

Overview and Scrutiny Board

Briefing Paper

13th November 2012

The Orchard Day Service opened on 28th April 2010 and is a service provided as a partnership between Middlesbrough Council and Tees, Esk and Wear Valleys NHS Foundation Trust to provide a service to adults with complex needs.

During the first 18 months of operation, various quality issues were raised by carers around the service provided at The Orchard, which triggered a comprehensive review of the service. They included not enough staff around each day, limited activities being undertaken and partnership working being restricted by different organisations approach to policies/procedures.

The review commenced on 31st November 2011 and was undertaken by a project team, which included Carer representation (see appendix 1) the review concluded in February 2012. The review was co-ordinated through an established project management process (Rapid Process Improvement Workshop), which looked to address operational issues in an inclusive and comprehensive way with a view to establishing a clear programme of actions for change.

The RPIW was very open and honest and identified several areas for improvement, which were outlined in an appropriate action plan format with follow up reviews at 30, 60 and 90 day periods, plus a 12 month review due in November 2012.

One of the main issues raised in the review was perceived staff shortage and lack of continuity as a result of several staff being absent on annual leave at any given time. A proposed solution to this issue was to introduce fixed centre closures, a feature that already existed in a similar service provided by the Council (Community Inclusion Service), whereby staff would all take some of their annual leave a pre-set times, therefore being available for work for the remainder of the year. This would ensure maximum possible staffing of the unit and continuity for service users. Analysis of the then existing holiday arrangements revealed that there was on average 2.5 staff off on holiday each day, which increased further when sickness, special leave and training were taken into consideration. This reduced to 0.5 staff being off on holiday when a 21 day fixed centre model was considered, hence there were clear benefits to help improve the quality of the service if such a change was to be considered.

This proposal was put to consultation in March 2012, with correspondence going to all carers and their views being sought (Appendix 2).

As many of the carers had previously received services where fixed closures were the norm, there was little response to the consultation and no objections to the proposal, and in fact many recognised the importance of their son/daughter/relative having a break from the centre. In the meantime, a 90 day consultation took place with trade unions and staff across both health and social care, who accepted that the proposal would improve their ability to provide a quality service and eliminate the situation whereby several absences were having to be covered at any given time.

On 25th June the outcome of the consultation was communicated to carers, with fixed centre closure coming into force at The Orchard from October 2012. (See Appendix 3).

One possible alternative to introducing fixed centre closures would be to introduce additional staffing of 3 x support workers at 30 hours per week, at an annual cost of £55,935.00. This solution would however be complicated by the fact that these additional staff members would also require annual leave, training etc, which would result in them being absent some of the time.

Department of Social Care

PO Box 505, Civic Centre, Middlesbrough, TS1 9FZ

Tel: (01642) 245432

APPENDIX 1

Orchard Complex Needs Day Service,
Lansdowne Road,
Longlands,
Middlesbrough
TS4 2QT
Telephone: 01642 246610

Date

Address

Dear.....

The Orchard – Service Improvement

We are planning an Improvement event for The Orchard using Tees Esk and Wear Valleys NHS Foundation Trust's Quality Improvement System. The improvement workshop will take place from 31st October to 4th November involving staff from the Day service designing improved processes that they start to use from the 7th November. The focus of the workshop will be 'Developing Individual Personalised Activity Plans and delivery of daily activities in the centre'.

The Improvement workshop follows a structured plan including collecting baseline measurements before the event, the staff on the workshop testing ideas for improvement during the event, introducing new processes from the 7th November which are re-measured against the baseline to check how much improvement has been made. A key part of the baseline measuring process is in understanding what our service users and carers think of the service we provide.

How can you help?

- By attending the Carers Coffee morning on 27th October to tell us your experience of using the Orchard, what is good about the service and what you would like us to improve
- By completing the attached questionnaire and returning it in the envelope provided
- By attending some session/all of the workshop to help us generate ideas for improvement and check the new processes before we start to use them.

If you would like more information on this workshop please come along to the Coffee morning on 27th October or contact Christine Murphy 07826532862

Yours sincerely

Fiona Adams
Insert title

Graham Clarke
Insert title

Carer questionnaire

Name _____

1. Are you able to attend the coffee morning on 27th October to give us your views on our service

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

2. Are you willing to attend for the whole week of the RPIW Mon 31st Oct to Fri 4th Nov 9am – 4pm (venue in Middlesbrough TBC)

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

3. Are you able to attend the workshop for 1 hours on Monday 31st October at 2pm to help us understand what we need to improve?

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

4. Are you able to attend the workshop for 1 hour on Thursday 4th November at 10am to help us understand if we've made the right changes?

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

5. How happy are you with the service provided by the Orchard

Very Happy	Happy	Satisfied	Dissatisfied	Very Dissatisfied
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. What do we need to improve to make you happier with the service

7. Have you any other comments you'd like to make

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APPENDIX 2

Orchard Complex Needs Day Service,
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Middlesbrough
TS4 2QT
Telephone: 01642 246610

Date

Address

Dear

RE: Orchard

In line with the financial pressures that Middlesbrough Council are facing over the next few years , all managers are currently undertaking a review of their services.

The Orchard has since its launch been operating around a flexible staffing holiday model , in that it has been open 51 weeks of the year . This has proved to be challenge operationally and has impacted at times on the ability to provide a quality service.

The unit in early November 2011 undertook a Rapid Process Improvement workshop to help review several aspects of the units functions, with a view to improving the quality of the services it provides, several Carers were involved with this . One aspect that was highlighted for review was the current staffing holiday arrangements and its ability to deliver the objectives of the RPIW outcomes.

