

Report of: Deputy Director, Social Work & Social Care Services

Report to; Director of Adults and Health

Date: 28 September 2017

Subject: Developing the Recovery Occupational Therapy Service to include South Leeds Independence Centre, (SLIC) and Suffolk Court Recovery Service.

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary of main issues

1. In May 2017 Leeds City Council, formed an Alliance with Leeds Teaching Hospital NHS Trust (LTHT) and Leeds Community Healthcare NHS Trust (LCHT) in preparation to bid for the provision of a Community Beds Service commissioned on behalf of the NHS Leeds South & East Clinical Commissioning Group (CCG).
2. Following the submission of the Alliance's response to this procurement and the conclusion of the evaluation process, the Alliance have been successful in the bid to provide 72 nursing beds across two sites. As part of a whole system approach to the delivery of health and social care to older people the CCGs have committed to supporting and funding 32 nursing beds at Suffolk Court and 40 nursing beds at South Leeds Independence Centre (SLIC) commencing service delivery from 1st November 2017.
3. The Community Beds Service will provide care homes with nursing as described above at SLIC and Suffolk Court. The service will focus on promoting independence by offering nursing and therapeutic interventions to support each person to fulfil their maximum potential. This in turn should contribute to the prevention of admissions to long term residential/nursing care and/or unnecessary hospital admissions and support people to live at home longer.
4. To optimise the benefit of the community beds model, therapy input is required over 7 days and extended hours.

5. Financial resource for the 7 day dedicated therapy support to the Recovery Service has been identified as part of the Alliance bid.

Recommendations

1. That the Director of Adults and Health approves the establishment of 4FTE new posts for registered Occupational Therapists to work a 7 day rota, 8am to 8pm to extend Occupational Therapy to support The Green, SLIC and Suffolk Court and the Skills for Independent Living Service (SkILs).
2. That the Director of Adults and Health approve the spend of £185,898 per year for the purpose developing the Occupational Therapy Service to include the two new additional bed bases.
3. Implementation will be by the Disability Service Manager once the decision has been approved.

Purpose of this report

- 1.1 To describe the requirements and proposed model for the Occupational Therapy element of the Community Beds Service.
- 1.2 To seek agreement for the establishment of 4 additional Occupational Therapy posts to deliver 7 day a week Occupational Therapy to the two additional bed bases.

2. Background information

- 2.1 The Community Bed Service is a new model for the delivery and co-ordination of nursing beds. There will be 72 beds. 40 beds at South Leeds Independence Centre and 32 beds at Suffolk Court. The beds have been secured as part of the Alliance. The funding has been secured for 5 years.
- 2.2 The service will support people who cannot return directly home after a stay in hospital, or in order to avoid a hospital/care home admission, and would benefit from recuperation and rehabilitation.
- 2.3 Therapy Services, both Physiotherapy and Occupational Therapy are key services within the service, along with nursing and support staff. The Occupational Therapists will be employed by Leeds City Council.
- 2.4 People will be supported to return to their own home in a timely way and to ensure that the right support is continued once they are back home. If returning home is not possible, the multi-disciplinary team will work with the person to ensure a successful move into other accommodation or another care setting. Close links will be made with the Neighbourhood Teams to ensure that the person, their carer and family are supported throughout the person's stay in a Community Bed.

3. Main issues

- 3.1 To optimise the benefit of the 72 Community beds, which have been commissioned from an Alliance between Leeds Teaching Hospital's Trust and Leeds Community Healthcare Trust and Leeds City Council,
- 3.2 a therapy input is required to assess and develop rehabilitation plans for individuals who need that, from a registered health professional, but also to provide support and guidance to the Support Workers in the bed base.
- 3.2 In November 2016 DLT agreed to create a team of 5 therapists to work on a rota pattern over the 7 days and covering 8am to 8pm to support the new Recovery hub at The Green and SkILs.
- 3.3 With the successful bid for the Community Beds additional Occupational Therapy Resource is needed. Creation of an additional 4 Occupational Therapy posts will enable Occupational Therapy staff to work across both the recovery bed base at the Green, Community beds at Suffolk Court and SLIC and SkILs. The staff will work from 8am to 8pm over 7 days.
- 3.4 In order to support the SkILs service in their new model of delivery, a timely response from a registered worker is needed 7 days a week between 8am and 8pm. The main requirement for this will be related to risk assessments for the safe delivery of support, including moving and handling, in the home environment. This includes

supporting decision-making in relation to the need to arrange for the transfer of the person to a recovery bed if they cannot be safely managed at home. The Community Bed base will also need to have 7 day access to advice and support from registered staff particularly at the point of admission.

- 3.5 Resources are now available to allow Adults and Health to create an additional 4 Occupational Therapy posts to enable support to the whole recovery service. Appendix 1 provides the rota pattern for these posts. The posts will be 1 Senior Occupational Therapist (PO3) and 3 Community Occupational Therapists (PO1).
- 3.6 The additional 4 Occupational Therapists will be managed by the 0.61 FTE P06 Team Manager, which was agreed as part of the development of the Recovery Service.
- 3.7 The Team Manager, a registered Occupational Therapist, will provide professional supervision to the Senior Occupational Therapists. Please see Appendix 2 for the structure chart.

