



SEVEN DAY SERVICES CASE STUDY

JULY 2015

Torbay and Southern Devon NHS Foundation Trust

Providing a seven day stroke rehabilitation therapy service on the stroke unit

AT A GLANCE:

- Torbay and Southern Devon Health and Care NHS Trust enabled provision of a community and community hospital-based stroke rehabilitation therapy service seven days a week.
- This development was based on feedback from staff, patients and carers.
- There was no additional cost involved in the redesigning of the service.
- Assessment of new patients have moved from being provided five days a week to six, including Saturdays. Ongoing rehabilitation is provided seven days a week.

Torbay and Southern Devon Health and Care NHS Trust provide community health services in Torbay and Southern Devon, as well as commissioning and providing adult social care in Torbay, and are one of the integrated health and social care pioneers.

The trust provides community and bed based stroke rehabilitation for people with acute stroke, following discharge from acute hospitals. Piloting in 2011, review and redesign of the

therapy workforce provision in both the stroke rehabilitation unit and stroke community teams, has enabled movement from a five day to a seven day a week service model, at no additional cost.

The introduction of rehabilitation support workers has increased the capacity for registered therapy staff to improve access to new patient assessments and therapeutic interventions. A key driver to the change was the achievement of the Stroke NICE clinical standards and a strong professional desire to work differently to do the right thing for patients.

The acquisition of the Trust by South Devon Healthcare NHS Trust provides further opportunities for the therapy workforce to work together, to achieve wider transformation of seven day community therapy, to reach the level of ambition set out in the commissioning intentions of Torbay and South Devon CCG and the South West Clinical Network Rehabilitation and Reablement strategy

www.swscn.org.uk/improvingquality/rehabilitation-survivorship

How the improvements were made

A capacity and demand analysis was undertaken; recording the demand for new patient assessments over a seven day week, therapist perceptions of the required intensity of rehab, and the amount of staff time available to deliver face to face care.

- A survey of people with stroke and their carers was conducted to identify the demand for intensive rehabilitation.
- As a result of the capacity and demand analysis, patient/carer survey and discussion with staff, the service identified a need for new patient assessments to be provided Monday to Saturday, with ongoing rehabilitation available on all days.
- The seven day service included physiotherapists and occupational therapists and was implemented at no additional cost by changing the existing skill mix to provide a suitably flexible workforce without additional funding. This included an increase in non-registered staff.
- Funds for band five therapist posts were reallocated to create three new band three rehabilitation support workers working across seven days (with competencies developed to support the role). Staff were consulted about this change in skill mix and allocation of tasks.
- The roster for registered staff was changed to cover six days (Monday to Saturday). Registered ward and community therapy staff were given the option to work their hours over six days. Non-registered staff were able to take Friday and Monday off when they had worked the weekend.
- Improvements were sustained and furthered by visiting colleagues in Holland to observe ways of reducing administrative tasks for clinical staff and releasing time for patient care.

What was achieved?

A community and community hospital-based stroke rehabilitation therapy service, seven days a week was enabled at no additional cost. This included new assessments being provided six days a week, including Saturdays, and ongoing rehabilitation being provided seven days a week.

A joint strategy for nursing and therapy staff was implemented, with therapy staff working alongside nurses to get their patients up and prepared for the day using a therapeutic and enabling approach.

The current process of integration of the care trust with the local acute trust presents an opportunity to consider extension of the seven day service to acute stroke services and other community therapy services.

What was the impact?

- Patients now have access to more timely assessment; 100% of inpatients now meet the NICE quality standard of assessment by a specialist team member within 24 hours of admission (previously this was 85%).
- The trust has achieved a high level of both intensity and frequency of therapies in the Sentinel Stroke National Audit Programme quarterly audits (SSNAP). The unit has been graded as an 'A' for the last four quarters (as at June 2015).
- All patients returning home with Early Supported Discharge services are offered a visit on the day of discharge, or within 24 hours, regardless of the day.

- Patients now have access to an increased number and duration of therapy services. 95% of patients who required at least 45 minutes of each therapy, in line with the national recommendations received it (this was previously 80%).
- Average length of stay reduced from 21 to 19 days.
- Positive feedback from carers – carers have reported that access to therapies over the weekend has improved their communication, understanding and confidence with handling.
- 91% of patients surveyed after the service change rated their care as excellent or very good. Before the change 47% of patients said there were always or nearly always enough therapists on duty to care for them. After the change this increased to 80%.
- 100% of staff felt the development was positive and should be sustained.

TOP TIPS

- **Seek the views of patients and their carers in designing an improved seven day service.**
- **Concentrate on what patients need and capitalise on positive outcomes from change, to engage staff and spread change.**
- **Make staff engagement a priority from an early stage in the improvements.**
- **Undertake a capacity and demand analysis exercise as part of the process for developing a seven day service - this can help identify opportunities for improvement and provide data to underpin change.**
- **Review and streamline administrative tasks to release clinical time for therapists.**

Contact

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