


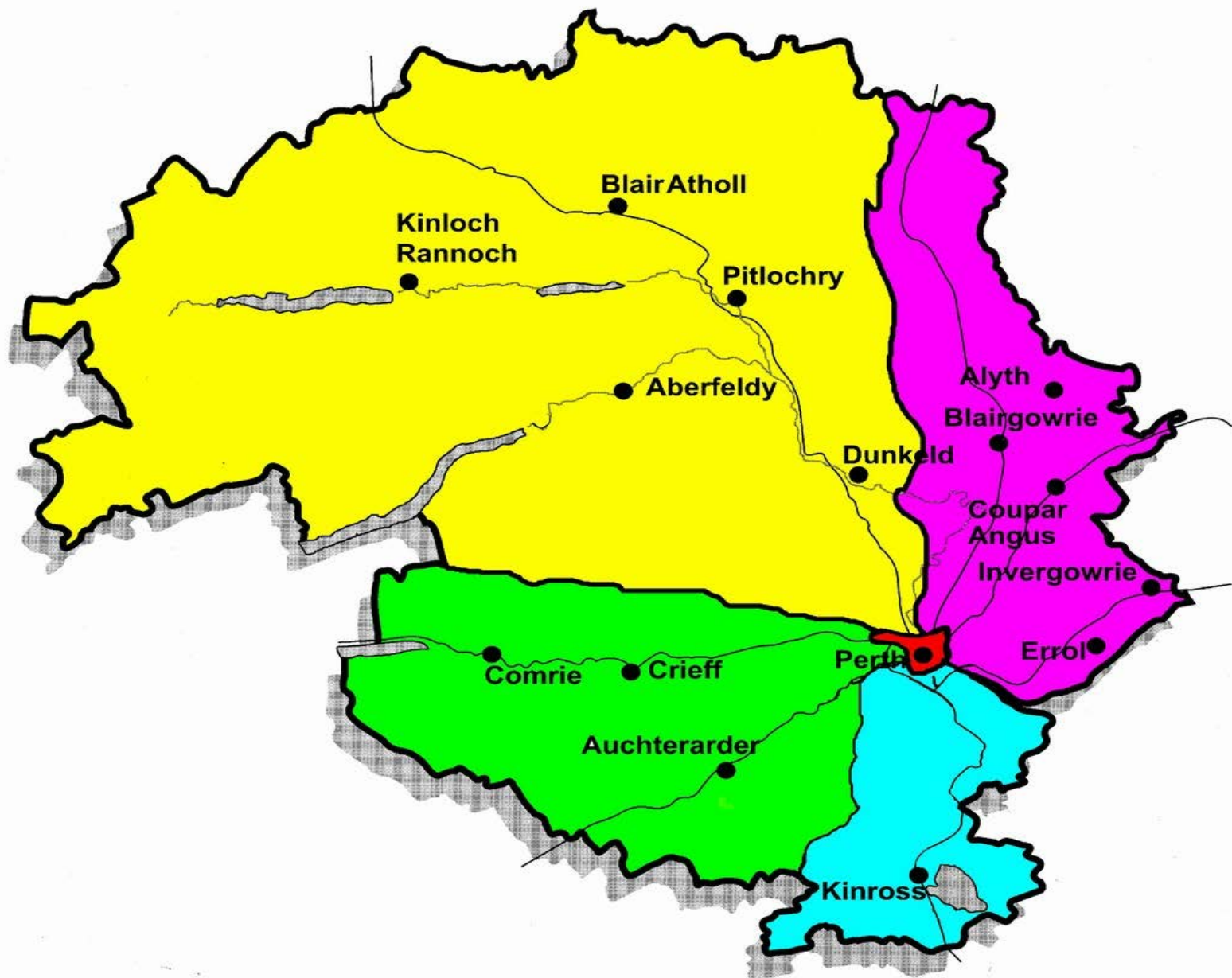


Integrating Occupational Therapy In Perth and Kinross: The Story So Far

A little History

- ▶ 2000 joint health & social agreement for access to ADL equipment, essential for discharge items only
- ▶ Growth of Community Rehab Teams, further ADL equipment incrementally added including minor adaptations.
- ▶ Introduction of Reablement service for all of Perth & Kinross 2011
- ▶ 2012 first whole service event bringing together council and health OT's to further develop what a whole integrated service might look like

