

Salford – Salford Care Organisation part of the Northern Care Alliance NHS Group

Good practice themes

1. Changing organisational arrangements by integrating several services including adaptations and transferring to the NHS

Context

Salford embraced the vision for health and social care set out in the NHS Five Year Forward View (2014) to empower people, their families and carers to take more control over their own health, care and treatment supported by easy access to integrated care, in settings close to where people live.

There was a confidence to move this forward as there was political support for change and an abundance of robust data about the local population who demonstrated significant local health inequalities when measured on a whole England basis. The Integrated Care Programme for Older People had looked at the needs of over 60's and targeted resources to meet those needs. The User Involvement Team worked to ensure the voices of older people were included in how resources could be most effectively deployed. There was a network of Citizen Representatives and links with voluntary organisations to inform this process. There was an underlying principle in the local change agenda not to work on a systems and process model but rather than an outcomes model.

The Route to Integration

Prior to 2016 the Adaptations Services operated separately for social and non-social housing. In July 2016 services within Salford Adult Social Care moved into Salford Royal NHS Foundation Trust to integrate health and social care. In that year a new Service Manager was appointed to assume the responsibility for a range of services and part of that remit was to

bring the two tenure led services into one place ((retitled Accessible Accommodation Team (AAT)) and co-locate with the OT service, sensory team, intermediate home support team, equipment services, wheelchair services, NHS paediatric services, Disabled Living (a charity) and able world (private retailer).

The intention was to ensure closer working relationships between services so that people with disabilities received service provision and “pathways to independence” underpinned by one “centre of contact” informed by pooled knowledge and learning of each contributory service. There is an understanding that this was a pooled organisation rather than an organisation with a series of pooled budgets. This represented a major change in organisational culture but it appears that consciously producing a climate of inclusion in service design and delivery did not result in a high staff turnover which is often the case in major organisational reviews. This outcome has meant a continuity of support and care for service users. In April 2018 the co-located services transferred to the Northern Care Alliance NHS Group. All service components have a Greater Manchester devolution perspective to them.

Current ways of working and longer term vision for Accessible Accommodation Team (AAT)

Current Service Provision

The AAT agency service operates in all housing tenures but also continues to work in partnership with a number of other organisations with examples including:

- The local city council handyperson scheme for minor adaptations, minor home repairs and building maintenance work
- Affordable warmth and heating replacements referred to the Local Energy Advice Programme
- Residents can also be supported to access loan assistance through a commissioned provider regulated by the Financial Conduct Authority
- Joint funding agreements in place with most stock holding social housing providers in the city

Other services features include:

- The OT assessment captures the voice of the service user and their carers plus significant others to establish an accurate picture of their service user’s circumstances that helps inform their recommendations.
- For those householders who want to self-fund adaptations, a full OT assessment, plus advice and information on building works including details of Framework contractors used for the grant funded programme are provided. This support is available irrespective of the financial means of the enquirer.
- The end-to-end process for assessment and delivery of works has been streamlined and consequently there is hope that the waiting times can be reduced.

- In July 2018 the Private Sector Housing Assistance Policy was revised to remove the means testing for people requiring stair lifts and hoists through direct financial assistance for all new applications, provision of bespoke equipment above £1000 by direct financial assistance and removal of the General Consent condition for all new applications.

Whilst now based wholly in the NHS for administrative purposes the AAT is delivering services on behalf of Salford City Council and the local housing authority in respect of council owned stock. Consequently in respect of how the Better Care Fund allocation initially awarded to the city council was to be used there was a process of co-production between commissioners and providers to formalise arrangements. This service in common with others in the organisation develop services underpinned by specific design principles including:

- Co-creating services with partners and stakeholders including service users
- Person-centred
- Promoting independence by providing just enough support when needed
- Self-care to maximise independence via an asset based approach that encourages individuals to take greater responsibility for their own physical and mental health

There is an honest recognition that the organisational changes are still in their early days of implementation and redesigning services that are outcome focused and produced in accordance with all stated design principles will take some time. There is a working practice that nothing is automatically ruled out in terms of potential support for an individual with needs but there is a balance to be struck with ensuring that mandatory duties are discharged. However the initial focus includes the following:

- The efficacy of adaptations in terms of falls prevention
- The service is involved in a research project regarding dementia
- Reviewing triage and fast track initiatives
- Reviewing help for self-funders, especially in respect of advice and information in accordance with the Care Act
- Consider ways of robustly capturing outcomes resulting from interventions

Strategic Management

Budgetary responsibilities are overseen by the Head of Service who has a remit for a wide range of funding streams. This allows for other funding beyond DFG to be considered when required, including community care provision such as equipment, home support services and personal budgets.

Governance

There is a governance framework in place that ensures accountability and transparency. This covers consistent management, decision making responsibilities and proper oversight by relevant managers. The AAT is governed by the Integrated Care Provider Board which is itself overseen by the integrated advisory board and committees from Salford City Council,

Salford Royal NHS Foundation Trust, Salford Clinical Commissioning Group and relevant stakeholders.



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