



# **Review of Clinical Services**

**Researched and compiled by:**

Shelagh Robertson

*MS Nurse Specialist & Clinical Lead*

Dr Lorna Paul

*Trustee & Reader in Rehabilitation, University of Glasgow*

Elinor Waiters

*Senior Manager (Admin & Finance)*

# Revive MS Support Service Review Completed January 2014

## Introduction

The necessity for this Service Review came from the Strategic Plan which was completed in 2013 by Angela Feherty and Iain Morrison with the support of the Pilotlighters. Gathering the information for this review was a task which involved looking at Service Structure; Staff, Clients and the evaluation of services in comparison with selected Therapy Centres around the UK. In fairness, the sum of the whole is far more than just Clinical Services; however in the interests of concision, Clinical Services were the focus of this review.

Revive MS Support, as an independent disease specific national charity in Scotland, has provided support and information for People affected by MS (PaMS) in west central Scotland since 1984 and is based in Glasgow. The centre is suitably fitted; accessible for our user group and is currently housed in industrial units in a small centrally situated industrial estate. At the time of writing this Review it is anticipated we will be, within the year, moving to new premises with more space which will allow us to expand our service provision.

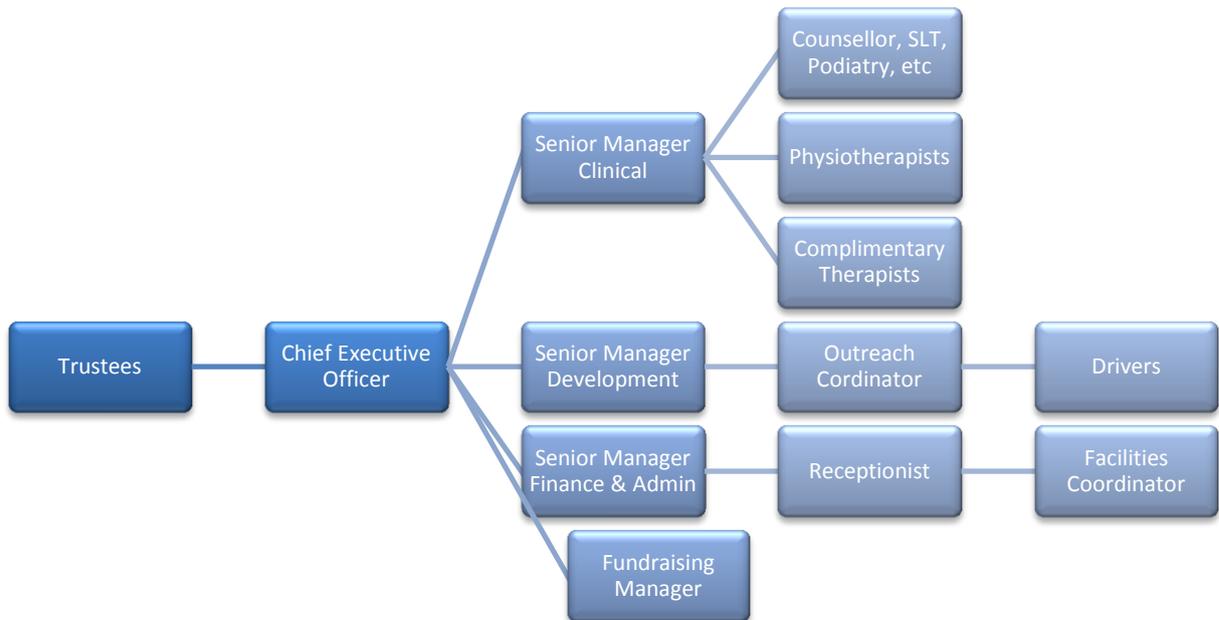
Initially the centre was set up to provide Hyperbaric Oxygen Therapy (HBO) for people with MS in the Glasgow area using two Barometric Oxygen chambers. Revive MS Support has evolved into an organisation which provides Physiotherapy, Complementary Therapies, Counselling, Podiatry, Speech & Language Therapy, Chiropody, Continence Support and the very popular Exercise Classes as we were able to expand into other Units in the estate. These comprise Yoga, Pilates, Men's Circuits and wheelchair user and non-wheelchair user groups. Although we have continued to develop new and existing services the way in which this has moved forward has been constrained by the space available at Revive. Evidence of the benefits of therapies to service users; albeit "soft" outcomes, and the costs implicated in providing this high standard of treatment were important factors to include. These outcomes have previously only been collated from the information gathered on an ongoing basis at Revive when required by funding bodies or the Trustees. Contacting other MS Therapy Centres across the UK also gave us the opportunity to benchmark the work we do and the high standards we strive for when providing appropriate treatment and support for our clients.

