

Update on Transforming Care and the Future Shape of Learning Disability Services

Governing Body meeting

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2 May 2019

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Purpose of Paper	
<ul style="list-style-type: none"> • Governing Body to acknowledge the work and progress on ‘Transforming Care’, a national programme aimed at improving the lives of learning disabled people who have additional complex behavioural and mental health needs and or autism. • To introduce a presentation on key lessons learnt for Sheffield and successes of the Transforming Care Programme to date. 	
Key Issues	
As above	
Is your report for Approval / Consideration / Noting	
For Consideration / Noting	
Recommendations / Action Required by Governing Body	
Governing Body is asked to consider the report and presentation and: <ul style="list-style-type: none"> • Note the work and progress within the Transforming Care Programme (TCP) in Sheffield to date. • Note the continued expectations under the TCP programme planned for the two year extension • Note that the portfolio will return to Governing Body in April 2020 with an annual update on progress. 	
Governing Body Assurance Framework	
<i>Which of the CCG’s objectives does this paper support?</i> <ul style="list-style-type: none"> • To improve patient experience and access to care • To improve the quality and equality of healthcare in Sheffield • To work with Sheffield City Council to continue to reduce health inequalities in Sheffield (via the promotion of the Parity of Esteem agenda through Transforming Care) • To ensure there is a sustainable, affordable healthcare system in Sheffield 	

Are there any Resource Implications (including Financial, Staffing etc)?

- As predicted in the Corporate Risk Register from the inception of this programme, there has been a cost pressure to local areas, due to the high costs of supporting the individuals discharged from long stay hospitals.
- Sheffield CCG and Local Authority have received an allocation from NHS England at the end of the programme to offset a portion of these costs, and we are also reviewing all packages to ensure maximum value for money.

Have you carried out an Equality Impact Assessment and is it attached?

Please attach if completed. Please explain if not, why not

The overall Transforming Care Programme is a nationally mandated programme, with an EIA; therefore an EIA has not been completed locally.

Have you involved patients, carers and the public in the preparation of the report?

- As outlined in the Governing Body paper in January 2019, we have worked with *Speak Up Rotherham*, a self-advocacy group of people with learning disability on engagement and consultation on the whole Transforming Care Programme.
- We have agreed a programme of continued engagement work with Speak Up over the next year to April 2020 via the regional Transforming Care Programme.
- Speak Up Rotherham's self-advocates co-designed the engagement questions and presentation that we have used in the engagement sessions and helped to facilitate a number of these events.
- We have presented to the Learning Disability Partnership Board, which has family members and people with lived experience of learning disability, and other stakeholders, such as the voluntary sector and Local Authority.
- The engagement events have targeted people with learning disability, family carers, staff at SHSC, Local Authority staff and providers of learning disability services.

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1. Background on the Transforming Care Programme:

- As reported to Governing Body in January 2019 Transforming Care is a national three year transformation programme, originally due to finish at the end of March 2019, aimed at reducing over reliance on admitting the above population to learning disability specialist hospitals, through the introduction of alternative community service models to provide care in less restrictive environments.
- The programme set a national target of a minimum reduction of 45-65% of CCG commissioned inpatient capacity and 25-40% of NHS England commissioned capacity over the 3-year period.
- To respond to this programme, Local Authorities, Clinical Commissioning Groups and NHS England Specialised Commissioners were asked to form a Transforming Care Partnership (TCP) in each region, to work together on implementation. The TCP for this area is South Yorkshire and North Lincolnshire (SY&NL TCP) comprising Doncaster, Rotherham, North Lincolnshire and Sheffield CCGs and Local Authorities.
- The SY&NL TCP had circa 45 CCG inpatients at the start of the programme, and NHS England set an end target reduction to 10-15 inpatients in CCG-commissioned beds for our TCP by the end of March 2019.
- The programme stated that each area was expected to reinvest savings from hospital bed closures into enhancing community services to provide care in less restrictive environments.
- The programme has now been nationally extended to April 2021.

2. Implementation and Progress

- This programme, as our TCP predicted, has actually created cost pressures to CCGs and Local Authorities, due to the high cost nature of alternative community packages for people who have had lived for many years in very restricted environments and who have complex needs to support. Therefore, there has been limited opportunity to invest in community services so far.

