

# Westminster Health & Wellbeing Board

<b>Date:</b>	17 March 2016
<b>Classification:</b>	<b>General Release</b>
<b>Title:</b>	Like Minded – update on the Transforming Care Partnership Plan for people with learning disabilities, autism, challenging behaviour
<b>Report of:</b>	<b>Matthew Hannant</b> , Director Strategy & Transformation (Acting), NW London Collaboration of CCGs  <b>Fiona Butler</b> , Clinical Responsible Officer, Chair of NWL Mental Health and Wellbeing Transformation Board, West London CCG Chair.
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	Mental health and wellbeing
<b>Financial Summary:</b>	We are currently finalising the overall financial model and assumptions underpinning the Transforming Care Partnership plan, and this will be finalised and agreed in line with the delegated authority to approve the local and North West London plan.
<b>Report Author and Contact Details:</b>	Jane Wheeler, Acting Deputy Director, Mental Health, Strategy & Transformation, NWL Collaboration of CCGs jane.wheeler2@nhs.net

## 1. Executive Summary

- 1.1 This report is to provide an update to the HWBB on progress made to date within the North West London 'Transforming Care Partnership Plan'. We welcome and value your on-going input into this programme of work.
- 1.2 Attached to this cover sheet is information on the development of a City of Westminster and North West London Transforming Care Partnership Plan for people with learning disabilities, autism, challenging behaviour. These reports are for noting and comment. The HWBB is also asked to comment on the next steps for the plan's formal approval prior to submission to NHS England by 11th April.

## **2. Key Matters for the Board**

2.1 The Health and Wellbeing Board is requested:

- To endorse the first draft North West London Transforming Care Partnership plan noting that further updates will be made to address the areas of underdevelopment;
- To delegate authority to the relevant committee to approve the final local and NWL Transforming Care Partnership plan in order for this to be submitted to NHS England on 11th April 2016;

2.2 The final plans will be reviewed by the HWBB in May. The plan will then be implemented from April 2016.

## **3 Background**

3.2 In October 2015 NHS England, the Local Government Association and the Association of Directors of Adult Social Services published 'Building the right support' this set out the national plan and the financial framework to support the closure of inpatient settings and develop community based services for people with a learning disability and/or autism with challenging behaviours and mental health conditions.

3.3 On 17th November, Jane Cummings wrote to all Local Authority Directors of Adult Social Services, Clinical Commissioning Group Accountable Officers, and NHS England Regional Directors to suggest that NWL work collaboratively to form a single TCP. The letter included key actions and milestones to be achieved by each TCP, which are essential to ensure effective delivery of phase 1 of the mobilisation programme:

- Agree governance arrangements
- Appoint Senior Responsible Officer
- First Transforming Care Partnership Board meeting
- First cut of the Transforming Care partnership plan submitted by the 8th February
- Final agreed Transforming Care partnership plan to be submitted by 11th April

3.4 Guidance issued late in December 2015 includes planning guidance, a TCP plan template, and a financial template. These will require LAs and CCGs to work jointly

and for there to be an agreement about sign-off for the CCGs especially regarding the additional short term funding and management of dowry funding.

3.5 The first draft North West London Transforming Care Partnership plan with the local borough annexes was submitted to NHS England on the 8th February.

3.6 In developing the overarching North West London Transforming Care Plan, we have been working closely with the local learning disabilities joint commissioners in Westminster. This collaboration is to ensure that there is alignment between the local plans and the overarching North West London.

3.7 Locally for Westminster, we want our Transforming Care Plan to help us to develop a model of care that will ensure that people with Learning Disabilities and/or Autism are able to live life with the same access to opportunities that any other member of our community is able to access. This will mean that individuals and their families are part of the decision making of where they live and what support they will access to live a meaningful and productive life.

3.8 We want this cohort to have:

- An opportunity to learn
- Appropriate employment or volunteering opportunities that may lead to work
- Choice and control
- A home to call their own
- Community participation
- A sense of being part of the local community
- Manage their health with the level and quality of support that they need

3.9 Our North West London plan builds on the progress already made in each borough and across NWL we are aligned on our plans to commission:

- Community support including the utilisation of more skilled staff to manage more complex/challenging behaviour
- Tailored local housing options for people with a learning disabilities and/or autism
- Respite services for families and carers, regardless of the age of person being cared for.
- Crisis care, available 24 hours a day 7 days a week that ensures that people with a learning disability and/or autism receive care and support that meets their needs in time of crisis

- An all ages service that removed the need to transition between children and adult services
- NWL service for people with a forensic history or Asperger's to provide the specialised psychological support required and manage the smaller number of cases over a larger geographical area
- Co-ordinated care across the health and social care pathways.