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- ▶ 2013 external consultants commissioned to undertake a review
 - ▶ Project Initiation Document (PID) written July 2014
 - ▶ Nov 2014 Appointment of an Implementation Integration Manager for Occupational Therapy and a Project Manager.(18 months)



Baseline Activity & Scoping

- ▶ Process mapping with teams and practitioners across all areas in health & council services.
- ▶ Undertook visits to other areas and consulted within Tayside
- ▶ Carried out extensive baseline activity analysis

Joint Service Workstreams

- ▶ Five in total, plus a senior project team.
- ▶ Membership made up of equal numbers of health and council staff
- A. Operational & professional model
- B. Workforce development
- C. Information Technology
- D. Performance Management
- E. Communications & Engagement

Operational & Professional Model

- ▶ The service will be a single integrated service
- ▶ The service will have a single point of access for all referrals
- ▶ The service will have a single prioritisation and screening criteria
- ▶ The service will be locality or sub locality based

Operational & Professional Model

- ▶ The service will have a single core documentation set
- ▶ The service will operate a person centred seamless pathway
- ▶ Where appropriate practice will cover behavioural and environmental change

Operational & Professional Model

- ▶ The service will co-locate integrated teams within localities and sub-localities where practically possible
- ▶ An agreed common theory model to underpin practice
- ▶ To harmonise managerial and leadership structures as much as practically possible

Workforce development

- ▶ Develop a Workforce Development Strategy for OT workforce in order to facilitate roll-out of General Occupational Therapist role supported by specialist OTs
- ▶ Identify OT skills gap as a result of integration (individual learning needs analysis) and team skills mapping
- ▶ Deliver combined and additional training / CPD for staff to fill gaps in knowledge and/or practice.

Workforce development

- ▶ Explore a revised person and core skills specification for newly integrated General Occupational Therapist role
- ▶ Development of a single core documentation set
 - Recent review of documentation for both services
 - Different clinical record keeping processes
 - Information Technology!!

Information Technology

- ▶ Develop Information Technology system(s) that facilitates effective information sharing and eliminates duplication of effort
- ▶ Agree preferred option for Integrated Service to be able to record and access client information
 - Two systems feeding one central 'viewer'
 - Ahead of the curve
 - Work around

Performance Management

- ▶ Develop Business Intelligence and Performance monitoring systems
- ▶ Develop framework and system for gathering baseline data
- ▶ Develop new performance framework and performance feedback collection tools and pilot same

Communications & Engagement

- ▶ Develop a communications and engagement strategy for internal and external stakeholders
- ▶ Commission a Review of Options for integrating Occupational Therapy Services that engages with current staff and explores successful integration projects elsewhere
- ▶ Develop phased communications plan that engages a)Staff, b)Service Users and c)Wider Public

The journey has further to travel

▶ **Progress so far**

- ▶ North Locality Co-located
- ▶ South Locality Co-located
- ▶ Perth City – imminent
- ▶ Integrated Senior Ops Team
- ▶ Single Prioritisation/Screening tool

▶ **Issues**

- ▶ Information Technology
- ▶ Human Resources/Terms and Conditions
- ▶ Strategic Plan/Wider Health and Social Care Integration .

References

- ▶ Integrated Occupational Therapy Services South Ayrshire
www.jitscotland.org.uk/?attachment_id=1636
- ▶ Using theory to underpin an integrated occupational therapy service through the Canadian Model of Occupational Performance. *British Journal of Occupational Therapy*, 71(2), 532–539 (Boniface G, Fedden T, Hurst H, Mason M, Phelps C, Reagon C, Waygood S, 2008)
- ▶ Using Occupational Therapy Theory in Practice – 21 Feb 2012 by Gail Boniface (Editor), Alison Seymour (Editor)
- ▶ COT, 2002. 'From Interface to Integration: A strategy for modernising occupational therapy services in local health and social care communities'.
- ▶ Changing lives, changing practice *Occupational therapy in social work, enabling independent living in Scotland*. Dr Jill Riley 2010

