

Best Value Occupational Therapy Action Plan (updated October 2003)

Summary of Recommendations: Brent Social Services

Appendix 4

LEADERSHIP

Nos	Recommendation	Comments	Timescale	Lead Officer
5.4.1	<p>In view of the urgent need to maximise the efficiency of the Joint Equipment Store this year to meet the requirements of Integrated Community Equipment Guidance (ICES), the Best Value review of the Joint Equipment Store needs to be revisited. Few of the recommendations have been implemented following the review and the main recommendations now need to be addressed as a matter of urgency, particularly;</p> <ul style="list-style-type: none"> - The system should be linked with the Council network - Word and excel installed - Staff training to be initiated - Devise a new system for ordering equipment from the stores by the OT's based on electronic transmission. <p>While it is recognised that the Joint Equipment Store is an important adjunct to the OT service, and to that end efficiency needs to be maximised, it is important to recognise that there are other, separate, aspects to the OT service which also need to be developed.</p>	<p>A Joint Project Group has been established to progress work and cost developments and implement the DoH requirement for a pooled budget for joint equipment stores by March 2004.</p>		<p>Diane Brown Gaby Napolitani Linda Mann Christabel Shawcross</p>
5.4.2	<p>Installation of e-mail for staff at Joint Equipment Store is also an urgent requirement.</p>	<p>Partially achieved</p>	<p>August 03</p>	<p>Linda Mann and IT</p>

POLICIES & STRATEGIES

Nos	Recommendation	Comments	Timescale	Lead Officer
6.4.1	Clarification is needed of the extent of demand for OT services within the Borough, how those needs have been identified and how they will be met.	Strategy to manage demand to be developed as part of Joint Commissioning process. Needs to fit with Fair Access eligibility criteria.		Linda Mann Diane Brown Gaby Napolitani
6.4.2	There is an urgent need for a strategy for the systematic review of needs that will address user consultation and involvement, and complaints about services.	As above		
6.4.3	Develop a strategy to manage and reduce the entire waiting list, including offering information about alternative sources of advice to those people who cannot be seen in the short term, explanations why a service cannot be provided immediately, and contact details should the client's situation deteriorate.	As above		
6.4.4	An overall strategy is required, setting out the future direction of the local authority OT service, the extent of its proposed relationship with the PCT service and how this relationship will be managed.	This links into the PCT recommendation 6.3.2, And 6.4.1 on Joint Commissioning		H & S Care Partnership Board
6.4.5	Attention is needed to information sharing across all staff, to ensure; <ul style="list-style-type: none"> - briefings do not rely solely on the Intranet and e-mail - relevant documents, newsletters and publications are circulated regularly to all staff - lower grade managers are given the opportunity to become involved in service initiatives. 	Strategy for OT Services to fit into the larger Brent Social Services Commissioning Strategy		Diane Brown Linda Mann

Summary of Recommendations: Brent Social Services

USERS & CARERS

Nos	Recommendation	Comments	Timescale	Lead Officer
7.4.1	Urgent action is needed to implement a strategy and action plan for user and carer involvement, including training staff in communicating with clients, and listening to users' and carers' views.	User and Carer Consultation Strategy to put into joint commissioning strategy. All party Action Groups required to do this.	April 04	H & S Care Partnership Board and Priority Action Groups
7.4.2	Provide clients with information on the role of the OT, service standards they can expect from both Council staff and external contractors (such as those used by Private Housing Services), and monitor cases closely against these standards. Include information about how to pursue a complaint if the client is not satisfied with the service received.	As Above	April 04	Diane Brown Linda Mann Gaby Napolitani
7.4.3	Improve the quality of information to users and carers, e.g.; across agency directory of who does what.	Clearer information about what information needs to be improved to be explored though Joint Commissioning Strategy.	September 04	Linda Mann
7.4.4	In conjunction with the Council's Private Housing Services, provide information to applicants for Disabled Facilities Grant, timescales for work to be started and completed, expiry dates of applications.	Revision of standard letter		Linda Mann
7.4.5	In conjunction with the Council's corporate complaints team and the social services complaints manager, carry out a comprehensive review of the way complaints are received and identified and then dealt with. This should include training	Training plan for the Autumn and customer care standard.	January 03	Diane Brown Ken Scott

