

| <b>Meeting: Strategic Commissioning Board</b> |   |   |          |
|---|---|---|----------|
| <b>Meeting Date</b>                           | 04 November 2019  | <b>Action</b>                                       | Consider |
| <b>Item No</b>                                | 9b  | <b>Confidential / Freedom of Information Status</b> | No       |
| <b>Title</b>                                  | Commissioning Review - Learning Disabilities Respite                                    |   |          |
| <b>Presented By</b>                           | Julie Gonda, Interim Executive Director of Communities and Wellbeing                    |   |          |
| <b>Author</b>                                 | Kez Hayat, Programme Manager, Bury CCG<br>Nasima Begum, Commissioning Manager, Bury CCG |   |          |
| <b>Clinical Lead</b>                          | Dr Cathy Fines, Clinical Director   |   |          |
| <b>Council Lead</b>                           | Julie Gonda, Interim Executive Director of Community and Wellbeing                      |   |          |

| <b>Executive Summary</b>  |
|---|
| <p>A savings proposal and financial update report was submitted to the CCG Governing Body meeting on the 28th August 2019.</p> <p>The report proposed a number of schemes and service reviews for prioritisation and development in 2020-21 which was based on the work undertaken to date and discussions at the Clinical Cabinet and Professional Congress. It can be noted that savings targets have been attributed to these reviews in line with service redesign and delivery of value for money principles.</p> <p>Attached is a copy of a scoping paper that has been developed in order to take forward the Bury Learning Disability Respite review.</p> <p>The paper includes further details in relation to: -</p> <ul style="list-style-type: none"> <li>• Review objectives</li> <li>• Services in scope</li> <li>• Proposed project teams</li> <li>• Required outputs</li> <li>• Governance</li> <li>• Key Inter-relationships</li> <li>• Risks</li> <li>• Engagement</li> <li>• Key Milestones &amp; Timeline</li> </ul> |
| <b>Recommendations</b>  |
| <p>It is recommended that the Strategic Commissioning Board:</p> <ul style="list-style-type: none"> <li>• Note the content of this report and update provided;</li> <li>• Support the next steps as outlined.</li> </ul>  |

|   |                 |
|---|-----------------|
| <b>Links to Strategic Objectives/Corporate Plan</b>   | Choose an item. |
| Does this report seek to address any of the risks included on the Governing Body / Council Assurance Framework? If yes, state which risk below: | Choose an item. |
| <i>Add details here.</i>  |                 |

| <b>Implications</b>  |     |                                     |    |                                     |     |                                     |
|--|-----|-------------------------------------|----|-------------------------------------|-----|-------------------------------------|
| Are there any quality, safeguarding or patient experience implications?                                  | Yes | <input checked="" type="checkbox"/> | No | <input type="checkbox"/>            | N/A | <input type="checkbox"/>            |
| Has any engagement (clinical, stakeholder or public/patient) been undertaken in relation to this report? | Yes | <input type="checkbox"/>            | No | <input checked="" type="checkbox"/> | N/A | <input type="checkbox"/>            |
| Have any departments/organisations that will be affected been consulted?                                 | Yes | <input type="checkbox"/>            | No | <input checked="" type="checkbox"/> | N/A | <input type="checkbox"/>            |
| Are there any conflicts of interest arising from the proposal or decision being requested?               | Yes | <input type="checkbox"/>            | No | <input checked="" type="checkbox"/> | N/A | <input type="checkbox"/>            |
| Are there any financial implications?  | Yes | <input checked="" type="checkbox"/> | No | <input type="checkbox"/>            | N/A | <input type="checkbox"/>            |
| Are there any legal implications?  | Yes | <input checked="" type="checkbox"/> | No | <input type="checkbox"/>            | N/A | <input type="checkbox"/>            |
| Are there any health and safety issues?  | Yes | <input type="checkbox"/>            | No | <input checked="" type="checkbox"/> | N/A | <input type="checkbox"/>            |
| How do proposals align with Health & Wellbeing Strategy?   |     |                                     |    |                                     |     |                                     |
| How do proposals align with Locality Plan?   |     |                                     |    |                                     |     |                                     |
| How do proposals align with the Commissioning Strategy?  |     |                                     |    |                                     |     |                                     |
| Are there any Public, Patient and Service User Implications?   | Yes | <input checked="" type="checkbox"/> | No | <input checked="" type="checkbox"/> | N/A | <input checked="" type="checkbox"/> |
| How do the proposals help to reduce health inequalities?   |     |                                     |    |                                     |     |                                     |
| Is there any scrutiny interest?  | Yes | <input checked="" type="checkbox"/> | No | <input type="checkbox"/>            | N/A | <input type="checkbox"/>            |
| What are the Information Governance/ Access to Information implications?                                 |     |                                     |    |                                     |     |                                     |
| Has an Equality, Privacy or Quality Impact Assessment been completed?                                    | Yes | <input type="checkbox"/>            | No | <input type="checkbox"/>            | N/A | <input type="checkbox"/>            |

