available resources with a further report going to the Integrated Joint Board in due course.

Implications of the Report

1. **Financial** - The Report highlights emerging and future financial challenges
2. **HR & Organisational Development** - None
3. **Community Planning** - The OT service has a pivotal role in supporting key community planning objectives related to supporting people to live at home safely and be able to engage with their community.
4. **Legal** - None
5. **Property/Assets** - None
6. **Information Technology** – None
7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** - None
9. **Procurement** - None
10. **Risk** – This report highlights emerging risks associated with the challenges of meeting rising demand for services which support key strategic objective such as supporting people to live at home and achieving prompt discharge from hospital.
11. **Privacy Impact** - None

List of Background Papers – None

Author

Appendix 1: service delivery model 2014/15

| | Social Rented Housing | | Private Sector Housing | |
|--|--|---|--|--|
| | Council tenant | RSL | Owner Occupied & Private Rented Sector | |
| | | | Adaptations over £1,000 | Adaptations under £1,000 |
| Management of process | Development and Housing Services | RSL | Renfrewshire Care and Repair – contract managed by Housing and Property Services | Social Work OTs |
| Funding Source | Housing Revenue Account (and Capital Programme for SHQS related) | Scottish Government Adaptations Funding. Some RSLs also use their own resources | Local Authority private sector grant funding | Social Work |
| Level of Funding | 100% | Up to 100%. Some RSLs will also part fund or wholly fund an adaptation. | 80% minimum or up to 100% if the owner receives certain benefits. | 100% |
| Access to funding | Development and Housing Services | RSLs apply to the SG in May for the next financial year's adaptations budget allocation. | Owner/tenant applies for grant funding from Owner Services. | The owner/tenant does not need to apply for funding as Social Work will fund direct. |
| Number of jobs 14/15 | 469 (107 through SHQS, 362 normal process) | 150* | 113 | 975 |
| Total cost 14/15 | Total £365, 000 (plus £52,000 for additional SHQS works) | £643,723 ** from Scottish Government paid to RSLs (2013/14 figure, awaiting 14/15 figure) | £403, 000 from Private Sector housing grant | £151, 689 from Social Work Budget |
| Equipment across all tenures: 4,327 orders across nine teams Total Budget = £639, 992.00 funded from Social Work budget Stairlifts: £275, 291 Track Hoists: £14, 623 | | | | |

* This is for RSL jobs funded by the Scottish Government. The information on number and cost of jobs delivered solely by RSLs is currently not available and therefore not included in this number, however it is estimated to be a low number and correspondingly relatively low value.

** Expenditure this year was particularly high as this figure includes £250,000 for vertical through floor lifts.