	for all staff, and ensuring that the evidence obtained through complaints is used to identify areas of weakness and necessary service improvements.			
7.4.6	Implement a regular user feedback process, not just a snapshot survey, with ongoing responsibility for individual officers to follow-up on issues of concern to users, and for the results of such feedback to be used to inform future service delivery plans. In addition consideration should be given to ways in which users and carers might receive feedback on how their views have been taken into account.	A capacity issue, 0.5 admin post to run the system, 15k ongoing, development subject appropriate resources being available	April 04	Linda Mann Diane Brown
7.4.7	Consider linking with existing corporate mechanisms for consultation such as the Citizens Panel.	To be considered	April 04	Diane Brown

RESOURCES

Nos	Recommendation	Comments	Timescale	Lead Officer
8.4.1	The service's overall strategy should include a statement of the level of service that is aspired to, based on the identified needs within the area and an assessment of the resources needed to deliver the service to the stated level. If the actual resources available do not match the services' aspirations, consideration should be given to alternative means of provision needed, including a cost benefit analysis of options such as outsourcing the service and management of the service through a contract or Service Level Agreement.	The implementation of 'Fair Access to Care' eligibility criteria from April 2004. A review after the 1 st year of implementation will assist in determining appropriate methods of service delivery.		Linda Mann D
8.4.2	Further work is needed on benchmarking the service cost against comparable	As above		As above

	organisations, assessing throughputs and caseload and the overall level of resources required.			
8.4.3	Urgent clarification is needed on how the proposed IT system is to be funded and its priority in relation to other competing demands on the Social Services budget.	Approved	Completed	
8.4.4	An action plan for implementing the proposed IT system is needed, to include - <ul style="list-style-type: none"> - A cost benefit analysis showing how it will improve services, to achieve a realistic assessment of the likely improvements and avoid over-ambitious expectations being placed on the new system - How the commitment of all staff will be achieved, to overcome the issues of staff apathy and resistance already identified in IT use - Clarification of the management data that can be obtained from the new system and the manual systems that will be replaced - Change management and dealing with the cultural issues arising from the implementation of a large scale IT system. 	Been Approved. Training and preparation to commence.	Sept 03	

PERFORMANCE MANAGEMENT

Nos	Recommendation	Comments	Timescale	Lead Officer
9.4.1	Implement performance comparison and benchmarking against the recognised best performers.	Piece of project management work. Cost to be considered if resources available	April 04	Diane Brown
9.4.2	Development and implementation is needed urgently of a set of agreed Local	Updating performance indicators to be completed.	October 04	Diane Brown Linda Mann

	Performance Indicators, for monthly monitoring by the Principal Occupational Therapist, departmental Performance Manager, Senior Management & the Director. Indicators should be at a detailed level, e.g. time between going on the waiting list and first assessment, and through-put of caseloads.			
9.4.3	Implement a system to calculate Brent's equipment recycling rates, and monitor against realistic targets; a poster campaign to remind clients to return equipment; and involve the Voluntary Sector in helping to raise recycling levels.	Ongoing operational group for ICES and to develop this after pooled budget established March 04	August 04	ICES Operational Group

PEOPLE MANAGEMENT

Nos	Recommendation	Comments	Timescale	Lead Officer
10.4.1	Develop further initiatives to recruit staff, e.g. return to work days, flexible working, support managers in reviewing the service to look at alternative staffing structures, e.g. change the skills mix, implement basic grades.	Now fully staffed. Developed as part of Social Services Recruitment and Retention Strategy and IIP.	ongoing	Diane Brown
10.4.2	Pay a Fieldwork Educator allowance and include fieldwork supervision in the accountability statement for OT posts, in recognition of the importance of having students on placement to aid future recruitment.	Parity of terms and conditions across Health and Social Care OT services need to be looked at as part of further integration work.	September 04	Human Resources Diane Brown
10.4.3	Give urgent consideration to the employment of new graduates and re-evaluate their potential benefits to the service.	See 10.4.1		
10.4.4	Explore housing options to attract staff.	Consider as part of ongoing overall key worker housing Strategy.		Diane Brown
10.4.5	Evaluate the current level of spending on	As staff team now full no longer relevant, but		Human

