

**CWOP/30/10**

**Policy & Scrutiny Committee** Community Wellbeing and Older People

**Date** 9 September 2010

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**Review of Occupational Therapy Service**

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**Scope of Review:**

The scope of this project is to consider the position of Occupational Therapy in AA&CM and in relation to the Target Operating Model. To identify lean processes to reduce delays and maximise use of Occupational Therapy (OT) resources concentrating on timely assessments to deliver preventative solutions for Service Users and to generate savings in domiciliary care and residential provision.

The aim is to recommend short term improvements in the current structure to maximise service delivery; improve support services and work processes; address the demand and workflow management with a view to reduce the waiting times and minimise complaints and identify options for future employment and positioning of the OT resources.

Through this evaluation we will investigate the working practices of other local authorities, particularly those with integrated teams, and identify where there may be potential savings.

Whilst completing this evaluation any areas where processes can be improved will be implemented and documented before the end of the review.

**Progress to date:**

An analysis of the areas in scope has been completed and the review staff have grouped them into Quick Wins and Long Term service improvements.

The success of the review will depend on the following being achieved:

- Reductions in the current outstanding assessments and reviews requiring OT intervention
- Improved throughput performance in managing demand
- Improved customer experience

- Faster response from contact to service delivery
- Less organisational handoffs in pathway to service assessment and delivery

This report documents progress to date on the Quick Wins and a further project plan will be required to fit with the final Target Operating Model (TOM). The work of the review is being co-ordinated with the Commissioning Delivery Plans for client specialisms. The pathway for the Disabled Facilities Grant will be considered jointly by the Review and the Right To Control project.

<b>Quick Wins</b>	<b>Progress</b>
OSCARS process for equipment	A fast track process for equipment has been developed and is in current use but further modifications have been identified to improve speed of recording assessment and ordering equipment. The process is being finalised currently.
Reduction of delays for assessment	An OT assessment tool has been introduced for batching cases and to reduce time spent recording assessments which will increase the volume of allocations and assessments from the Interested Parties Lists (IPL). A model has been identified which all localities can introduce to reduce IPLs. This has been introduced in 3 localities to date.
Self-employed OTs (SEOTs)	SEOTs are fully engaged in taking cases from IPLs. To reduce administration SEOTs will have access to OSCARS and input their assessments directly. This is dependent on a resolution to the Virtual Private Network (VPN) access to OSCARS.
Rapid Response Technicians and Colchester ILC assessments	Need to make better use of Colchester Independent Living Centre (ILC) and its dedicated workforce although customer resistance to being assessed in this environment is still high. A smarter process for referrals to Rapid Response Technicians (RRT) is identified and the use and size of this resource needs to be evaluated in light of other developments.
Mobile / Homeworking	A pilot with laptop use is currently assisting us to review the effectiveness, difficulties and expansion of mobile and home working to increase productivity.
Direct Provision of	Need to liaise with South and West health OTs to improve

equipment assessed by health OTs on discharge	use of existing process. This will reduce the workload of Community Assessment Teams (CAT) in these localities
Assessment of major adaptations (DFG) at ESCD	Currently all assessments are completed in CAT teams and often after case has been on IPL for some time. A 6 week trial has started using an OT in Social Care Direct who picks up referrals from Essex Social Care Direct (ESCD), RRT and Mobile Assessment Team (MOAS) where showers, stairlifts etc are indicated. Aim is to assess earlier and recommend Disabled Facilities Grants to District Councils direct from ESCD. Case will be closed without going to CAT team.
Time Management	Review admin and meetings structures in teams to increase SU contact time

<b>Long Term</b>	<b>Progress</b>
TOM	The OT review team will work in line with the recommendations of the TOM particularly in relation to equipment provision and early intervention.
DFG process	This is to be reviewed in line with the TOM and Right To Control. Responsibilities and process will need to be reviewed and a new end to end process developed in partnership with District Councils. Flexibilities of the DFG regulations should support some provision outside the DFG process and this needs to be explored further.
Reablement	Need to increase equipment, adaptations and Telecare provision during Reablement. This is reliant on successful recruitment to Essex Cares OT vacancies.
Children's adaptations	A review of provision of work for children's services was completed in 2008 and we continue to negotiate with CWD to resolve the needs of both services.