

# Occupational Therapy Continuous Improvement Briefing



## Making Occupational Therapy Services Better for the People of Glasgow

Dear colleague,

On behalf of the Workstream, Implementation and Steering Groups, we would like to thank all the Occupational Therapy (OT) staff, managers and professional leads who have led, contributed to and participated in all the work underway and in development in Occupational Therapy in Glasgow City.

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Head of Changing the Nature of Care (Maximising Independence)

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# Glasgow City HSCP OT Engagement Sessions

During this year's Occupational Therapy Week (1 - 7 November) we were delighted to invite OT staff to come together for a series of engagement sessions. After a very challenging 18 months and following on from the recent Occupational Therapy Evaluation, four engagement sessions were run on 2 and 3 November. Around 130 OTs attended over the two days representing all care groups from across the HSCP for sessions that aimed to be integrated, inclusive and interactive.

The sessions were facilitated by our HSCP's Senior Organisational Development Officer Carrie Fivey and Care Group Leads Kirsty Nicholson and Shona Ballentyne. The sessions were limited to one hour given the pressures on services at this time. Attendees were given a presentation with a high-level summary of the evaluation report, an overview of work in progress to tackle some of the themes raised and possible improvement ideas to ensure continued improvement. Breakout rooms were used to allow the attendees to engage in small group discussion to focus on three questions posed.



**Question 1**

What are your thoughts following the presentations?  
What's going well?  
What could be better?



**Question 2**

What improvement ideas do you like? Do you have any suggestions to contribute to move them forward?



**Question 3**

Is there anything missing from the evaluation or work in progress that you would like to be considered?

The breakout sessions generated positive reflective discussion, and an opportunity to meet and greet staff across care groups. The feedback from the interactive Slido link and emails have been encouraging and this will be thematically analysed to inform the ongoing work of the OT Continuous Improvement Group.

If you are looking for further detail regarding the sessions please do not hesitate to contact either [Shona.Ballentyne@ggc.scot.nhs.uk](mailto:Shona.Ballentyne@ggc.scot.nhs.uk) or [Kirsty.Nicholson@glasgow.gov.uk](mailto:Kirsty.Nicholson@glasgow.gov.uk).

# Update on the Minor Adaptations Rollout

A lean process to improve access to the Minor Adaptation budget held by Social Work to the Allied Health Professionals (AHP) within Glasgow City HSCP and NHS Acute OTs was proposed in 2017. The original process involved OTs in the community passing a prescriptive referral to Social Care Direct (SCD) for the Minor Adaptation work that was required for their client. The Minor Adaptations prescriptive requests that often supported discharge were generally for items like door entry system, banisters and external rails, lever taps and door widening /c hanging. This process via SCD had to be passed via four different people and processes before an order would be placed with Assisting Living.

## Challenges highlighted with this process

- The referring OT often phoned the Duty Team back for updates and to contact assisted living on their behalf rather than call direct using resources within the community that are limited.
- The process caused a delay for the referring OT as it can often sit with SCD or the Duty OT for some time before it is passed to the area team delaying discharge or rehab process or access to day care etc.
- Often the OT within the referring teams were having to make a referral on behalf of another AHP and the client unknown to them, so any extra information required from the Duty Worker resulted in further delays for our service users.
- Eligibility was not always considered by the referring OT or included in the referral information.



## **Proposed lean process to adaptations funded via Social Work Adaptations budget**

In order to streamline the process and give direct access to this budget to the assessing AHP, a pilot was run in 2017 in the North West Locality. This was to allow direct ordering to see how this would work and what challenges may be identified to this new process.

All OTs within the North West HSCP and Acute OTs were then able to complete a minor adaptation request for work they have assessed a need for and forward direct to the neighbourhood admin inbox for logging the budget spend and forwarding to Assisted Living for ordering. This removed the need to go via Social Care Direct and the Duty Team in order to do a funding request for Minor Adaptations. The Minor Adaptation form would require to be fully completed with all details. The HSCP eligibility criteria would need to be adhered to within the assessment for provision.

Procurement processes would need to be adhered too, that is, the use of Assisted Living to arrange site visits or quotes.

## **Challenges highlighted by the pilot**

Evaluation of the original North West pilot has been carried out, resulting in amendments being made to the funding request form; additional information being provided in regard to policy and building regulations and notes on things to consider before ordering.

Other issues raised were the possible increase in spend within the Social Work budget if adherence to the eligibility criteria was not fully understood and / or followed.

## **Moving forward**

Over the last few years, training has been rolled out to all Acute OTs across the city and all AHPs within the HSCP with the support of the OT Team Leaders from the neighbourhood teams. Additional dates are currently being arranged for anyone that has missed the previous dates. It would then be envisaged that this would move to be part of the induction training of staff for all areas. This has supported our AHP colleagues to complete training to ensure an understanding of procurement process and eligibility criteria and giving a demonstration of completion of the minor adaptation form.