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## Management Structure

Up to 2011 the management structure was very flat comprising the Board of Trustees managing the CEO who in turn had the responsibility of the rest of the staff. In April of that year, our then CEO, James Dornan and Iain Morrison who was at that time a Trustee, proposed setting up a Senior Management Team (SMT) to the Trustees. This was accepted and put into practice utilising the skills of three senior members of staff; Elinor Waiters, Shelagh Robertson and Angela Feherty.

## Revive MS Support Management Structure



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## Staff

From the point of view of services provided by Revive it seemed sensible to gather all the information available about our staff numbers, costs, regulation and qualifications related to the work they do at Revive.

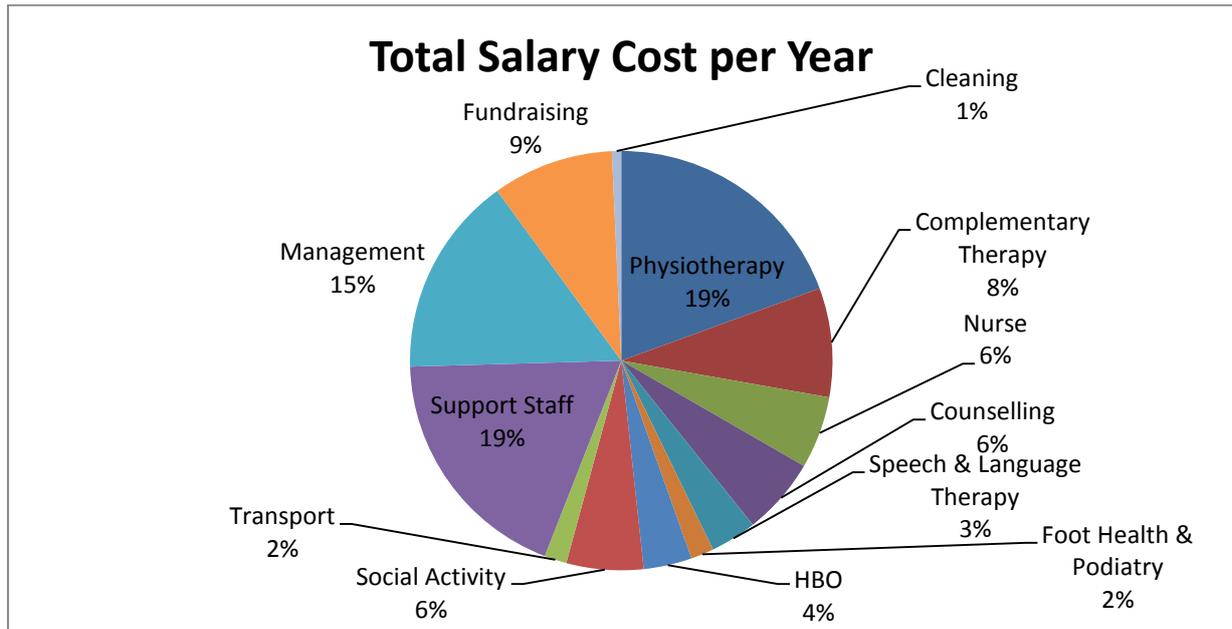
### Structure & Numbers of Staff

<b>Clinical Staff</b>	<b>Number</b>	<b>WTE</b>
Nurse	2	1
Physiotherapy	5	3
Physiotherapy Assistants	2	0.9
Yoga & Pilates Teacher (Self Employed)	1	0.06
Speech & Language Therapy	1	0.4
Complimentary Therapists (3 Self Employed)	5	2.5
Continence Specialist Nurse (provided by Cont. Company)	1	0.05
Podiatry (Self Employed)	2	0.21
Counselling	1	1
HBO	1	1
<b>Total</b>	<b>22</b>	<b>10.32</b>
<b>Non Clinical Staff</b>		
CEO	1	1
Admin & Finance	2	2
Development	1	0.8
Fundraising	1	1
Outreach Coordinator	1	1
Cleaner / Facilities	2	1.1
Transport	2	0.5
Benefits Advisor	1	0.2
<b>Total</b>	<b>11</b>	<b>7.6</b>
<b>Volunteers</b>		
Physiotherapy Volunteer	1	0.2

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## Staff Salary Costs

The total salary cost for Revive for 2012/13 amounts to £397,695 which is broken down as follows. This figure reflects the true time cost involved by each staff member to deliver the services at Revive.



## **Staff Issues**

There have been a number of changes within personnel in the last 3 years due to:

- Maternity Leave - without return
- Moving to a new post out with the organisation
- Retirement
- Resignation of leadership aspect of post
- Death in Service