3.10 We will continue to develop the NWL plan building on our initial draft, addressing the areas which require in depth modelling, responding to NHS England feedback which was received on the 15th February and strengthening our implementation plans.

#### **4 What this means for Westminster Health and Wellbeing Board**

##### What this means for Westminster

- 4.1 In Westminster we want our Transforming Care Plan to help us to develop a model of care that will ensure that people with Learning Disabilities and/or Autism are able to live life with the same access to opportunities that any other member of our community is able to access. This will mean that individuals and their families are part of the decision making of where they live and what support they will access to live a meaningful and productive life.
- 4.2 NHS England feedback on the Transforming Care Partnership Plan was received on 18th February and was largely positive; it was felt it was a very strong submission which acknowledged areas for development, and further clarity will be given at the assurance meeting on 26th February. It was agreed that there were certain areas of the plan that we will continue to develop ready for final submission on 11th April. Further details are given in the report below.

##### How we can work with Westminster to deliver a joint approach

- 4.3 Both Westminster and the NWL Transforming Care Partnership plan builds on the progress already made in each of the boroughs; it brings together the best practices to share the learning and where it makes sense bring together resources, capabilities and expertise to develop collaborative solutions where there is agreement to alignment. Where there are differences and local nuances, these are outlined in each borough's local plans.
- 4.4 We will continue to develop the local and NWL wide Transforming Care Partnership plan to address some of areas of underdevelopment including estates, financial and activity modelling and implementation planning.

## Role of the Health and Wellbeing Board in delivering this strategy

- 4.5 All programmes, including the Transforming Care Partnership and Children and Young People's Mental Health Transformation Programme report to the North West London Mental Health and Wellbeing Transformation Board.
- 4.6 The North West London Transforming Care Plan has received input from LA colleagues and Central London CCG and will pass through formal governance processes for sign off prior to submission in April 2016. This Board is asked to confirm the appropriate sign off procedure and delegate authority where necessary.

## Consultation with residents & providers

- 4.7 With Westminster CC and Central London CCG, there are arrangements in place to liaise and consult with providers through existing mechanisms, such as our Learning Disability Health Steering Group (LDHSG), Learning Disability Partnership Board (LDPB) and Learning Disability Executive Board (LDEB) which are all Tri-Borough.
- 4.8 In addition to this there is an Autism Partnership Board (APB) that includes people on the Autistic Spectrum who do not have a Learning Disability, which is also Tri-Borough. As an extension of this there is a specific Autism Carers' forum serviced by Carers Network, a local provider of carers' services in Westminster.

## **5. Legal Implications**

- 5.1 None currently identified - we are finalising the overall model and assumptions underpinning the Transforming Care Partnership plan and this will be finalised and agreed in line with the delegated authority to approve the local and North West London plan.

## **6. Financial Implications**

- 6.1 We are currently finalising the overall financial model and assumptions underpinning the Transforming Care Partnership plan and this will be finalised and agreed in line with the delegated authority to approve the local and North West London plan.

**If you have any queries about this Report or wish to inspect any of the Background Papers please contact:**

Jane Wheeler, Acting Deputy Director, Mental Health, Strategy and Transformation Team, North West London Collaboration of CCGs

**Email:** jane.wheeler2@nhs.net

**Telephone:** 07875 429 320

## **APPENDICES:**

- 1) Draft North West London Transforming Care Plan

### **1. North West London Whole Systems Mental Health & Wellbeing: Transforming Care Partnership Plan**

**Author(s): Kirsten Owen, Peter Beard, Mary Dalton**

#### **2.1 Background**

In October 2015 NHS England, the Local Government Association and the Association of Directors of Adult Social Services published '**Building the Right Support.**' This set out the national plan and the financial framework to support the closure of inpatient settings and develop community based services for people with a learning disability and/or autism with challenging behaviours and mental health conditions.

Alongside the national implementation plan a '**service model**' for commissioners of health and social care services was published. This builds on the previous Winterbourne View Concordat work that has been undertaken across the country. The overarching outcomes of work are:

- Reduced reliance on inpatient services, closing hospital services and strengthening support in the community
- Improved quality of life for people in inpatient and community settings
- Improved quality of care for people in inpatient and community settings.

The proposed outcome for the local interpretation of the national service model plan is to build up community capacity to support the most complex individuals in a community setting and avoid inappropriate hospital admissions.

'**Building the right support**' and the new '**service model**' asks Local Authorities (LAs) and Clinical Commissioning Groups (CCGs) to come together to form Transforming Care Partnerships (TCPs) to develop community services and close inpatient provision over the next 3 years.

