

Adult Care and Wellbeing

Equipment and Adaptations Delivery Plan 2022/25

Adult Care and Wellbeing: Equipment and Adaptations Delivery Plan 2022 – 2025

Our Vision and Ambitions for people of Sheffield

Our vision is that 'everyone in Sheffield lives in a place they can call home, in communities that care, doing things that matter to them, celebrated for who they are - and when they need it, they receive care and support that prioritises independence, choice, and recovery. The vision is centred around delivery of five outcomes and six commitments. The Commitments and outcomes are the guiding principles we will follow and how we deliver the strategy. They show how we'll achieve our outcomes and highlight what we want to do better. These commitments are:

1. Support people to live a fulfilling life at home, connected to the community and resources around them, and provide care and support where needed.
2. Provide temporary assistance to help people regain some stability and control in their life following ill health or crisis.
3. Provide care and support with accommodation where this is needed in a safe and supportive environment that can be called home.
4. Make sure support is led by 'what matters to you', with helpful information and easier to understand steps.
5. Recognise and value unpaid carers and the social care workforce, and the contribution they make to our city.
6. Make sure there is a good choice of affordable care and support available, with a focus on people's experiences and improving quality.

Our Commitment to Independent Living through Equipment and Adaptations

The Adults Occupational Therapy team complete work under the remit of The *Care Act 2014* to promote the independence and *wellbeing* of an individual and help to *prevent, delay, or reduce* the need for a person to access formal care and support.

Occupational Therapy can help you live your best life. It's about being able to do the things you want and need to do. That could mean helping you overcome challenges you may face when completing everyday tasks or activities – what we call occupations. These could be getting dressed, getting out of the house, or simply doing the dishes.

This Delivery Plan aims to support the ambitions and governance roles of the Committee by setting out clear:

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- ✓ Performance and governance milestones so people and Carers experience timely and effective support from Occupational Therapy and Adapted Housing to achieves their outcomes.
- ✓ Involvement milestones so that Adults, Children and Carers feel involved in planning and development of services aimed to promote independent living.
- ✓ Delivery milestones which promote multi-agency approaches towards independent living and achievement of personalised outcomes.

What is Independent Living?

There are a series of guides to the Care Act 2014 that have been developed by the College of Occupational Therapists and funded by Dept of Health to provide guidance about the key concepts and duties in the Act. The link is here - [Adass](#). The topics currently covered within the series are Wellbeing, Prevention, Disabled Facilities Grant, Transitions; custodial settings; employment; education and training.

- ✓ Within each topic, the guides look at the selected areas which potentially have the most implications for the work of Occupational Therapists and support *'the core purpose of adult care and support is to help people achieve the outcomes that matter to them in their life'*. Much of the work Occupational Therapists undertake can be viewed prevention – preventing, reducing, and delaying needs. For example, Occupational Therapists can help a person: -
- ✓ Managing and maintain nutrition, access to food and drink and prepare and consume the food and drink by providing equipment or *advise about shopping, make suggestions re organising a kitchen or even adapting a kitchen or providing equipment to make food preparation and consumption easier.*
- ✓ Maintaining personal hygiene, by washing themselves and launder their clothes through *Level access showers, bathing equipment, wash and dry toilets advise re small equipment such as flannel straps or long handled equipment.*
- ✓ *Managing toileting needs by providing equipment such as raised toilet seats, WC frames, wash and dry toilets advise. Be appropriately clothed and enable a person to dress themselves and to be appropriately dressed by providing advise regards clothing and equipment to assist*
- ✓ *Be appropriately clothed and enable a person to dress themselves and to be appropriately dressed by providing advise regards clothing and equipment to assist*
- ✓ *Be able to move around the home safely, which could for example include getting up steps, using kitchen facilities or accessing the bathroom and have access to their property by providing adaptations to the property such as stair lifts, grab rails.*
- ✓ *Maintaining a habitable home environment through keeping it sufficiently clean, safe and have essential amenities through providing advice such as equipment to help for example: long handled dustpan and brushes and enablement.*
- ✓ *Developing and maintaining family or other personal relationships and accessing their community by referring for walking aids or wheelchairs and advice re community resources such as Community Transport.*

What Does Good Look Like?

We have started this delivery plan by setting out some initial indicators of what we think good looks like and to improve individuals and carers outcomes and experiences of the Adaptations Housing and Health services. The plan is to continue to develop these indicators in partnership with the people we support, carers and partners as we develop and embed our approach to Occupational Therapy in the city.

Leadership & Governance

- ✓ Strategic leaders work together, and evidence joined up visible and effective leadership around a shared vision and plan
- ✓ Staff, Adults, Children, Carers and Partners are and feel confident about the support, leadership and plans in place.
- ✓ Continuous improvement, quality assurance, policies and audit processes and delivery on improvements identified are embedded and evidenced throughout all levels of the service and publicly available.
- ✓ There are periodical self-evaluations, effective multi-agency audits and thematic reviews to determine areas for improvement and then delivery of the improvements identified.