The overall benefits of giving direct access to the minor adaptations to all AHPs have been:

- a quicker provision for service users
- slicker, leaner process for all care teams.
- provision of adaptation required for rehab in situ at the time required
- increased clarity highlighting that an aid or adaptation has been provided and
- Glasgow HSCP have also had requests from the AHPs within the city's Hospices who would like to be able to access this process, which we hope to progress in 2022.

For further details on the Minor Adaptations work please contact Elizabeth Hey at

[Elizabeth.Hay@glasgow.gov.uk](mailto:Elizabeth.Hay@glasgow.gov.uk).

# Glasgow City HSCP Housing Solutions Change Programme

A new programme of online training modules on Housing Solutions will be available to all OTs in early 2022.

## What is Housing Solutions?

Housing Solutions is a preventative approach that helps anticipate housing needs and assists with early planning to avoid crisis.

The main purpose of the Housing Solutions change programme is to effect change at frontline service level, in terms of the way in which housing needs are recognised and responded to. A Housing Solutions approach will help ensure that housing / re-housing discussions are the starting point for any engagement with people (children and adults) struggling in their environment, and those discussions need to be fully explored and supported to improve rehousing, as an integrated service response. Module 1 is the core module in a series of training products that aim to support services to make this change in their approach to housing and adaptations.

National work has highlighted common issues related to re-housing and adaptation opportunities being discussed far too late, and often as part of a crisis response, at a stage at which people are at their most vulnerable and least likely to be able to cope with big decisions.

Unfortunately, this may lead to inappropriate adaptation provision that does not offer the best long-term solution for the person.

Therefore, to be effective, this programme relies on targeting a wide range of staff across housing, HSCPs and third sector partners and requires them to acknowledge that 'housing is everyone's business'.



The programme tackles attitudes and behaviours related to promoting rehousing, ownership and responsibilities of the housing agenda, as well as providing staff with the relevant skills and knowledge to deliver this 'housing solutions' role.

It is expected that this could help reduce adaptation waiting lists, reducing the need for large scale adaptations, and help with planning for housing needs.

## **Glasgow Housing Solutions Programme Update**

An initial successful programme of face-to-face training was delivered over 2018 / 19 with approximately 400 staff trained across a very wide range of professions and agencies including staff and managers from Mental Health Services, Addictions, Children and Adult Nursing, OTs, Physiotherapists, Dieticians, Social Workers, Housing and third sector organisations.

There was significant enthusiasm for the multi-agency engagement and the simple, strong messages from the training.

Unfortunately, the ongoing programme was curtailed by the onset of the COVID-19 pandemic early in 2020. Due to the difficulties of bringing staff together, an online version of the course has been developed and two pilot online sessions were delivered in September of this year.

### **Outcomes from September 2021 Sessions**

The two sessions were well attended with 32 staff attending between the events. Nearly half of those staff were from housing organisations, which is a significantly higher proportion than was previously achieved with the face-to-face sessions, at closer to a quarter of all attendees. The remainder of attendees were a mix of OTs, Physiotherapists, Nurse, and Social Workers.

The detailed feedback from those attending was very positive in terms of articulating a clear understanding of the aims of the programme, and a commitment to apply these in their work settings. Those attending also expressed satisfaction with the online format and it is likely that this is a more convenient method for staff, avoiding the need for travel.

### **Next steps**

A new programme of online sessions will be developed for delivery in early 2022 and will be targeted to all relevant frontline community and hospital staff across health and social care, and housing.

- A new batch of supporting communication materials, the 'Move or stay' booklets, have been dispersed in October 2021, to those who attended the online training and to key services across health and social care services to remind staff to apply this approach and assist them with their intervention.
- Follow-up evaluation will be implemented to capture evidence of any outcomes from the application of the Housing Solutions approach in the format of service user stories. This information will then be used to inform the ongoing wider strategic Housing Solutions work programme.

For Further information please contact Alison Docherty, Equipu Partnership Manager at [Alison.docherty@glasgow.gov.uk](mailto:Alison.docherty@glasgow.gov.uk).

# Maximising Independence Update

OTs have always been at the very forefront of supporting people to maintain their health and wellbeing, enabling many older people to stay in their own homes for as long as they are able and want to. The importance of this early and ongoing support in preventing more serious illnesses developing and reducing hospital stays is at the heart of our HSCP's Maximising Independence (MI) programme.

Currently, we are at the early stages of our MI journey, which will lead us to the largest change in health and social care in a generation. OTs have a hugely important role to play in Maximising Independence, and many of the principles and people-centred ways of working will be familiar.

We will also be looking at new ways of working through the 'Changing the Nature of Care' MI workstream.



You can read more about Maximising Independence and if you would like to get in touch with any questions or comments, please email us at [MaximisingIPT@glasgow.gov.uk](mailto:MaximisingIPT@glasgow.gov.uk) or look out for our engagement activities.

## Share your occupational therapy stories with us!



We need your news stories!

We're always looking for new stories about what's happening in Occupational Therapy around Glasgow.

If you have a good story for us then please contact [Chris.Furse@glasgow.gov.uk](mailto:Chris.Furse@glasgow.gov.uk)