**Registration** all Clinical Staff require to be registered with their relevant Professional and Regulatory Bodies. The details are held in their staff file and it is incumbent upon each member of staff to ensure the record is up to date. A reminder is given to those who omit to provide proof of their competency to work.

**Job Descriptions** are a useful measure of the work expected to be undertaken by staff members and considered to be an important aspect of this Review. During the work for this Review it became apparent that not all posts held have Job Descriptions. This is in the process of being updated to ensure the descriptions are current. A standardised format, within which new posts and any changes can be accommodated, is the ultimate aim.

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**Appraisals** are undertaken by senior members of staff in line with the structure outlined in the Senior Management Structure previously provided. We are working towards all appraisals being up to date by April 2014. Appraisals monitor the needs and expectations, as well as the performance, all staff and enable service level changes to be implemented.

**Continuing Professional Development (CPD)** is encouraged for all staff at Revive. Clinical Staff are individually aware and responsible for maintaining standards of practice as laid down by their governing bodies. Time and a contribution towards the cost of meeting CPD requirements are available to all staff. The CPD Request Form, for SMT approval, records each individual's CPD request, the anticipated benefits to Revive and the support required for the individual to incorporate new skills in their practice.

## Clinical Services

New patients access services at Revive MS Support largely via self-referral. There are occasional referrals from General Practitioners, MS Nurse Specialists, MS Support workers and other health and social care professionals. At our centre in Maryhill we have around 300 clients a week come through our doors for therapies, support and social opportunities. Our database holds around 2000 contacts of clients and supporters.

We provide a range of clinical services at our main Therapy Centre in Maryhill, Glasgow and five Outreach venues across West Central Scotland. With the exception of Cathcart which is weekly all the other outreaches are monthly. At the outreaches clinical services are provided dependent on the funding and space available. Common to all venues are physiotherapy, counselling and complementary therapies. Speech and Language therapy is available at Maryhill and all Outreaches except Paisley due to the funding agreement entered into with the MS Society. Podiatry provision is restricted at the Outreaches mostly through lack of treatment space and availability of therapists but is available at Maryhill and Cathcart.

