

REPORT TO: HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD –
28 JUNE 2016

REPORT ON: COMMUNITY REHABILITATION AND ENABLEMENT PROJECT

REPORT BY: CHIEF OFFICER

REPORT NO: DIJB28-2016

1.0 PURPOSE OF REPORT

1.1 This reports on achievements and progress to date in the 'Community Rehabilitation and Enablement' project, a shared NHS Tayside and Dundee City Council initiative.

2.0 RECOMMENDATIONS

It is recommended that the Integration Joint Board (IJB) notes:

2.1 Progress in developing an integrated model for Community Rehabilitation and Enablement Services.

2.2 Next steps in relation to the project outlined at paragraph 4.5.

3.0 FINANCIAL IMPLICATIONS

3.1 There are no financial implications as a result of this report although it is anticipated that there will be efficiency savings in the longer term.

4.0 MAIN TEXT

4.1 Background to the Community Rehabilitation and Enablement Project

4.1.1 The Community Rehabilitation and Enablement Project is a joint project between Dundee City Council, NHS Tayside and Dundee Voluntary Action.

4.1.2 The project aims to facilitate the development of an integrated model for delivery of Community Rehabilitation and Enablement Services across all localities in Dundee to:

- Enable people to live as independently as possible in their own home or homely setting.
- Reduce readmission to hospital wherever possible and where hospital admission does occur to reduce length of stay.
- Enable Carers to be identified and supported.
- Use our collective resources efficiently and effectively.

4.1.3 In practical terms, this means the development of an integrated model for services provided in the community by Physiotherapists located within Community Rehabilitation Team (employed by the NHS); Occupational Therapists (employed by the NHS and Council); and Enablement Organisers and Carers (employed by the Council).

4.1.4 This integrated model will be supported by our ambition to build capacity for rehabilitation and enablement in localities of Dundee with colleagues in Community Nursing, Third and Independent Sector.

4.2 Community Rehabilitation and Enablement Services Priorities

4.2.1 To support facilitation of an integrated model for Community Rehabilitation and Enablement Services delivered across localities in Dundee, a multi-agency project was established in 2014. A project manager was appointed to ensure a continued focus on delivering on the aims and intentions of this project.

4.2.2 Consultation took place with service users, carers and key stakeholders who included multi-disciplinary workforce and third sector during 2015. This consultation along with a review of processes and systems of working identified the following key priorities for action in order to ensure that the aims of the project noted at 4.1.2 above were achieved.

These were:

- **Priority 1** – Agree a shared vision and objectives between Community Rehabilitation and Enablement Services.
- **Priority 2** – Measure performance in relation to how integrated services improve outcomes for people accessing the service and their carers.
- **Priority 3** – Improve communication and joint working between the Community Rehabilitation Team, the Social Work Occupational Therapy Service and Enablement and Support Service.
- **Priority 4** – Explore opportunities to have shared IT systems to reduce duplication and improve communication.
- **Priority 5** – Increase Occupational Therapy and Physiotherapy input into the Enablement Service in order to enable people to live as independently as possible by supporting them to return to their previous level of function and maximise their own abilities.
- **Priority 6** – Reduce duplication in Occupational Therapy provision. This is in particular relation to the existence of two separate Occupational Therapy Community Services (one Council-based, one NHS-based) and multiple referral and rehabilitation pathways. A baseline exercise showed that about three quarters of clients supported by the Community Rehabilitation Occupational Therapists (NHS OT) also received input from a Social Work Occupational Therapist.
- **Priority 7** – Undertake and co-produce a test of change in a locality area of Dundee in order to inform how a locality based community rehabilitation and enablement services could be delivered.
- **Priority 8** – Increase awareness and identification of unpaid carers so that they can be supported to continue in their caring role.
- **Priority 9** – Work with colleagues in third and Independent Sector to build capacity in localities so that people are enabled to access a range of supports to promote independence and inclusion in their local area.