To support local areas with transitional costs, NHS England will make availability nationally up to £30million of transformation funding over three years with national funding conditional on *match-funding* from local commissioners. In addition to this, £15million capital funding will be made available over 3 years.

Locally in North West London (NWL), in November 2015, there was a well-attended North West London Learning Disabilities workshop with 76 attendees. The aim of the workshop was to explore ways to improve mental health services for people with a learning disability in North West London and increase knowledge and understanding of the wider mental health transformation programme, the NWL Like Minded Programme and the links to:

- Crisis Care;
- IAPT (psychological therapies);
- Perinatal mental health;
- Children and Young People's Mental Health Services (CAMHS)

## **2.2 Introduction**

This report describes the role of NWL Transforming Care Partnership and its role in producing, developing, and implementing a regional plan to deliver against the national ambition to transform local services.

The output from the Kingswood workshop was an agreed action plan which will deliver change and improvement to ensure that people with learning disabilities in need of very specialist mental health services will get the support that they need. Additionally the workshop informed the emerging thinking about what is needed to support those with a learning disability and a forensic background to live safely in the community. This thinking has informed the development of our Transforming Care Plan.

The Central London Transforming Care Partnership Plan will focus on a local response and will consider what we can realistically achieve within our own capacity. The NWL Transforming Care Partnership will focus on specialist support (e.g. community forensic services), and support that cannot realistically be commissioned on a local basis. We have collaborated with all eight LAs and CCGs in the development of the NWL Transforming Care Partnership Plan.

The local Central London interpretation of the National Service Model plan has been attached to this paper and was submitted as an initial draft with the overarching NWL Transforming Care Partnership Plan to NHS England on 8th February 2016.

The plans will be scrutinised and an opportunity provided for amendments. A final plan will be submitted to NHS England in April 2016 and implementation will commence in April 2016.

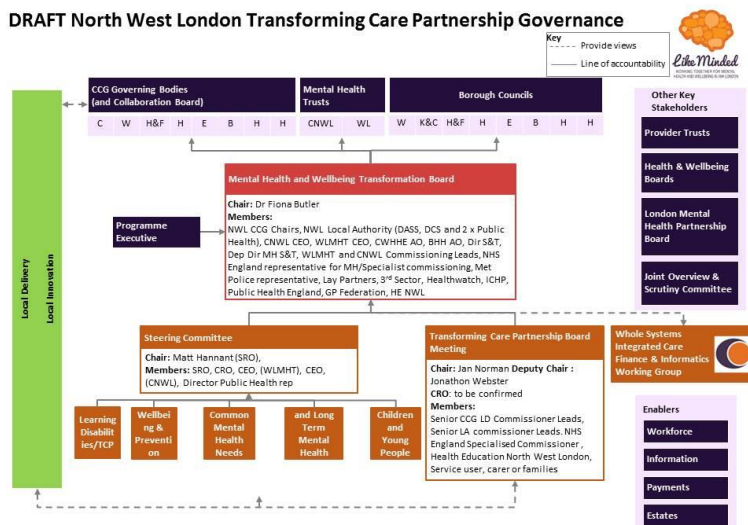
## **2.4 North West London Transforming Care Partnership Board**

The proposed foot print of the NWL Transforming Care Partnership was identified by NHS England and this partnership is consistent with the larger health transformation programme of "shaping a healthier future".

The purpose of the Transforming Care Partnership Board is to ensure that within North West London there is collaboration on a single NWL wide plan to transform services for individuals with a learning disability and/or autism with challenging behaviours and mental health conditions who reside in the boroughs that make up NWL; Brent, Ealing, Hammersmith and Fulham, Harrow, Hillingdon, Hounslow, Kensington and Chelsea and Westminster.

The Transforming Care Partnership Board is chaired by the Senior Responsible Owner (SRO) Jan Norman Director of Quality and Safety for Brent, Harrow and Hillingdon Federation of CCGs. The deputy SRO is Jonathan Webster, Director of Quality and Safety for Central London, West London, Hammersmith and Fulham, Hounslow and Ealing CCGs.

## DRAFT North West London Transforming Care Partnership Governance



The Transforming Care Partnership reports to the NWL Mental Health and Wellbeing Transformation Board which has senior executive and clinical leads from key partner organisations including representatives from West London Alliance, from Directors of Adult Services, Director of Children’s Services and Directors of Public Health. Whilst it is acknowledged that Learning Disabilities is different to Mental Health, it was considered that the membership of the NWL Mental Health and Wellbeing Transformation Board would provide the right level of authority and governance for the Transforming Care Partnership.

### 2.4 Local Transforming Care Partnership Plan

Westminster City Council (WCC) and Central London CCG (CLCCG) are committed to the principles of ensuring people with a learning disability and/or autism have the same opportunities as other borough residents to be active residents that are supported within Central London to live full and rewarding lives.