Confident Practice

- ✓ All staff are appropriately trained and qualified in Occupational Therapy. They are supported through managers RCOT and local OT forums to deliver innovative and excellent outcomes with people.
- ✓ Our approach to the management delivery of Equipment and Adaptations is collaborative and inclusive, we are not a “one size fits all” service and utilise the “OT Big Brain “to deliver what people need.
- ✓ Our assessments are clearly evidenced and recorded and shared with people; we utilise the best in technology to empower people to self-assess and engage fully we use best practice from our professional with service delivery.
- ✓ We utilise best practice guidelines from OT professional forums to inform our best offer for people

Quality & Outcomes

- ✓ People are kept informed about their application all the way through.
- ✓ People are consulted on the criteria, timescale and funding for equipment and Adaptations.
- ✓ We listen to people and improve service delivery as a result and feedback the changes to people.
- ✓ We aim to assess people within 6 weeks of the application being made, or 5 days for critical needs
- ✓ Benchmarking with other areas to learn from good practice and inform continuous improvement

Providing Enablement

- ✓ We have daily, accurate screening of all applications to Equipment and Adaptations by managers.
- ✓ We have duty Occupational Therapists triaging all applications daily to enable a risk-based approach to assessment and provision of equipment and to enable the high volumes of requests for smaller pieces of equipment are responded to quickly, releasing occupational therapists to focus on more complex assessments.
- ✓ We develop specialist Occupational Therapists in our teams working with people with dementia, transitioning young people from Children’s to adult services, care handling specialist OT’s : the knowledge of the specialist workers supports better outcomes for people and a tailored response to requests from individuals and carers
- ✓ People have appropriate advice and support at the right time, including exploration of digital self-assessment tools and video calls to enable lower risk equipment and adaptations to be assessed and delivered quickly.

Equipment and Adaptations Delivery Plan

Ambition: Adults are able to live independently and safely in their chosen home

Context: The Royal college of Occupational Therapists state that occupational therapy outcomes for people are maximised by early intervention within 6 weeks of people identifying an issue. Our ambition for Equipment and Adaptations is to create a service for the people of Sheffield where they can access the assessment and equipment they require within 6 weeks.

We believe that achieving this target will not only deliver better outcomes for people, but we will see a reduction in prescribing expensive adaptations. For example, being able to prescribe a bath board rather than a level access shower.

Accountable Officer: Strategic Director Adult Care and Wellbeing

Accountable Committee/ Board: Adult Health and Social Care Policy Committee

Performance picture	Baseline July 2021	Current Sept 24	Target April 2025	Direction of travel
Number of referrals to Occupational Therapy Services (Annual 12 month rolling).	3852	8195	Monitoring	
% equipment provided within timescale once assessment completed (Emergency = same day, Urgent = next day, standard = 5 day)	98.6%	99.0%	99%	
Accessibility of Services: Equipment and Adaptations waiting lists - time waiting for an assessment	8 months (Q1 22/23)	7 weeks	6 Weeks	
Accessibility of Services: Equipment and Adaptations waiting lists	2900 (July 21)	895 (Sept 24)	400	

Theme	Milestone/action	By when	Lead	Update	RAG
Page 146 Leadership and Governance	Establish routine performance and risk reporting to Policy Committee, Performance & Delivery Board, Performance Clinics including Benchmarking with other authorities and improvement activities and recommendations in response to learning.	Completed	AD Living and Ageing well South / Service Manager Adaptations Housing and Health	A performance dashboard is in place and reported to Committee quarterly. Six monthly reporting is also in place regards Equipment and Adaptations Update	Completed
	Commission a thematic and benchmarking audit of Equipment and Adaptations to establish areas for learning and improvement.	Completed	Service Manager Adaptations Housing and Health	This has been completed and from these specific reviews taking place regards ICELS, Adapted Housing and Grants Processes as reported to Committee in March 2024. A new internal audit has been requested.	Completed
	Review current Equipment and Adaptations Referral process to ensure in line with benchmark and best practice and take learning and recommendations to the Performance and Delivery Board.	Completed	Service Manager Adaptations Housing and Health	Reviewed our process to support those waiting to wait well, document created and to be launched with the team in September 2024. Ongoing work to review all referral pathways linked to the wider development of the adult social care front door. Clear practice guidance developed to support staff working on referrals to ensure a consistent approach is delivered.	Completed
	Recruit to the Principal Occupational Therapist to build dedicated capacity to deliver on the Adult Health and Social Care Equipment and Adaptations Delivery Plan, benchmarking with other authorities and coordination of strategic Occupational Therapy performance and improvement activity across the service.	Completed	AD Living and Ageing well South / Service Manager Adaptations Housing and Health	Principal Occupational Therapist recruited to and in post from March 2024. The Principal OT will now focus on the coordination of the delivery plan, practice development and reviews of Equipment.	Completed
	Implement regular communications and updates about Equipment and Adaptations activities and practice updates.	Completed	AD Living and Ageing Well / Service Manager Adaptations Housing and Health	With Principal OT and Service Manager Occupational Therapy and Adapted Housing now in post, practice updates and workshops are implemented and underway. A delivery priority for 24/25 is to embed an OT, Equipment and Adaptations Newsletter. A new advice leaflet has been produced and will be published after Committee in March. Away days facilitated with all teams to improve knowledge of up to date guidance and legislation. regulation forums with Principal OT in place and newsletter planned for launch.	Completed