4.3 Project Progress

4.3.1 Since implementation in 2015, the project has made significant progress in relation to its aims and priorities. These are:

Shared Aims: Community Rehabilitation and Enablement Services have adopted the project aims and Dundee Health and Social Care strategic vision are their shared vision and objectives. The project is noted within the Strategic Plan and has been added as a priority for the future. (Priority 1 achieved);

Reduced Duplication: A single shared referral pathway for accessing a Community Occupational Therapy assessment was implemented during 2015. This has greatly reduced duplication and maximised resources available. (Priority 3 and 6 achieved and Project Aim: - Use our collective resources efficiently and effectively achieved);

Co-Location: NHS and Council Community Occupational Therapist are now co-located within Dundee Independent Living Centre, which includes co-location with the Enablement and Support Service. This has served to improve communication between services and increase Occupational Therapy input in the Enablement Service.(Priorities 3 and 5

achieved and Partial Achievement of Project Aim – Increasing independence and reducing readmission);

Shared IT Systems: Occupational Therapists and Physiotherapists working within NHS Tayside Community Rehabilitation Service will use Corelogic (Social Work IT Recording System) once it goes live in November 2016. In the meantime, Occupational Therapists are able to use the existing system. This has already greatly improved recording, streamlined process and improved communication between services and once all services are using the same IT system this will consolidate this work. (Priority 3, 4 and 6 achieved and Project Aim: - Use our collective resources efficiently and effectively achieved);

Locality Based Service Delivery – A test of change has been initiated within the East End of Dundee to inform how a locality based service can be developed across Dundee and to embed identification of unpaid carers. More information about the test of change is below. (Priority 6, 7, 8 and 9 of the Project Aims);

Joint Management Structure – A test of change is planned following on from co-location of Health and Social Work Occupational Therapists at Dundee Independent Living Centre. This involves transfer of professional supervision and management of Occupational Therapists located within Community Rehabilitation Team to the Social Work Occupational Therapy Team Manager. This will support reduced duplication and a consistent increase to enablement service and integrated community based approaches to rehabilitation in citizens of Dundee own local areas. (Priority 3, 5 and 6 of the Project Aims).

4.4 Locality Based Test of Change

4.4.1 A test of change has been set up in the East End locality of Dundee. Practitioners operating in this locality (from across the multidisciplinary team), service users and the Third Sector have been meeting on a monthly basis (in the Douglas Community Centre) in a series of co-production focus groups.

4.4.2 The aims of this test of change are to involve service users, carers, Third Sector and our workforce in developing a locality based service that:

- Enables people to maximise their abilities and live independently in their home or homely setting.
- Reduces readmission to hospital.
- Improves identification and support to unpaid carers so that carers continue to manage the caring role, where the individual has a carer.
- Uses collective resources efficiently and effectively and improves communication and co-operation between members of the multidisciplinary team.

4.4.3 An evaluation of the test of change will be undertaken to inform a potential roll-out across all localities of Dundee.

4.5 Next Steps of the Project

4.5.1 Over the next 12 months, the project intends to:

- Gain user and carer feedback about their experiences and outcomes achieved in order to inform next steps of the project and provide a baseline for measuring performance.
- Evaluate the outcomes and learning from the test of change in the East End locality to inform how a locality based community rehabilitation and enablement service could be implemented.
- Explore opportunities to further reduce duplication and in doing so enhance capacity of our workforce and services.
- Explore opportunities to build our capacity by further developing partnership arrangements with third sector.
- Consolidate test of change in relation to joint management structure for Occupational Therapists based at Dundee Independent Living Centre.

5.0 POLICY IMPLICATIONS

This report has been screened for any policy implications in respect of Equality Impact Assessment and Risk Management. There are no major issues.

6.0 CONSULTATIONS

The Chief Finance Officer and the Clerk were consulted in the preparation of this report.

7.0 BACKGROUND PAPERS

None.

David W Lynch
Chief Officer

DATE: 4 June 2016