FALKIRK

West Dunbartonshire
Health & Social Care Partnership

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Integrated
Older People's

Integrated
Adult and
Hospital
Discharge

Care at Home

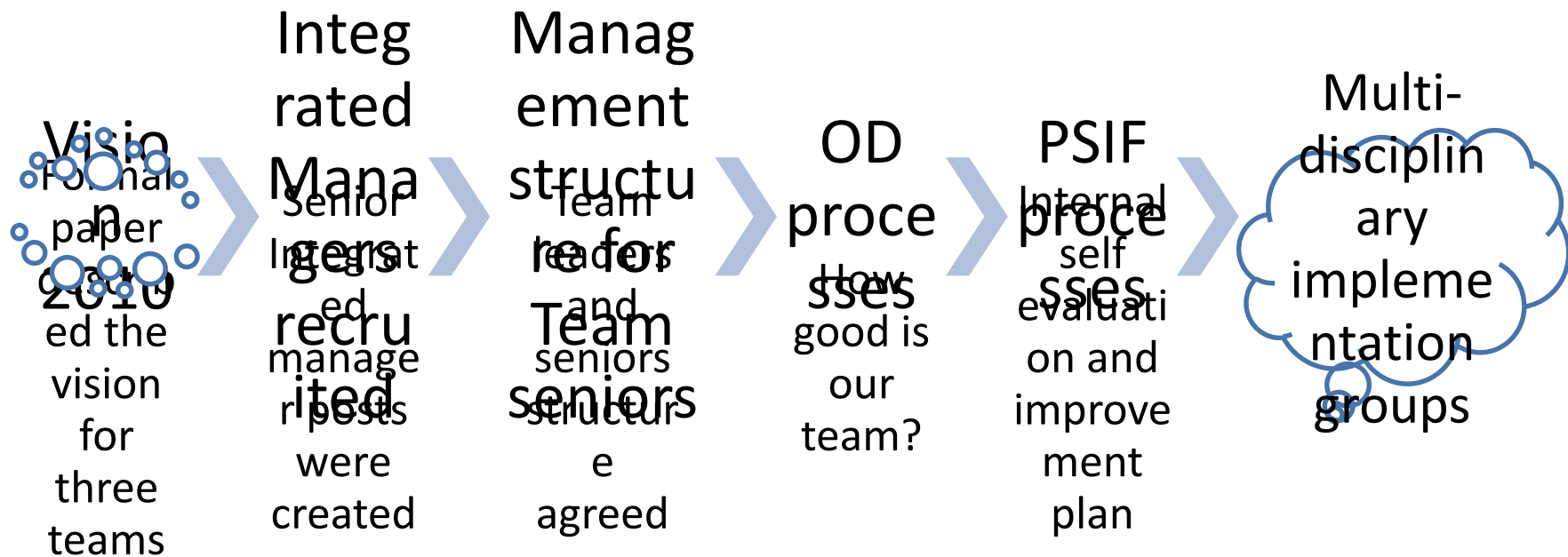
District
Nursing

Care Homes
and Day-care

Prescribing
Service

Localities/GPs

Planning for integrated multi-disciplinary teams



West Dunbartonshire Health & Social Care Partnership

Early agreed principles for all community-based staff

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West Dunbartonshire Health & Social Care Partnership

- OT integration meeting with all qualified staff across 3 teams
- Reviewed tasks undertaken in traditional SWOT and community health OT roles
- Removed tasks already completed by both
- Explored why tasks on SWOT list not completed by health staff and vice versa
- Agreed areas of OT practice to review in 2016

West Dunbartonshire Health & Social Care Partnership

- Progression through OT forum – 2 working groups mix of health and SW OT staff in each
- Showers and kitchens initial areas
- Procedures for Integrated Occupational Therapy Services
- Practice Guide for Integrated Occupational Therapy Services
- Ongoing progression at OT forum

West Dunbartonshire Health & Social Care Partnership

- Supervision
- Identification of training needs (equitable access)
- Documentation
- MARG
- Health and wellbeing – wider team
- Competencies
- Blurring of roles (across team)

Benefits

- Person centred
- Brought down barriers
- Improved knowledge and skills
- Direct access to professional support
- Reduced duplication
- Improved access to training – formal/informal
- Managing risk on an individual basis
- Staff retention

Learning/challenges

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Health & Social Care Partnership

- Involve staff at earliest opportunity
- Resistance to change – real and perceived
- Hugely labour intensive for management in terms of effort and commitment
- Allow staff time – own pace
- Revisit vision often and present in different formats
- Allow opportunities to voice and acknowledge what is not working.
- Support from OD