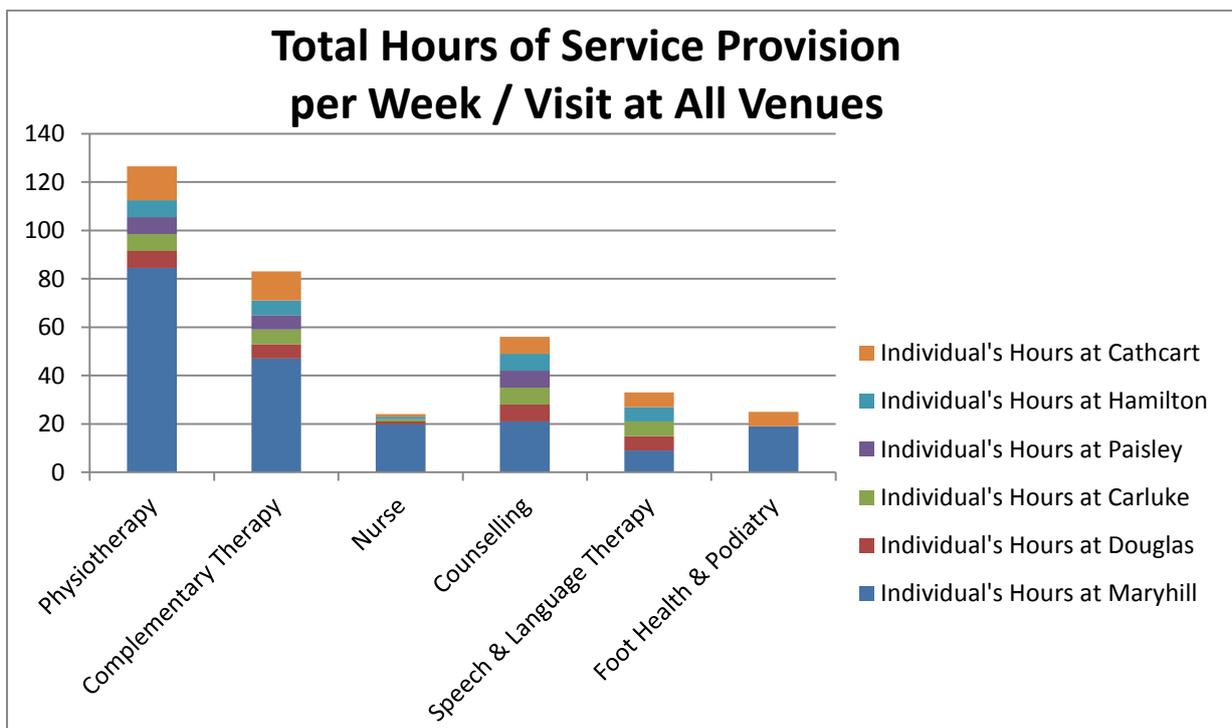
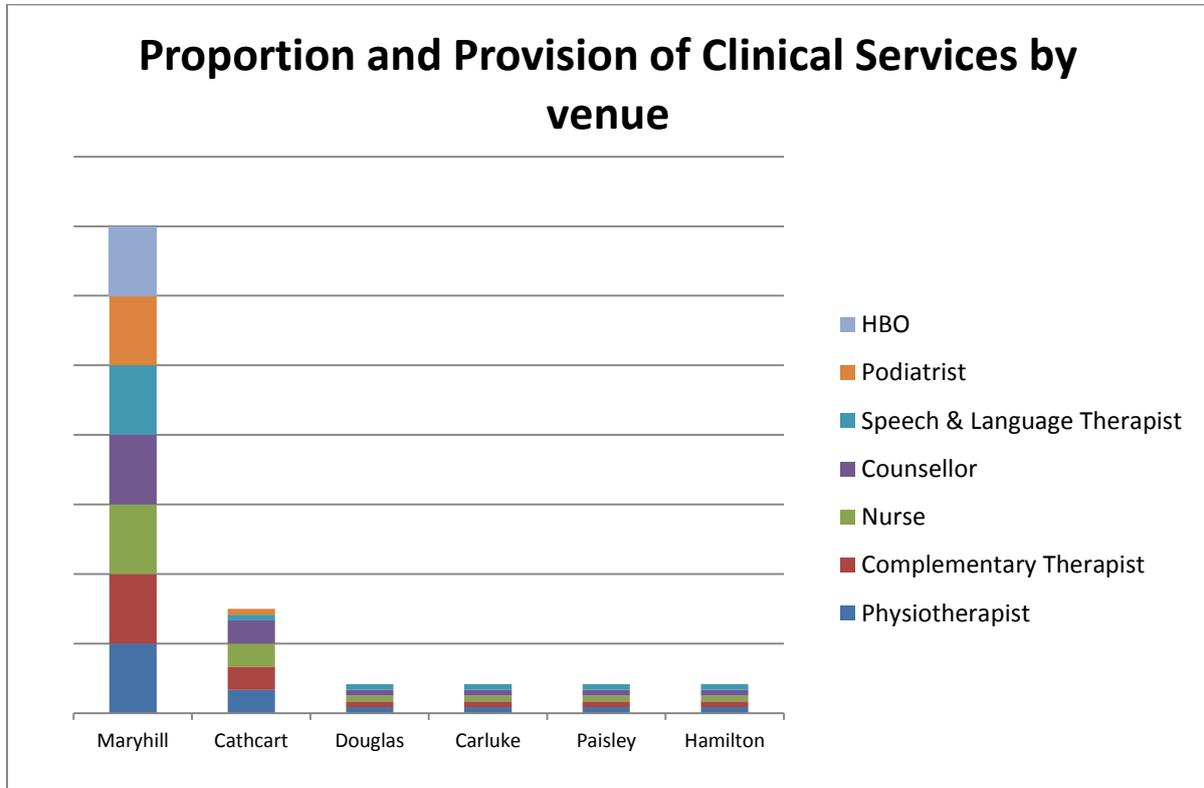
We also run Fatigue Management (FM) and Supporting Those Who Care Information/discussion groups. Numbers of clients attending and feedback by questionnaire show these are very well attended and are extremely popular. Both have a return group which provides the opportunity for continued support and socialising.