|   |  |                                     |    |                          |     |                          |
|---|--|-------------------------------------|----|--------------------------|-----|--------------------------|
| Is an Equality, Privacy or Quality Impact Assessment required?                    | Yes  | <input checked="" type="checkbox"/> | No | <input type="checkbox"/> | N/A | <input type="checkbox"/> |
| Are there any associated risks including Conflicts of Interest?                   | Yes  | <input type="checkbox"/>            | No | <input type="checkbox"/> | N/A | <input type="checkbox"/> |
| Are the risks on the CCG /Council/ Strategic Commissioning Board's Risk Register? | Yes  | <input type="checkbox"/>            | No | <input type="checkbox"/> | N/A | <input type="checkbox"/> |
| Additional details  | The equality impact assessment will be developed as part of the project – this will be an iterative document |                                     |    |                          |     |                          |

| <b>Governance and Reporting</b> |             |                |
|---------------------------------|-------------|----------------|
| <b>Meeting</b>                  | <b>Date</b> | <b>Outcome</b> |
|                                 |             |                |
|                                 |             |                |

## **Review of LD Respite/Short Breaks**

### **1. Introduction**

- 1.1 The aim of this project is to undertake a review and redesign of respite services in Bury for people with a Learning Disability. This is with a view to commissioning an equitable and sustainable borough wide Learning Disability (LD) respite provision that meets the needs of service users. Current services give a lower quality experience in terms of meeting the needs of stakeholders as there is not a wide range of options for short breaks and respite. Issues include: lack of availability, consideration of value for money, limited choice and inconsistent allocation of nights available.
- 1.2 A savings proposal and financial update report was submitted to the CCG Governing Body meeting on the 28th August 2019. The savings target attributed to this work is £700,000.
- 1.3 This report provides the Strategic Commissioning Board with an update on progress against the Service Review of Learning Disability Respite/Short Breaks provisions commissioned by Bury Local Authority (LA) and the CCG.
- 1.4 This report highlights progress made to date against the action plan.

### **2. Background**

- 2.1 Commissioning of LD respite/short breaks are undertaken separately by LA and CCG. As a result, there is a lack of shared detailed knowledge across the LA and CCG of the needs of the Learning Disability cohort. With the introduction of personalisation and personal budgets, people now have more choice and control over how they are supported to live their lives and be more independent.
- 2.2 There has been some good progress in Bury and people with a Learning Disability have started to have greater choice and control by having their own tenancies, gaining employment and being part of their wider community. However, we are aware there is more to do.
- 2.3 This review however, focusses on respite services across health and social care for both children and adults with learning disabilities. The review aims to:
  - To ensure that it meets the needs of service users in terms of capacity, performance and quality.
  - Identify areas for development and improvements to benefit service users and enhance their experiences and inform future commissioning.
  - To commission an equitable and sustainable service.
  - Improve outcomes for Service Users and their family where possible
  - Achieve financial savings.