Argyll & Bute

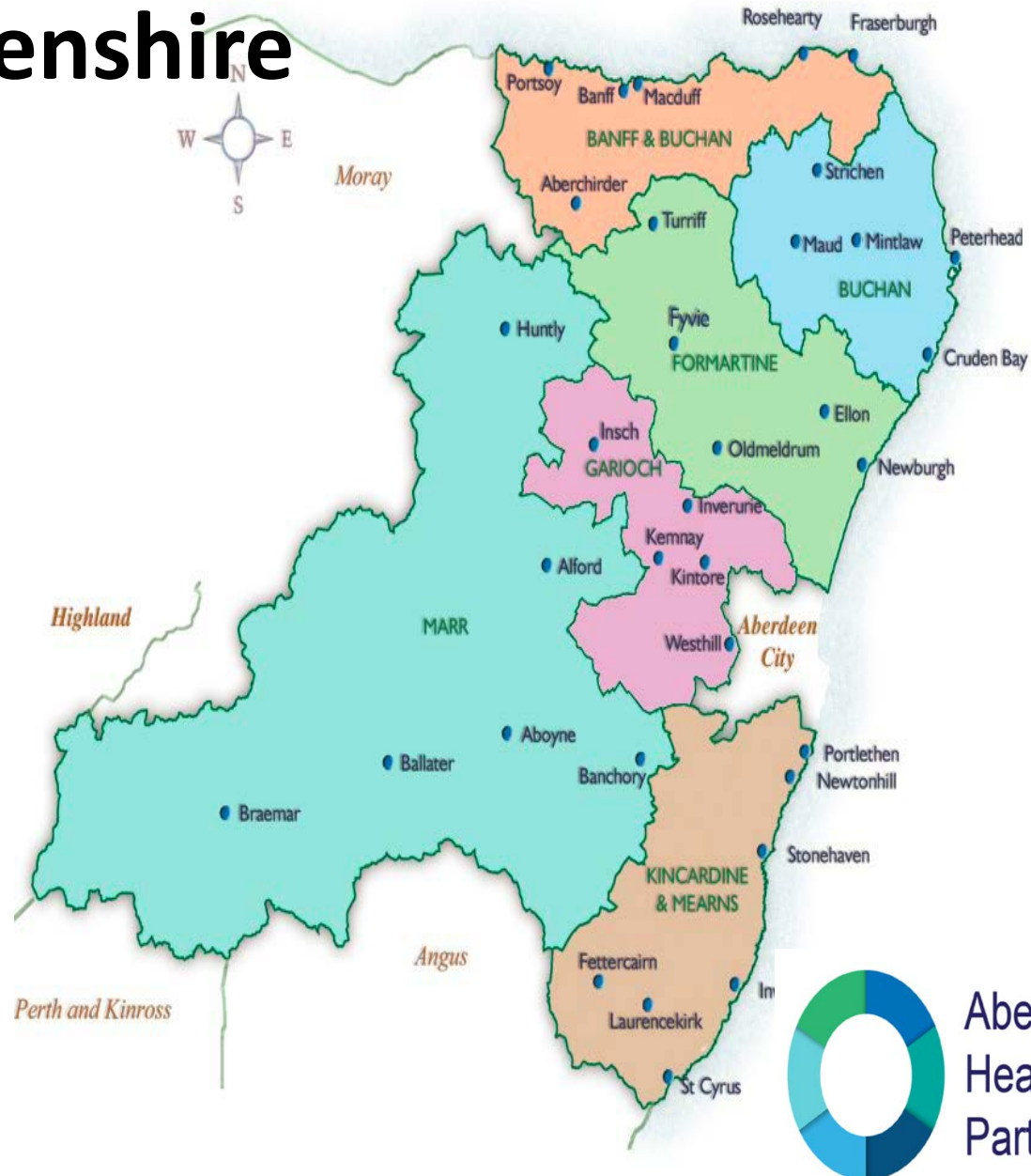


Aberdeenshire
Health & Social Care
Partnership

Integrated Approaches to Occupational Therapy Services

Shona Strachan, Kerry Adam, Rhona Gardiner, Shona Campbell

Aberdeenshire



Aberdeenshire
Health & Social Care
Partnership

Integration – Aberdeenshire Health & Social Care Partnership

- Transitional Leadership Group established
- September 2013 - Body Corporate Model approved
- January 2014 - Chief Officer Appointed
- April 2015 - Draft Integration Scheme submitted
- April 2016 - Responsibility passed to the Partnership in April 2016