The table below shows the number of times the various clinics are run per month and the number of staff deployed to each clinic.

Venue	Frequency	Physiotherapy	Complementary Therapies	Nurse	Counsellor	Speech & Language Therapy	Podiatry	HBO
Maryhill	Daily	4	3	1	1	1	2	2
Cathcart	Weekly	2	1.2	1	1	1	1	
Douglas	Monthly	1	1	1	1	1		
Carlisle	Monthly	1	1	1	1			
Paisley	Monthly	1	1	1	1			
Hamilton	Monthly	1	1	1	1			

# Revive MS Support Service Review Completed January 2014

The figure below illustrates the proportion and scope of clinical service provision available at both Maryhill and all the Outreaches.



# Revive MS Support Service Review Completed January 2014

## Hyperbaric Oxygen Therapy (HBO)

This is a unique service provided by Revive as a treatment for people with MS. There is currently no medical indication of its efficacy for MS however there is evidence that HBO can benefit the bladder, which is one of the most commonly, reported symptoms in MS.

In the responses to the questionnaire the HBO service was well reviewed with the majority of the respondents, 90%, indicating “completely satisfied”.

Access to the HBO Chambers is via a stringent code of practice. All referrals and applications for HBO have to adhere to certain medical criteria. Queries that cannot be dealt with by the Nurse are always assessed by our Medical Advisor, Dr Neil Mackay.