A review of the current staffing model has been completed and has established that to ensure effective staffing cover, achieve the RPIW objectives and sustain a quality service that the current flexible model of being open for 51 weeks a year would be better achieved through having a fixed 47 week centre model arrangement in place , similar to what exists within other day care provision .

The proposal has several advantages that include

1. There will be more continuity and consistency around having more staff available to support the activities, the current model has often 2.5 staff of every day on holiday , which can increase further when sickness ,training and other special leave is added, with at times up to 5 staff off , which places a great pressure on the delivery of the service.

2. A fixed centre model reduces the holiday to less than 0.5 off each day , which straightaway is more beneficial as more staff will be around more often .
3. A fixed centre model allows service users to also have a break during the year , which from experience in other services has always been beneficial.

In bringing this feature to your attention we are doing so under a difficult financial climate for the council, but one that we want to ensure that the quality of the services will be maintained and developed . We also recognise that some people may want to discuss the issue in more detail particularly around any additional support issues for their son / daughter, relative or client for when the unit would be closed. Any additional support issues can be discussed with either Karen or Fiona at the Orchard, which would then be shared with respective social workers to review accordingly .

By introducing the proposed change we are confident that it will help provide more continuity and consistency around the staffing support at the Orchard for your son/ daughter/ relative. We therefore hope that you will work with us to help introduce this proposed change , which we would be aiming to introduce either in the summer of 2012 or the early autumn of 2012. We are attaching some draft examples of when the Orchard may be closed during the this year 2012 and also 2013.

If you need to discuss this issue further I have asked Karen Cavana and Fiona Adams to be available for either a home visit , or for you to visit the unit or for contact on the telephone .

Please also don't hesitate to contact either Karen or myself for any further information , Tel:01642-246610 or 01642- 855241

Yours sincerely

Graham Clarke
CIS Manager

APPENDIX 2b

MIDDLESBROUGH COUNCIL THE ORCHARD

Consultation on Re: Introduction of Fixed Centre Closures

A Rapid Process Improvement Workshop (RPIW) took place in November 2011 to look at ways of improving the quality and the way services happen at 'The Orchard'.

Since The Orchard opened in 2010 there have been difficulties in making sure there are sufficient numbers of staff in the building to provide a good and effective service due to the flexible holiday scheme, which is currently in operation. These issues were raised within the RPIW workshop as an issue of concern.

A brief analysis has been undertaken, which shows between 2 and 5 members of staff are off each day, which inevitably impacts on the quality of service offered.

The introduction of "Fixed Centre Closures" at The Orchard would improve service provision for people attending the building.

The benefits would be:

1. Reducing the number of staff off each day , hence more support available for individuals .
2. Greater consistency and stability for people attending The Orchard
3. Set times for holidays
4. Provides service users with a break throughout the year .

The chart below shows when and for how long The Orchard would be closed. This is based on 24 fixed holidays, 2/3 staff training days and statutory Bank Holidays.

Dates	Number of days closed
Wednesday 30 th October 2012 – Friday 1 st November 2012	3
Monday 24 th December 2012 – Wednesday 2 nd January 2013	7 (3 days being statutory bank holidays)
Friday 8 th February 2013 – Monday 11 th February 2013	2

We would be looking to introduce "Fixed Centre Closures" ideally during the summer 2012, which we would confirm accordingly after we have captured people's thoughts.

We would aim to send out dates of when The Orchard will be closed at the beginning of each Financial Year (April - March) dates for the 12-month period.

We have tried to capture some concerns Carers / families may have in relation to “Fixed Centre Closure”. However if you have any other queries please do not hesitate to contact who can answer your query in more detail.

Q - Would there be a review of someone’s support needs for when “Fixed Centre Closure” happens?

A - There will be an opportunity to review support needs with Social Workers. Some people already receive 1 to 1 support.

Q - Would other venues be available when The Orchard is closed?

A - This would depend on:

- If other centres were closed at the same time as The Orchard
- Staffing resources / functions in other buildings would need to be examined

Q - What if I work and rely on The Orchard being open?

A - A review of personal circumstances and support needs would have been undertaken with a Social Worker along with a Carers Assessment and alternative options would be explored.

Q - Will Centre Closures change each year?

A - We will try to have similar Centre Closure dates each year.

Q - Would I still have to pay for when the service is closed?

A - At the moment charges are set against how many days people attend The Orchard. If there were to be any changes to charging this would be undertaken through a Financial Assessment in line with Personal Budgets.

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Tel: (01642) 245432

APPENDIX 3

Orchard Complex Needs Day Service,
Lansdowne Road,
Longlands,
Middlesbrough
TS4 2QT

June 25th 2012

Telephone: 01642 246610

Name & Address

Dear

RE: Centre closures update

Following my letter to your good-self in March 2012 I am now in a position to update and clarify the outcome around the development to introduce fixed centre closure holiday periods at the Orchard .

Middlesbrough Council will be introducing fixed centre closures within the Orchard , which will commence as from2012. The effect for the remaining part of this year will see the following fixed centre holiday periods when the service would be closed;

October 25th – October 26th 2012 (2 days)

December 27th 2012 – January 2nd 2013 (3 days plus bank holidays)

Details for 2013 centre closures will emerge later this year , and will be based around a 21 day fixed closure period plus 8 bank holidays per year .

If you need to discuss this further then please also don't hesitate to contact either Karen or myself for any further information , Tel:01642- 246610 or 01642- 855241

Yours sincerely

Graham Clarke
CIS Manager