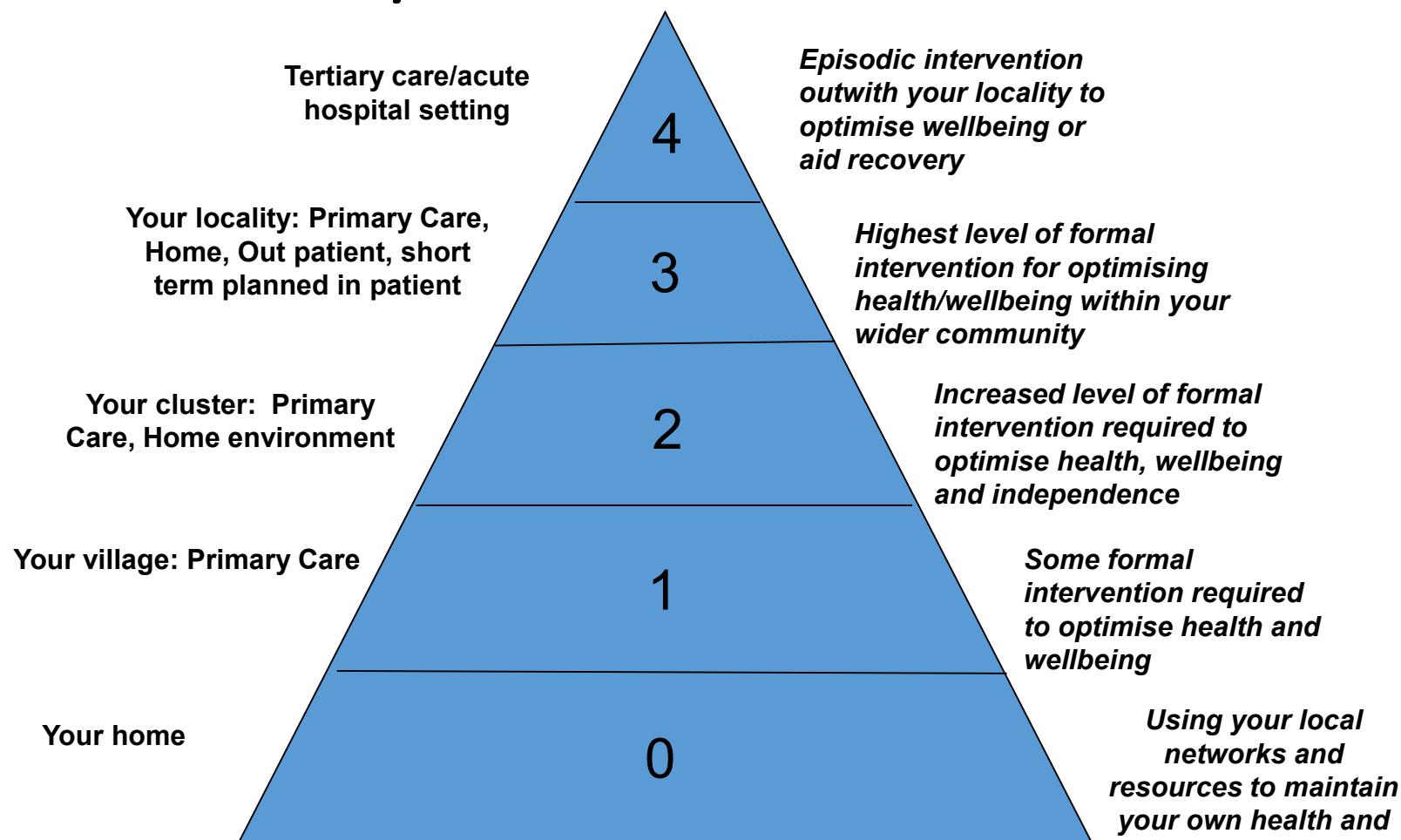
Vision, Philosophy & Values

“Building on a person’s abilities, we will deliver high quality person- centred care to enhance their independence and wellbeing in their own communities”