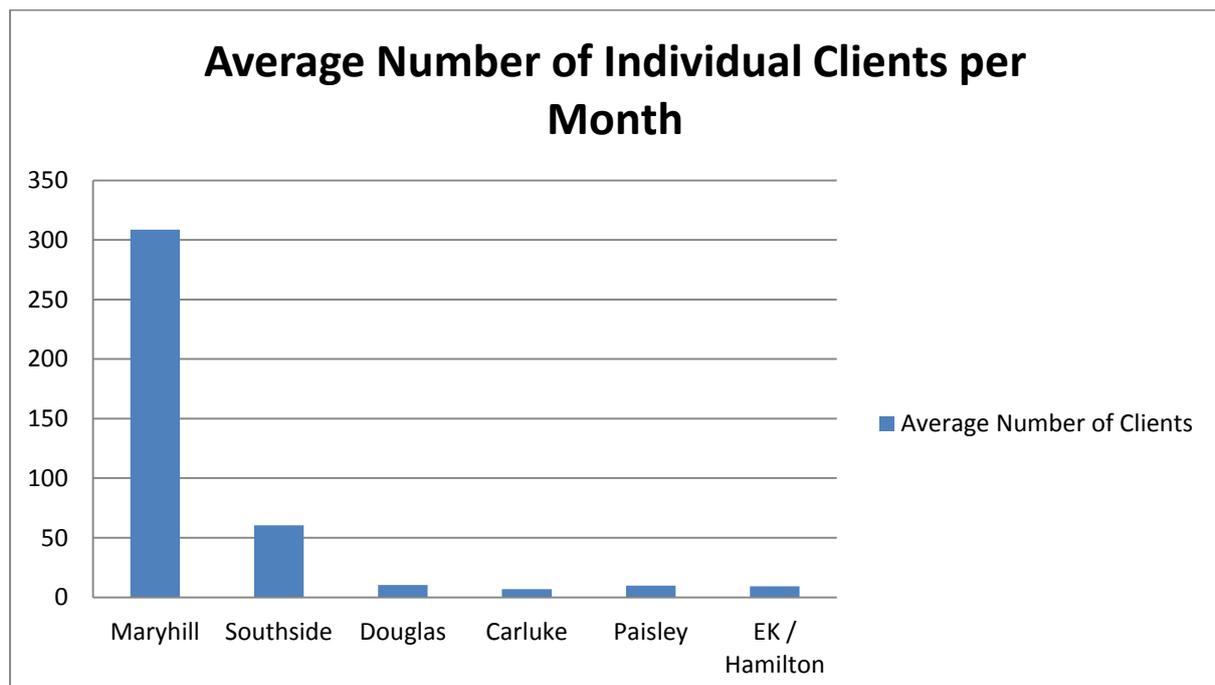
## Clients

The figure below illustrates the average number of individual clients who accessed therapies and services at least once a month during 2012/13.

Maryhill operates five days per week, Cathcart one day per week and the other venues - Douglas, Carluke, Paisley and Hamilton - run once per month.

Clients access Maryhill from a wide geographical area across the Scottish mainland and Islands. Access to the Outreaches is limited by postcode to the area for which the Outreach funding is received.

Clients at the Outreaches are able to benefit from our Transport due to the relatively short distances to the various venues from the client’s residence.



# Revive MS Support Service Review Completed January 2014

With the considerable assistance of Dr Lorna Paul, a Questionnaire was drawn up, which asked 9 questions pertinent, in our view, to the services provided by Revive. There was opportunity for open responses too. The Questionnaire was made available on paper to service users in all areas of service provision across Revive and electronically to those for whom we had email addresses. The response and results were encouraging with 80 of the 100 paper Questionnaires completed and returned, and 88 responses received from the Electronic version which was digitised using Survey Monkey and distributed through 600 emails. The link to the survey was also made available on our Social Networking interfaces; Facebook, Twitter and our Website, it is not possible to analyse which link the electronic responses resulted from. Thus the total response was 168 questionnaires.

The evidence gathered from the questionnaire supports the current provision of services, groups and support for our user groups within Revive MS Support, while also giving excellent areas to develop.

One example of development is Nutrition. We have previously provided dietary support for clients, but uptake and maintenance of numbers were disappointing. The questionnaire has shown that some clients would like nutritional / dietary support. There was, in addition, considerable interest in delivery of evening groups and services. Also mentioned were opportunities for young people to meet and informal access to the Nurse. Interestingly informal access always has been available; it can be seen that this needs to be made more apparent.

We currently have a member of staff whose qualifications include nutrition. Following the evidence provided by the questionnaire, this could potentially be offered as group work. As previously mentioned, lack of space is currently a consideration in going forward with groups and adding any specific services, as is funding for these enterprises.

As with all previous surveys carried out by Revive over the years the responses have been mostly positive with only two negative comments out of 160 questionnaires completed in October 2013.