	agency staff against other options such as higher grades for permanent staff.	ongoing action to reduce use of agency staff.		Resources
10.4.6	Implement a devolved training budget to the OT service or ring-fence part of the central budget exclusively for the OT service.	This has been actioned monies ring fenced for training	completed	
10.4.7	Review the mandatory training needed by OT staff and make urgent arrangements to provide it.	Ongoing		Linda Mann
10.4.8	Review training programmes to ensure suitability for OT staff.	Personal development plans for staff		Linda Mann
10.5.1	Monitor the length of time posts are vacant, identify any "problem" posts for recruitment and consider alternatives.	Has been actioned, no vacancies	ongoing	Linda Mann
10.5.2	Consider scope for economies of scale between Brent Social Services and PCT through joint training, joint student & fieldwork co-ordinator, rotational posts and joint recruitment drivers.	Same as PCT recommendation 10.5.2 and 10.5.3 Resources will be an issue for the Fieldwork co-ordinator.	September 04	Linda Mann
10.5.3	Consider the use of secondments instead of rotation to avoid terms and conditions problems.	As above		As above

CARE MANAGEMENT

Nos	Recommendation	Comments	Timescale	Lead Officer
11.4.1	A review is needed of the referral arrangement through the 1 stop shops to include a cost/ benefit analysis, evaluation of the cost to the OT service, the potential risks and consideration of alternative referral arrangements. If the 1 Stop Shop system is to be maintained, an effective Service Level Agreement and clienting by the OT service is needed to ensure customers receive the correct information and that agreed service	SLA review underway. Exploring quality of referrals to the one stop shop	April 04	Janet Palmer Mike Bibby Diane Brown

	levels are achieved.			
11.4.2	Improved monitoring is needed of internal processes, e.g. telephone access, e.g. how many messages are not responded to within 24hrs.	Review system and audit		Linda Mann
11.4.3	Cases on the "review" system should be reclassified as not open, as the case is not actually receiving any input.	To be addressed within the capabilities of the present computer system. New system April 04 should resolve.	April 04	Operational Managers
11.4.4	Clients on the waiting list should be contacted at least every 6 months (instead of 12 months at present) to see if their priority has changed or if they still want to remain on the list.	Have implemented and will be ongoing	Every 6 months	Operational Managers
11.4.5	The Client self assessment should be repeated at the end of each invention to see if an improved score has been achieved.	To be explored. Quality assurance system will demand a significant amount of time, cost implication, new post, and subject to availability of resources		Linda Mann
11.5.1	Joint Consideration is needed of the impact of the Fair Access to Services criteria across both services.	To be reviewed after analysis of 1 st year of implementation see 8.4.1. Action		Christabel Shawcross Diane Brown
11.5.2	There is a need to assess the boundaries and overlapping areas with regards to services to children.	As above		

PARTNERSHIPS

Nos	Recommendation	Comments	Timescale	Lead Officer
12.4.1	Urgent review is needed of the role of the OT service in the adaptations work currently undertaken by Private Housing Services. Proposals for future joint working should be developed in consultation with relevant parties, including Private Housing Services, Brent Housing Partnership and the PCT. Future arrangements must ensure that as the Welfare Authority Brent Social Services are	Expand current group to look at reduction of private OT's in this area. Continue to audit until private OT's phased out.		Linda Mann Spencer Randolph, Steve Wilson

	providing adequate supervision that adaptations prescribed by a private OT meets the needs of the client.			
12.4.2	Consideration should be given to the suggestion by Older Peoples Services and Home Care that their staff should give assessments for simple equipment, and to the associated training issues.	Already happening. Care managers in bathing services doing some assessments		Diane Brown Linda Mann
12.4.3	There is a need to ensure that there is an OT representative on joint working groups, e.g. those with Older People's services, and those on SAP and FACs.	Service Unit Managers now attending Priority Action Groups		