West, North and East Cumbria: AHPs integrating services across an STP footprint
How the strategy developed

Consultation

Our strategy

Launching our plan

Into action

The future
Cumbrian Occupational Therapists: Collaborating To Improve Services
Aims of the collaboration

- Understanding each other and our services
- Improving working together
- Improving outcomes for individuals and organisations
- Improving existing pathways
and last but not least

- Raise the profile of occupational therapy within Cumbria.
Mapping results showed there was a variety of issues - Summary

- Long waiting times around processes
  - Complicated Service User journeys
  - Multiple transfers of care – unclear quality standard
  - Lack of appropriate data sharing
  - Non-standardised practice
  - Good Joint working but unclear processes
  - Lack of understanding of roles and services

And … Practitioners going the extra mile to do their best
Rapid Process Improvement Workshop:

- Compact development
- Cross Organisational Working Agreement
- Training Plan
- Communication strategy

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**Occupational Therapy Compact**

**Statement**

As an efficient and effective Occupational Therapy profession we will respect, value and support each other for improved health and wellbeing outcomes for Service Users and their carers. Our strengths and weaknesses will be used as an opportunity for learning and development and continual improvement.

As a group of organisations and individuals we are committed to upholding the principles to underpin professional practice.

**Principles**

The Services user and carer are at the centre of our care and support

We will take responsibility for our actions and behaviours

We will work well to achieve quality and safe care, which is occupational focused

We will communicate in a clear and constructive way

We will maintain healthy relationships with every person individually, in teams and services in terms of value, trust and respect

We will be innovative, resourceful and determined

We will show a commitment to shared organisational learning to ensure CPD and improved outcomes for service delivery.
Workshops – Compact and Cross Organisational Working Agreement

Cockermouth

Whitehaven

Penrith

Kendal

Barrow in Furness

Carlisle x 2
Shared Learning and communicating

University of Cumbria

CLIC
Cumbria Learning and Improvement Collaborative
Cumbria Occupational Therapy Networking Event

Suzanne Rastrick, CAHPO
Inaugural meeting of AHP leaders from across Cumbria

Suzanne Rastrick provided an opportunity for senior AHPs from across health and social care sectors across Cumbria to meet and explore new ways of working together. This rare occasion forged new relationships and opened the door for future collaboration.
Discussion with Success Regime/STP leaders

Agreement was made to work with senior AHPs from across organisations to support the transformation of services in North, East and West Cumbria.

System leaders voiced their commitment to AHPs and agreed to establish a single strategy across all organisations using the emerging CPFT strategy as a foundation.
• 2015/2016 CPFT AHP strategy under development

• Collaboration with AHPs from across Community, Mental Health, Children's’ and Specialist Services

• Senior Leadership support

• Main themes had been identified and broad actions agreed

CPFT AHP event June 2016
Late to the Party
Why?
North West Ambulance Service

<table>
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<th>Total Incidents</th>
<th>1,210,288</th>
<th>Percentage</th>
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<tr>
<td>See &amp; Treat</td>
<td>260,676</td>
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<tr>
<td>Hear &amp; Treat</td>
<td>135,149</td>
<td>11.17%</td>
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</table>
North West Ambulance Service

Clinical decisions will be taken as far forward in the patient pathway as possible
All process change will aim to eliminate needless waiting
This is known as ‘left shift’
Integrated working essential
Our Vision

WNE Cumbria AHPs working in partnership with our communities will support people to achieve their ambitions for how they choose to live their lives within safe, sustainable and economically viable services.
Theme 1: Person centred approach
Aim: Provide AHP practice and services which are based on partnership, mutual respect and the principles of person, family and carer centred care (The Health Foundation, 2014).

Theme 2: Recruit, retain, develop and support AHP Workforce
Aim: To have an AHP workforce that meets the needs of the Cumbrian population.

Theme 3: Realising ambition and driving innovation
Aim: Innovation is part of everyone's job. We commit to provide dynamic and continuously improving services which lead the way in excellence.

Theme 4: Forging relationships
Aim: Our workforce will be collaborative and proactively engaged in developing relationships.

Theme 5: Delivering quality services
Aim: Our AHP workforce will deliver quality driven, consistent, cost effective and timely services to the Cumbrian population which are designed with the people and communities who use our services.

Theme 6: Valuing achievement
Aim: We value and encourage success and achievement. We will recognise, nurture and reward the AHP contribution.
How do we achieve our vision
Aims and Impacts?

PERSON CENTRED APPROACH
RECRUITING, RETRAINING, DEVELOPING WORKFORCE
REALISING AMBITION & DRIVING INNOVATION
FORGING RELATIONSHIPS
DELIVERING QUALITY SERVICES
VALUING ACHIEVEMENT

Commitment
Priorities
Impact
PEOPLE

Health & Wellbeing Gap | Care & Quality Gap | Finance & Efficiency Gap | Culture, Minds & Behaviour Gap
Commitments

**AHPs:**
Accountable Care System working across all professional boundaries
Measure quality and cost effectiveness
Transform care

**AHP Leads:**
Create framework of improvement plan
Communicate with the System Leaders to unblock barriers

**System Leads:**
Include AHPs in leadership as major contributors in our future planning
Continue support with development of AHPs roles
WNE Cumbria AHP Strategy
Launch event
29 March 2017,

Who:
AHPs from all NHS organisations and the County Council in WNE Cumbria, their colleagues, the Third Sector and the communities they serve.