WCC and CL CCG have arrangements in place with providers through existing mechanisms such as our Learning Disability Health Steering Group (LDHSG), Learning Disability Partnership Board (LDPB) and Learning Disability Executive Board (LDEB).

In addition to this there is an Autism Partnership Board (APB) that includes people on the Autistic Spectrum who do not have a Learning Disability.

The Boards cover the geographical areas of Hammersmith and Fulham, Kensington and Chelsea and Westminster.

There has been engagement between WCC, CL CCG, Housing, Health Trust providers (including Mental Health) and a small number of family carers through the Boards identified in our Governance arrangements above, as well as ad hoc discussions with family carers who have raised the challenges that they face with mainstream general acute pathways outside of the Mental Health pathway. This includes the cohort with very complex health needs.

We have engaged with our Safeguarding Board which includes a wide range of providers across the health and social care economy and presented a progress report in relation to transforming care.

CCG is governed by robust Section 75 arrangements. The Learning Disability team is integrated with care management overseen by the Local Authority and clinical staff overseen by Central London Community Healthcare (CLCH) NHS Trust.



We have forged closer relationships between our CCG primary care leads and our Learning Disability team within the last 12 months in a bid to increase the number of health checks provided to people with Learning Disabilities.

The current provision does not always produce the best outcomes and we believe that users of inpatient provision would prefer more community based provision to meet their needs. We need to “flex” our local offer to meet the needs of people currently using inpatient services.

We also intend to consider the needs of children and young people currently engaged (or needing to engage) with our CAMHS and residential educational placements, to ensure that our plan reflects future needs and assists us in meeting our target of reduced educational residential placements and future inpatient numbers that are avoidable.

We understand that a range of approaches will be required to meet the diverse needs of this cohort and this may include some short term intensive support and interventions in an inpatient setting, we expect that in the future this will be the exception and most people will have their physical and mental health needs met in the local community.

In Westminster we want our Transforming Care Plan to help us to develop a model of care that will ensure that people with Learning Disabilities, autism, and/or challenging behaviour are able to live life with the same access to opportunities that any other members of our community are able to access. This will mean that individuals and their families are partners in the decision making of where they live and what support they will access to live a meaningful and productive life.

We want this cohort to have:

- An opportunity to learn
- Appropriate employment or volunteering opportunities that may lead to work
- Choice and control
- A home to call their own
- Community participation
- A sense of being part of the local community
- Opportunities to manage their health with the level and quality of support that they need in the community wherever possible
- Opportunities to avoid behaviours that will lead to the criminal justice

## **2.5 North West London Transforming Care Partnership Plan**

NHS England feedback on the TCP was received on 18<sup>th</sup> February and was largely positive; it was felt it was a very strong submission which acknowledged areas for development, and further clarity will be given at the assurance meeting on 26<sup>th</sup> February. It was agreed that there were certain areas of the plan that we will continue to develop ready for final submission on 11<sup>th</sup> April.

At the date of submission of our first draft – 8th February 2016 - we are, as a system aware that our current plan does have a number of areas which we will continue to work on and develop over the next few months ahead of the final submission. We welcome the opportunity to receive feedback on our current plans to reshape services for people with a learning disability and/or autism away from institutional models of care and develop support in the community. Across North West London, there is agreement to continue to collaborate on knowledge sharing and working towards the same strategic vision rather than having a preconceived set solution in place to deliver care.

This plan contains a broad over-arching vision, developed through extensive discussion with the learning disability, disability, and mental health commissioning leads, housing teams, and finance colleagues in Local Authorities and CCGs across our 8 North West London boroughs.

This builds on work at a local level to understand the views of service users and their families/carers.

Both Westminster and the NWL Transforming Care Partnership plan builds on the progress already made in each of the boroughs; it brings together the best practices to share the learning and where it makes sense bring together resources, capabilities and expertise to develop collaborative solutions where there is agreement to alignment. Where there are differences and local nuances, these are outlined in each borough's local plans.

## **2.6 Next steps**

We will continue to develop the local and NWL wide Transforming Care Partnership plan to address some of areas of underdevelopment including estates, financial and activity modelling and implementation planning.

We will address any areas of feedback from this Board and address any areas of feedback from NHS England during the assurance process.

## **2.7 Recommendations**

The Board is asked to

- To endorse the first draft North West London Transforming Care Partnership plan noting that further updates will be made to address the areas of underdevelopment
- To delegate authority to the relevant committee to approve the final local and NWL Transforming Care Partnership plan in order for this to be submitted to NHS England on 11th April 2016.
- Note that the final plans will come back to the Board in May. The plan will then be implemented from April 2016.