

CASE STUDY: AHPs working differently.

Integrated Assessment Team

University Hospitals South Manchester (UHSM) NHS Trust

Summary: Physiotherapists and Occupational Therapists work with reablement staff, social services and discharge facilitators. The team works over 7 days from 08:30-16:30 and 8.00-16.00 at a weekend, with patients of any age, but predominantly frail older people. The team covers: Acute Medical Unit (AMU - 56 beds), Clinical Decision Unit (CDU - 12 beds) & the Emergency Department.

Key Themes:

- ▶ Innovation
- ▶ 7 day working
- ▶ Integration

Which AHPs are involved?

- ▶ Occupational Therapists
- ▶ Physiotherapists

What setting does the service operate in? In the hospital: Emergency Department, Medical Admissions Unit and the Clinical Decision Unit.

Does the service work with Older People? Not specifically.

How did you identify the changes that needed to take place? The function and role of the team

has evolved from covering the units (Acute Medical Unit (AMU), Clinical Decision Unit (CDU) & the Emergency Department).

When did you start making the change & how long did it take? The team commenced a pilot of new services in 2009.

How did you go about making the change? Through piloting services; initially 5 days and now 7 day services are in operation.

How was the change funded? The service, and its developments, have been funded by trust rather than newly commissioned.

Who was involved in the consultation and process of change? All staff involved in the new services.

What communication strategies were used to engage people in the change? Meetings, forums, task and finish groups.

Were changes needed to the existing skill mix? The service was newly developed.

Were any new roles developed? Yes. As a new service there were new job descriptions and job roles.

What have been the benefits?

- ▶ Rapid, patient centred, goal focused assessments
- ▶ Length of stay has decreased
- ▶ Reduced duplication of assessment
- ▶ Admissions decreased / avoided.

What has been the response to change?

Extremely successful service with positive reception.

7-day working

What are your agreed staffing levels and how do you calculate them?

- ▶ Staffing levels were identified by assessment of workload and referral to guidelines for recommended staffing levels.
- ▶ Staffing levels will increase accordingly with winter pressures.
- ▶ Weekend staffing levels are generally lower than weekday staffing levels according to patient clinical needs.
- ▶ Some weekend shifts are available to other staff within UHSM.
- ▶ Minimum staffing levels are based on the funding available rather than the caseload.

Has demand increased as a result of implementing 7 day working? The workload is (anecdotally) increasing as the service develops and the value of the service is more widely appreciated within UHSM.

Other information: The service has and will adapt to future workforce developments.

Integration

Do you work in integrated teams? Yes

How have you had to work differently? A shared contact assessment is completed by team members of any profession which indicates if other assessments are required according to clinical need.

Has there been the impact on the uni-professional role? Removed duplication of assessment and treatment by developing joint assessments and treatment planning thus increasing knowledge and respect for the role of others.

Are team members involved in any generic working - and what training or support is available for this? As above

Has there been any reduction in any roles (e.g. to reduce duplication)? No reduction in roles. Roles are enhanced by joint working.

New Advanced roles

What role is it? Band 7 Team Leader

Was extra training provided to support the role? As required for the postholder but mainly leadership skills training.

What impact has the new role had on the service? The Team has benefited from a team leader and more focused service development.

What are the responsibilities of the new role? To provide clinical guidance as necessary and leadership/ management of the team and service.

What is the benefit to other members of the team? Leadership and guidance.

Have there been any negative outcomes to team members or the individual from implementing this role? None.

What difficulties did you face?

- ▶ Funding challenges.
- ▶ Managing rotas.

What have you learnt from this process?

- ▶ Involving staff throughout the journey is vitally important.

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