## General Feedback from Questionnaire

- Encouragingly 100% of respondents would recommend Revive MS Support's services to others affected by MS.
- Most respondents were completely satisfied with services received; any dissatisfaction arose from inability to offer appointments suitable to clients.
- Access to venues was largely by car 83%. Public transport accounted for 10%, taxis 6% and Revive's Transport available at Outreaches only was 1%.

For further information see [appendix 1, 2 and 3](#)

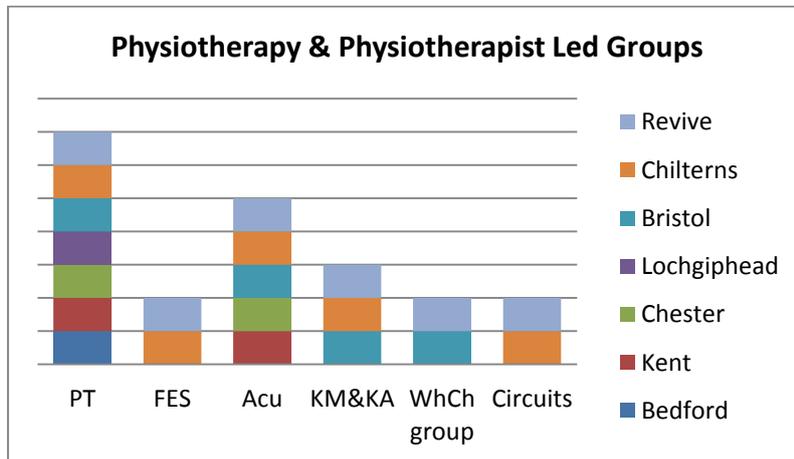
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## Other MS Therapy Centres

The operational information of all MS Therapy Centres within Great Britain is found in the MSRC booklet, “MS Therapy Centres in the British Isles”. Centres with similar services to Revive were contacted and asked if they would be willing to provide some information by phone on their current service provision. A questionnaire was devised on which the phone calls were based to ensure similar information was collected from each Centre.

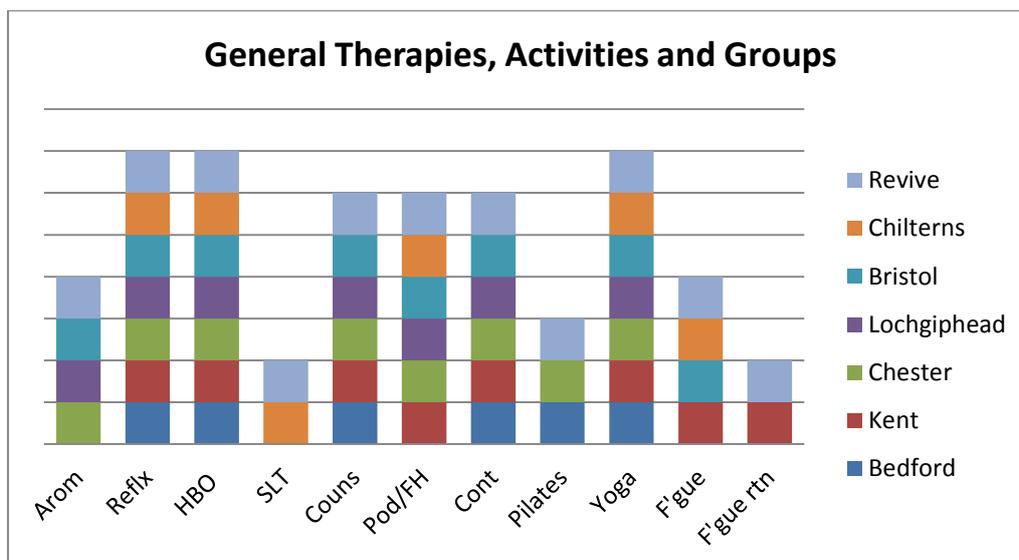
The centres chosen were: Lochgilphead, Chester, Chilterns, Bristol, Bedford and Kent. Everyone was more than happy to complete the questionnaire and everyone willingly offered further support or information if any was required.