Further support Citizens Involvement to support and enable co-production and engagement with people who use our services and their families and carers.	March 2025	Principal Occupational Therapist	This is a delivery priority for 24/25 now that the Principal OT is in post aligned to our ambitions to become a disability friendly city. Coproduction workshops to commence in November 2024	On Track
Equipment and Adaptations Waiting list reduced to acceptable risk levels (i.e. 6 weeks which is Royal College OT Standard)	April 2025	Service Manager Adaptations Housing and Health	A dedicated work programme is in place to reduce waits to acceptable levels set against a 102% increase in demand. This is a key delivery priority for 24/25. Updates provided at Committee in March 24 and planned for Sept 24. Aim is to ensure a sustainable position now by April 25 given significant increase in demand experienced. Work continues to develop the service to ensure that we are optimising workforce capacity and transparent with regards to our performance through the development of a robust data dashboard	On Track
Complete a review of Integrated Equipment Loan Service to inform future model and contract.	December 2024	Principal Occupational Therapist Assistant Director Transformation	Review has initiated as a partnership between Sheffield City Council and SY ICB and with current provider. An associated review of prescribing is underway to build capacity and support integrated working. An update is planned for Committee for Sept 24 including a proposal for extension to enable completion and implementation of the review.	On Track
Complete a review of prescribing to build capacity through Trusted Assessors and to review delegations via s75 to promote integrated arrangements.	April 2025	Principal Occupational Therapist	Review of s75 initiated and work underway to build and develop Trusted Assessors across Adult Care. This is a delivery priority for 24/25 and aim for completion by April 2025 with system partners.	On Track
Complete a review of adapted housing and grants processes and systems to enable individuals to experience streamlined and joined up provision.	December 2024	Service Manager Adaptations Housing and Health	Review has initiated with mapping underway. Guidance in place for Disability Facility Grant implementation and update Criteria completed.	On Track
Complete recommendations from internal audit.	June 2025	AD Living and Ageing Well	Internal audit completed. The majority of actions highlighted in the internal audit have been completed and clear plans in place to complete the remainder of the actions.	On Track
Complete a recommissioning of minor and major adaptations to ensure a robust framework is in place.	June 2025	AD Commissioning and Partnerships	In commissioning priorities for 24/25 and delivery priority for 24/25.	Delivery Priority 24/25
Complete practice guidance and practice development to support ongoing implementation of Care Act 2014.	April 2025	Principal Occupational Therapist	Practice development workshops underway with plan to develop and implement by April 2025.	Ontrack
Support the Disabled Facilities grant provision to deliver major adaptations within the statutory and discretionary funding envelope (i.e., £30K mandatory grant and £20k discretionary grant)	Completed	AD Living and Ageing well South / Service Manager Adaptations Housing and Health	The approach was noted to Committee in November 2023 and a guidance has been developed to enable consistent implementation. This will be supported by practice guidance and is being implemented within service robustly.	Completed
Implement an updated discretionary funding policy (including loans) and private sector housing policy (including maintenance costs) to ensure the service is operating with up-to-date policies and procedures in line with best practice.	Jan 2025	Service Manager Adaptations Housing and Health	Both policies have been updated and prepared for consideration at Committee in Jan 25	On Track
Establish and embed benchmarking activities to create a shared learning environment and to compare our performance and outcomes for local people with those supported by comparable Local Authorities.	Dec 2024	Service Manager Adaptations Housing and Health	Work to be undertaken across South Yorkshire through the AHP network to benchmark current performance across the county and identify how Sheffield compares. This will inform ongoing learning and improvement activity.	On Track
Implement systems to utilise standard equipment and adaptations costings for financial forecasting and monitoring and investigation of any exceptions or outliers.	April 2025	Service Manager Adaptations Housing and Health	Work is underway to establish suitable systems.	On Track
Introduce a dashboard for Disabled Facilities Grant to enable monitoring of performance including against targets set by the Department of Health.	Dec 2024	Service Manager Adaptations Housing and Health	All required information is being recorded in the case management system and a dashboard is currently being developed.	On Track
Implement an updated priority and complexity tool to ensure risk levels inform priority and provide consistency and introduce a written policy document to support appropriate use of the tool.	Completed	Service Manager Adaptations Housing and Health	An updated tool has been completed and is now in use. Work is underway to include reporting on this information in the Occupational Therapy performance dashboard.	Completed
Implement guidance for staff to ensure consistency in applying clinical reasoning in decision making about necessary and appropriate equipment and adaptations in accordance with legislation.	Sept 24	Service Manager Adaptations Housing and Health	This is currently being implemented and embedded through training, workshops and supervisions.	On Track

	Implement a consistent reporting procedure for record keeping and evidence logs.	Jan 25	Service Manager Adaptations Housing and Health Principal OT	A procedure has been implemented and a case file audit tool is now being developed to provide additional assurance.	On Track