4.0 Corporate considerations

4.1 Consultation and engagement

- 4.2 The Trade Unions have been advised that funding has been identified to develop the Occupational Therapy service in order to support the new Community Bed bases who will be working over 7 days.
- 4.3 The proposal for the development has been discussed with the existing Adults and Health Occupational Therapy Service. No comments have yet been received from the staff.

5 Equality and diversity / cohesion and integration

- 5.1 An Equality Impact Assessment screening tool has been undertaken and has indicated that an EIA does not need to be carried out. There are no adverse effects on any particular groups of people related to this service change. See Appendix 3.
- 5.2 With regard to the workforce, this proposal creates an opportunity for Occupational Therapists who work for the Council to work in a role that offers a different pattern of working which may fit better with their personal circumstances. Equally these posts create an opportunity for Occupational Therapists who prefer to work a rota over 7 days to take up a post within the Council.
- 5.3 The creation of additional posts in the Occupational Therapy service will lead to external recruitment, either for these particular posts or to back fill any successful internal applicants. This creates an opportunity for the Council to attract Occupational Therapists from a wider range of backgrounds than the current profile of the service.
- 5.4 The introduction of an Occupational Therapy Service which operates 7 days a week and till 8pm will allow people in Leeds and their family carers to have a more responsive service that can meet their personal requirements regarding the most appropriate time of service delivery.

6 Council policies and best council plan

- 6.1 The proposals outlined in this report will help to deliver a number of crucial elements of the Adults & Health Better Lives Strategy by helping local people with care and

support needs to enjoy better lives. With a focus on: promoting choice, helping people to stay living at home and joining up health and social care services.

- 6.2 These in turn supports the ambition for Leeds to be the Best City in the country. In addition the proposals will contribute to the achievement of the objectives set out in the city's Health and Wellbeing Plan: people will live full active and independent lives, people's quality of life will be improved by access to quality services.

7.0 Resources and value for money

- 7.1 The resources available are £206k for Occupational Therapists. See chart below for breakdown of costings. These have been calculated at the top of the scales.

Post	Spinal	FTE	Basic	Nat Ins	Superan	Enhancements	Basic	Nat Ins	Superan	Total
			£	£	£	%	£	£	£	£
PO3	41	1	36,379	3,894	5,675	12.5	40,926	4,381	6,384	51,692
PO1	36	3	31,601	3,234	4,930	12.5	106,653	10,915	16,639	134,207
		4					147,580	15,296	23,023	185,898

- 7.2 The manager post is currently 0.61FTE (3days). The manager is new into post and as the service is currently not fully staffed it is hard to establish whether this will be enough hours to support the team. If not, the balance of £20,102 would be called upon to offer an additional day to the part time manager. This need for this will become apparent within 6 months of a full team being in place.
- 7.3 The funding is for 5 years. The OT service will monitor the position re longer term funding and if it is not forthcoming the service will manage the posts within the overall Occupational Therapy budget, by not recruiting to any Occupational Therapy vacancies in the run up to the 5 year funding ceasing.

8.0 Legal implications, access to information, and call-in

- 8.1.1 This is significant operational decision and not subject for call-in

9.0 Risk management

- 9.1 The creation of additional Occupational Therapists is required to reduce risks to customers and staff in the new Community Beds Service.
- 9.2 The risk of not being able to recruit Occupational Therapists to work a 7 day a week rota and extended hours will be mitigated by ensuring a wide circulation of the posts to Occupational Therapists including to NHS Trusts where 7 day working is more embedded.

10 Conclusions

- 10.1 The new Community Beds require 7 day a week extended hours support from registered Occupational Therapists in order to maximise the benefit to customers, ensure flow is maintained and to support staff working in bed bases and in customers' homes.
- 10.2 The proposed model for the therapy support needed is by the creation of an additional 4FTE Occupational Therapists working a rota over 7 days 8am to 8pm in order to cover The Green, SLIC and Suffolk Court and SkILs. The team will be supported by the Disability Team Manager, Recovery Service.

11. Recommendations

- 11.1 That the Director of Adults and Health approves the establishment of 4FTE new posts for registered Occupational Therapists to work a 7 day rota, 8am to 8pm to extend Occupational Therapy support to the to support The Green, SLIC, Suffolk Court and Skills for Independent Living Service (SkILs).
- 11.2 That the Director of Adults and Health approve the spend of £185,898 per year for the purpose developing the Occupational Therapy Service to include the two new additional bed bases.
- 11.3 Implementation will be by the Disability Service Manager once the decision has been approved.

12.0 Background documents

none

6 Appendices

- Appendix 1 – rota pattern
- Appendix 2 – structure chart
- Appendix 3 – Equality Impact Assessment