The figures below show which services each Centre provides in comparison to Revive.



- PT - One to One Physiotherapy
- FES - Functional Electrical Stimulation
- Acu. - Acupuncture
- KM & KA - Keep Moving & Keep Active Exercise Groups
- WhCh. Group - Wheelchair Exercise Group
- Circuits - Circuits Exercise Group for Men

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<b>Aroma</b> - Aromatherapy	<b>Reflex</b> - Reflexology
<b>HBO</b> - Hyperbaric Oxygen Therapy	<b>SLT</b> - Speech & Language Therapy
<b>Couns.</b> - Counselling	<b>Pod/FH</b> - Podiatry & Foot Health
<b>Cont.</b> - Continence	<b>Pilates</b> - Pilates Exercise Class
<b>Yoga</b> - Yoga Exercise Class	<b>F'gue</b> - Fatigue Management Group
<b>F'gue rtn.</b> - Fatigue Management Return Group	

## General Feedback from Other Centre Questionnaire

- Like ourselves the majority of Centres encourage self-referral into their service but also accept referrals from other sources.
- Onward referrals were largely via GP or Hospital based MS Nurse; whereas at Revive MS Support, AHPs (Allied Health Professionals) make referrals for the clients to the relevant statutory and non-statutory service for the input required.
- Our database of clients is by far the largest of the Centres contacted which were some of the largest in the country.
- Most of the other therapy Centres permit AHPs to charge directly but we provide our therapies free at point of access, with strong encouragement to make a donation of an amount the individual client is able to afford. At Revive MS Support the contract of payment of AHPs is not between the therapist and client; it's between Revive and the therapist. In this manner Revive regulates what the therapist provides for the client.
- We are unique in the style of Outreach we provide. The only Outreach provided by the Centres who completed the questionnaire, was a Chronic Diseases Outreach Worker signposting clients to other services at Lochgilphead Centre and one other centre in England maintained an exercise class in the area they had relocated from.

See [appendix 4](#) for more detail.

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## Conclusion

Having been aware for a number of years of the need for a Service Review at Revive the implementation of the Strategic Plan highlighted the importance for this Review.

In the process of accumulating information and completing the review, we are able to take an objective view of the clinical work done at Revive.

The Review demonstrates

- “We really are good at what we do”: it was extremely gratifying, as the Review proceeded, to realise that what we do is actually meeting the needs of those affected by MS. This was demonstrated in the responses within the client questionnaires.
- We are one of the largest MS specific third sector organisations in the UK providing face to face support and therapies for those affected by MS.
- We retain control of the therapies and services provided and how they are delivered by employing and paying the therapists as an organisation.

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## Challenges

Space is a challenge on many levels for Revive MS Support in our existing premises. Current use of therapy space is a constant struggle for administrative staff and has to be carefully managed. Certain therapies can only be provided by scheduling appointments to coincide with another therapist's day off or when another therapist is undertaking outreach work. This enables Revive to provide a selected range of treatments which meet client needs. The questionnaire offered clients the opportunity to suggest other therapies they would like to see provided which include nutrition, occupational therapy, evening groups, opportunities for younger Newly Diagnosed service users, informal access to nurse, more complementary therapies and social groups.

## Actions

<u>Number</u>	<u>Issue</u>	<u>Action</u>	<u>Time Frame</u>	<u>Responsibility</u>
1	Staff Appraisals	Update	End of April 2014	CEO & SMT
2	Job Descriptions & Contracts	Update & implement	End of March 2015	CEO
3	Viability of "Twilight" Peer Support Group	Explore the feasibility of this group	End of June 2014	Counsellor
4	Informal Access to Nurse	Inform clients of availability	End of May 2014	Nurse
5	Nutrition	Explore the viability of introducing this as a permanent new service	End of March 2015	Nurse & SMT
6	Occupational Therapy	Explore the viability of introducing this as a permanent new service	End of March 2015	Nurse & SMT

## Service Review

This Review will be revisited for up dating in October 2015.