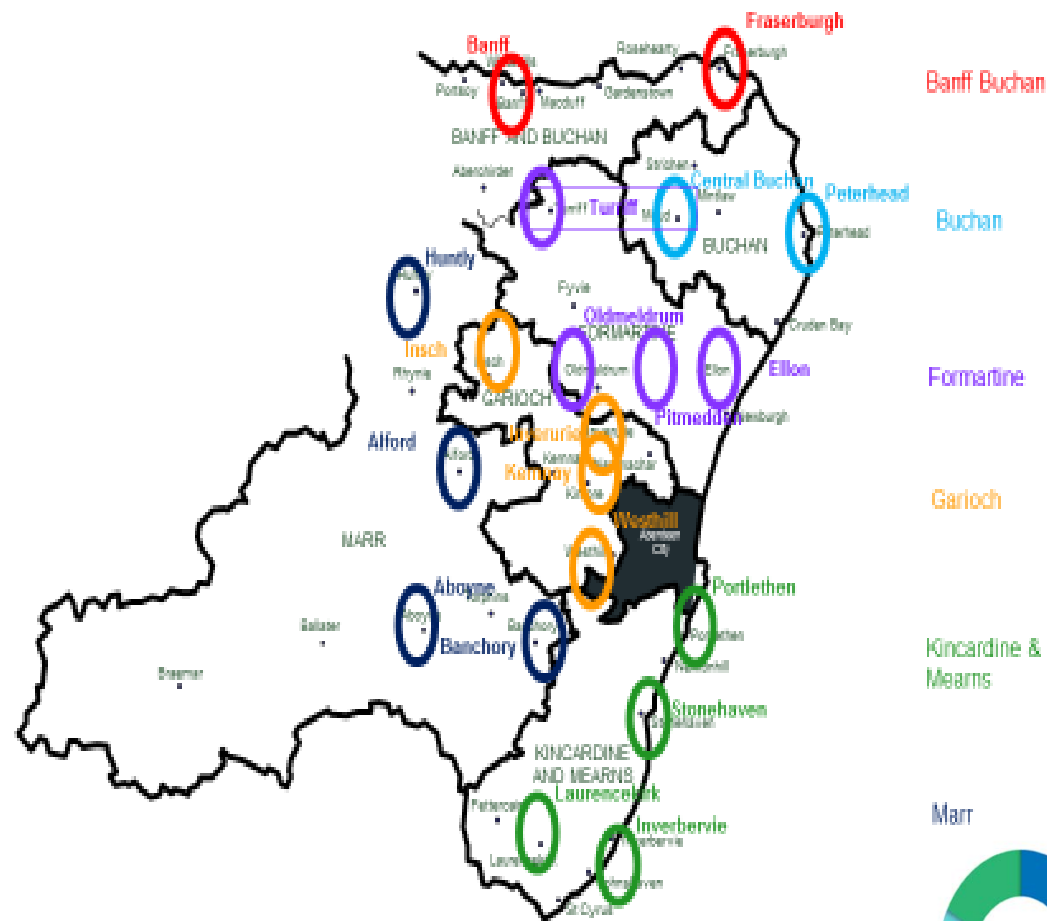
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Service Delivery Model