Why:
Support attendees to understand:
The WNE Cumbria AHP Strategy and how it fits into the system programme and how they can deliver the national AHPSintoAction strategy

AND how to get involved
The Launch Event Plan

West North & East Cumbria
Sustainability and Transformation Plan
2016-2021

Setting the scene- W, N & E Cumbria STP

The national strategy for Allied Health Professions

The AHP strategy for W, N & E Cumbria

Cumbrian AHPs Into Action
West North & East Cumbria

Sustainability and Transformation Plan

2016-2021

Case studies - Showcasing Cumbrian AHPs
Connecting
Front line AHPs with
National & System Leaders

Debbie Freake,
Director Strategy,
STP

Lynn Marsland,
Director
of HR & WF,

Stephen Singleton,
Director CLIC and
STP Med Director

Suzanne Rastrick, CAHPO,
NHS England
#AHPSintoAction

West North & East Cumbria
Sustainability and Transformation Plan
2016-2021

- How to reduce variation across the system?
- How to attract more AHPs to Cumbria, and keep the people we have?
- How can AHPs make better use of the potential offered by digital technologies?
- How can AHPs work together across the system more effectively?
- How can we work more effectively with our communities and the voluntary sector?
- How can we improve support for patients moving from one part of the system to another?
- How can we develop an AHP 'research culture'?
- How can we develop a culture where CPD is valued, happens regularly and leads to career progression?
- How can we measure the quality of services we deliver?
- How to identify and ensure everyone has the core clinical skills they need to deliver services?
Cumbrian AHPs-
into Action
Appropriate Reduced Carer Handling

Why did we need to do this?

- Custom and practice – two carers for complex health and care needs
- The Care Act 2014 - personalised outcomes and the wellbeing principle
- Availability and flexibility of appropriate care

PILOT - Whole system approach, training with innovative equipment and educational sessions

- Targeted long standing care packages. And new requests for 2 carers
- Rolling out across the county
Appropriate Reduced Carer Handling

Theme 1

Objectives - Person centred, goal based, assists the carer to continue caring and encourages partnership working to deliver care responsive to individuals needs

Actions - standardising and embedding best practice. Increasing service user feedback. Promoting healthy living and lifestyle choices. Increasing occupational engagement

Measured by - achieving personalised outcomes, increased care capacity across the system, cost reductions for funding streams where appropriate, evidence of partnership working.
Case study

Personalised outcomes

• Increased flexibility meeting care needs – when to get up/go to bed/ shower days.
• Able to access her local community and engage in meaningful activities without time restrictions.
• Less frustrated as no longer waiting for the second carer to arrive, noticeable reduced verbal aggression/more compliant.
• Needs met in a more dignified manner/more engagement between carer and Mrs X. Familiarity with PAs

Care capacity released- 936 hours per year

Cost saving to funding stream- £14,040 per year -£39.99 wedge
Reducing hospital admissions – Paramedic/OT pilot

Claire Appleton, Occupational Therapist
Nicolas Griggs, Paramedic
The project

Our aim was simple – we are two separate NHS organisations who wanted to work together in a different way to keep patients at home rather than transfer them to hospital.
What did we do?

We put an Occupational Therapist in an Admission Avoidance Car with a Paramedic. This team then responded to calls which would benefit from this combined approach (falls and other low acuity calls).
Benefits

• The pilot ran for 37 days and visited 66 patients. 49 of these patients were able to remain at home with alternative support rather than be admitted to the acute hospital. 65% of these patients had fallen and 90% of all these patients were over 75.

• This was a summer trial – more admissions could be prevented over the winter period.

• Patient feedback was recorded and the outcome was very positive.
Development

• Inefficient
• Independent OT car, based at NWAS station
• All NWAS clinicians can contact
D2A and sharing information
RESULTS WEEK 8

Old system

AHP lead
D2A
Home same day
Health and Wellbeing
MOT Event

'Do something special on older people's day'
Programme of work

• Align the Cumbrian AHP plan to the Sustainability and Transformation Partnership delivery model inc:
  – Across the system delivery work streams
  – Within the enabling work streams
AHP strategy now sits within the Activity Shift work stream – with Programme Management support and acknowledgement that implementation is across all delivery groups inc. the enabling work streams.
AHP leads connected into the *systems delivery work streams* – with an ability to influence and an acknowledgment that AHPs will help the system achieve the cultural shift towards an enabling culture.

**Identification and prioritisation of projects into a programme of work**
- programme support
- business case development, project planning
- economic assessment and evaluation
- Equality and Quality Impact Assessment (EQIA)
- Improvement methodology support
- communication
Enabling Work Streams

**Workforce Development** (to develop the professional and clinical environment needed to deliver the large scale change that the transformation plan requires)

- Map and review AHP services
- AHP professional leadership and governance structure
- Career framework including continued professional development
- Research plan

**Digital Care**

- Increase data collection & analysis capability
- Use of technologies to communicate and share knowledge and learning.
- Technology-Enabled Care/Rehabilitation/Recovery

**Co-production, Communication & Engagement**

- Co-design and co-produce AHP services with services-users
- Increase feedback from people who use our services.
- Collaborative care plans and goals
- Co-design communication materials
- Champion a positive risk taking approach
- Collaborate across professions and services