2.1 Inpatient bed closure and discharges

- Sheffield CCG started this programme with 24 adult inpatient beds, seven of which were in a local Assessment and Treatment Unit, Firshill Rise, in a block contract with SHSC. The rest were spot purchased in out of city locked rehabilitation placements by SHSC in a devolved arrangement for detained patient care.
- 23 of the original cohort of 24 people have been discharged into less restrictive

environments, such as residential care and supported living, and are now living more “ordinary lives”.

- Overall, over the original 3 year programme duration, 54 people have been discharged into community placements, as 12 additional patients were stepped down by NHS England from secure hospitals to care commissioned by Sheffield. Additionally, as predicted, new people were admitted and discharged through the Assessment and Treatment Unit for varying lengths of stay during this period.
- We have successfully avoided over 45 people being admitted to hospital as part of the programme, and the length of stay has reduced at the Assessment and Treatment Unit.
- There are currently 3 people in hospital beds, either the people who were stepped down by NHS England from secure care to locked rehabilitation, or those who are currently inpatients within the Assessment Treatment Unit at Firshill Rise.
- Sheffield surpassed its target of seven hospital beds in use by the end of the programme in March 2019. As of the end of March 2019, Sheffield were only utilising 4 beds.

2.2 Other Progress

- Sheffield has implemented the nationally recommended model of Positive Behaviour Support, and over 500 staff and family members in the city have been trained in this approach to better support people with the additional complex needs described earlier. This has been identified as an area of good practice in our region.
- Market stimulation has taken place to attract community care providers to the city who have highly specialist skills to successfully support this cohort of people with complex needs, previously a limited market, which led to hospital admissions as care packages with less skilled providers broke down.
- Work has now started on the build of self-contained apartments to a high specification, designed to meet complex needs, funded by £674k of capital funding for Sheffield from NHS England to contribute to our joint accommodation strategy with the Local Authority.
- Greater continuity of care for the Transforming Care cohort is now being demonstrated in social work and SHSC working practice, based on the findings from the previous Named Social Work pilot, leading to smoother discharges.
- Some additional capacity has gone into the community clinical teams aimed at providing better support to individuals with complex needs.

3. Further work in 2019-2021

- As previously stated, under Transforming Care, the national model required local areas to move towards a community-based approach and to reduce the reliance on inpatient facilities such as Sheffield’s Firshill Rise, by enhancing specialist community services, and to offer extended access in the evenings and weekends, when currently no specialist support is available.
- As reported we have been engaging with people with learning disability, their family carers and paid staff, clinicians and other stakeholders around what would sustain people to live within their own communities, as an alternative to hospital care,

working with *Speak Up Rotherham*, an organisation of self-advocates with lived experience of learning disability.

- Delivery of the extended Transforming Care programme in Sheffield would help further strengthen the collaborative and system-wide commissioning approach to delivery of the Parity of Esteem agenda for people with Learning Disability, Autism and Mental Ill Health by improving the ability of the cohort to have ordinary lives living within the community.
- Following ongoing negotiations over the 3 year programme with our regional CCGs partners that we should work on a partial Transforming Care footprint, there is acceptance of the benefit of working together to co-commission the region's remaining Assessment and Treatment Unit/Service at Firshill Rise, run by SHSC.
- We are currently developing a pricing and contracting model with our partners. The proposal is for Doncaster and Rotherham to purchase 1 bed each on a block commissioning contract over the next two years.
- This will enable Sheffield to allow local resource to be freed up to redesign the enhanced specialist community services, as per the stated objectives of the engagement process.
- The presentation to this Governing Body was requested by Mandy Philbin, executive lead for Transforming Care in Sheffield, to celebrate the progress for the programme and lessons learnt, especially set against the considerable risk and challenge that were identified at the start and during the programme, as outlined in the Corporate Risk Register. These risks centred on financial capacity and complexity of the cohort for Sheffield.

Governing Body is asked to consider the report and presentation and:

- Note the work and progress within the Transforming Care Programme (TCP) in Sheffield to date.
- Note the continued expectations under the TCP programme planned for the two year extension.
- Note that the portfolio will return to Governing Body in April 2020 with an annual update on progress.