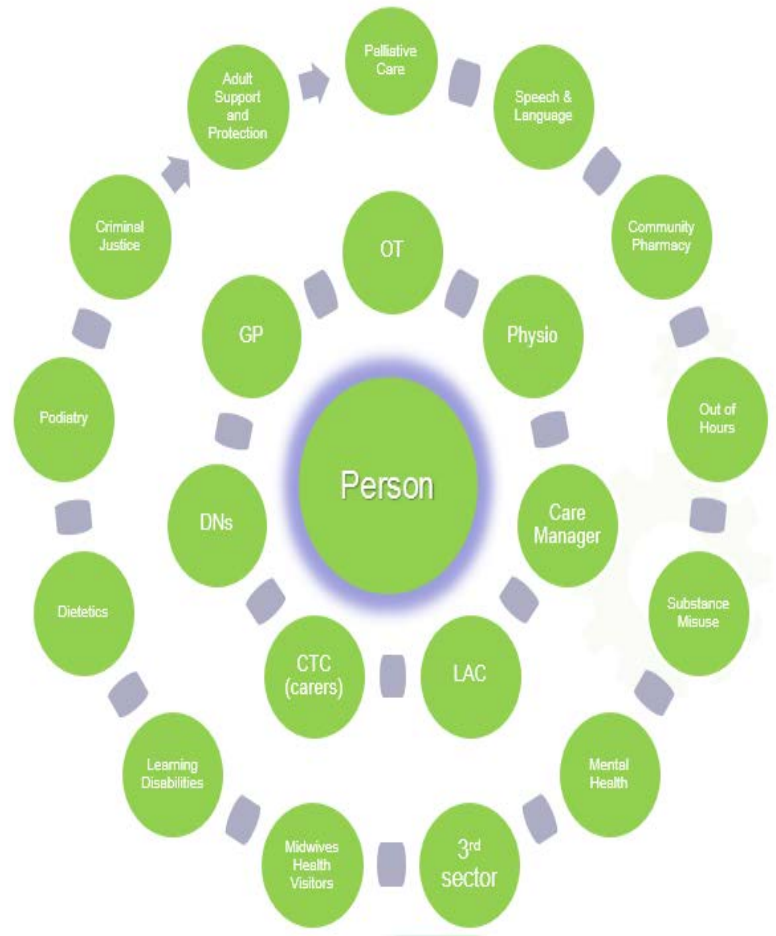
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Aberdeenshire H & SC Partnership - 20 Teams



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Core and Extended Team Model



Occupational Therapy Services

Aberdeenshire Community Health Partnership

- AHP Lead
- Uni- Professional Occupational Therapy Lead
- 6 NHS locality teams – Team Co-ordinators

Aberdeenshire Council

- Social Work Manager for Rehabilitation & Enablement
- 2 Occupational Therapy Team Managers
- 3 Area Occupational Therapy Teams (North, Central, South)



Process

- October 2014 – Initial workshop
- January 2015 - Locality team meetings established
- March 2015 - Current services mapped/core and specialised interventions agreed
- May 2015 – Integrated Core Team Occupational Therapy Role document produced
- October 2015 - Existing knowledge & skills mapped against role
- January 2016 – Joint training plan



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Integrated Core Team Occupational Therapy Role

- Role and Core Skills
- Interventions – Level 0-4
- Specialised interventions
- Services currently out-with scope of integration

Successes

- Steering Group
- Management Team meetings
- Locality Team meetings
- Allocation meetings
- Training plan
- Lunchtime training sessions
- Moving and Handling pathway review
- AHP Leadership Development Programme
- Linked to Health & Social Care Teams
- Shared fieldwork education placements
- Rehabilitation & Enablement



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Challenges

- Managing change
- Communication
- IT Systems/Facilities
- Time demands
- Operational/Professional Management

Operational Management Structure

- Chief Officer
- Partnership Managers - North, South, Central
- Strategy and Business Services Manager
- Location Managers – 12
- Mental Health & Learning Disabilities Manager – 3
- Community Justice & Substance Misuse Manager
- Program Manager
- Business Services Manager
- Health & Wellbeing (Public Health) Lead
- Commissioning & Contracts Manager



Professional Leadership Structure

- Clinical Lead
- Lead Nurse
- AHP Professional Lead
- Lead Social Worker

Next steps?

- Promote occupational therapy within the Health & Social Care Team
- Participate in development of Health & Social Care Teams
- Continue to review and develop shared occupational therapy pathways
- Review

GLASGOW

Occupational Therapy Integration in East Ayrshire

Lindsay Kerr

Lisa Reid

Natalie Blackwell

Shelley Watson

Janey Smith

What have we done to date?

- Releasing Time to Care
- A joint vision for occupational therapy
- Specific work streams :
 - Engagement – Scottish Health Council
 - Learning and development
 - Access
- Cross agency secondments
- Integrated professional leadership and governance structure

What do we intend to do next?

- Implementing integrated professional leadership and governance structure
- locality based working – joint approach to meeting demand for occupational therapy and how this fits with wider multi disciplinary teams

Key learning/ benefits?

- Communication
- Relationships
- Time together
- Time to think, and reflect, and innovate
- Being brave to try something new
- The importance of vision
- Perseverance, and flexibility
- Being focussed on the person's perspective
- The need for high level strategic support

Challenges

- Competing agendas
- Spheres of influence
- Continued high demand for services
- Individual 'readiness for change'
- Time
- Different timescales for pace of change
- Information sharing and IT systems !