### **3. A Service Review LD Respite/Short Breaks**

- 3.1 Working in partnership, the CCG and LA we will be reviewing LD Respite/Short Break

provision. The following methodology will be used:

- Analysis of activity, finance, contract and performance;
- Process mapping the respite services pathways across health and social care;
- Clinical Service/Quality Review;
- Carryout Quality Impact and Equality Impact Assessment

3.2 A Task & Finish Group has been established to undertake this work. The Group meet fortnightly and have the following in place:

- **Terms of Reference**

- Governance - The Task and Finish group will report to the Joint Clinical Cabinet and Professional Congress.
- Oversee review of current services and processes in partnership with the Local Authority and by engaging with providers and service users and their Carers/families.
- Develop options for commissioning intentions for 2020/21 and possible options of pooled budgets.

- **Project Team**

- Kez Hayat - Commissioning Programme Manager, Bury CCG
- Cathy Fines – Clinical Lead (Children), Bury CCG
- Nigget Saleem – Clinical Lead (Learning Disability), Bury CCG
- Nasima Begum - Commissioning Manger, Bury CCG
- Ruth Wheatley – Strategic Lead (Strategy and Commissioning), Bury Council.
- Nicola Lee – Strategic Planning & Development Lead, Bury Council.
- Deb Yates - Provider Relationship Manager, Bury Council.

3.3 Project lead will be Kez Hayat (CCG) and Julie Gonda (Bury Council) as the Senior Responsible Owner. In addition, the Group will co-opt members with specific knowledge when reviewing evidence submitted such as:

- Finance
- BI / analytics
- Workforce
- Estates

## 4 Associated Risks

4.1 Consideration of risks will be managed through a risk log, maintained by the project group. Key risks identified to date include:

- It is likely that any changes in service provision will impact on LA provided services (and vice versa) and therefore a full understanding of all services and their inter-dependencies is recommended before significant changes are implemented;
- In addition, any savings to be realized through de-commissioning of services

may be delayed due to the notice period within the current contract arrangements.

## **5 Engagement**

- 5.1 A detailed engagement plan is currently being developed in respect of customers and other key stakeholders.
- 5.2 It is critical that we work effectively with all stakeholders to ensure that service developments and changes are delivered safely, 'right first time' and at pace.
- 5.3 An agile approach to delivering change will be adopted with clear gateways where:
- Progress can be assessed;
  - Decisions to continue can be made;
  - Necessary changes to the approach can be made;
  - Communication about progress can be shared with stakeholders;
  - Impact assessments can be revisited as required.
- 5.4 A process will be agreed, and the progress will be monitored through the Health and Care Recovery Board (which reports to the Joint Executive Team) with regular updates to Strategic Commissioning Board, Clinical Cabinet and Professional Congress.
- 5.5 All relevant policies have and will be adhered to in this process.

## **6 Key Milestones and Timeline**

- 6.1 Key milestones are identified in the table set out at Appendix 1.

## **7 Decisions Required**

- 7.1 The Strategic Commissioning Board is asked to:
- Note that the review of LD respite/short breaks provision is underway;
  - Support the next steps to work in partnership with key providers to develop the provision of more equitable and flexible provision; and
  - To note that any de-commissioning of services will have to be implemented in line with contractual arrangements which may delay the realisation of savings in full.

**Nasima Begum**  
Commissioning Manager  
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October 2019

## Appendix 1 : Learning Disability - Respite/short Break

Director: Julie Gonda

Programme Lead: Kez Hayat

Clinical Lead: Cathy Fines/Nigget saleem

Project Lead: Nasima Begum

| Priorities, Scheme and Key Milestones  | Lead      | Supported By               | Completion Date | Milestone Checkpoints (x) |        |        |        |        |        |        |        |        |        |        |        |        |        |        |
|--|-----------|----------------------------|-----------------|---------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
|  |           |                            |                 | Sep-19                    | Sep-19 | Oct-19 | Oct-19 | Oct-19 | Nov-19 | Nov-19 | Dec-19 | Jan-20 | Jan-20 | Feb-20 | Feb-20 | Mar-20 | Mar-20 | Mar-20 |
| <b>1. Review Respite provision</b>   |           |                            |                 |                           |        |        |        |        |        |        |        |        |        |        |        |        |        |        |
| Identify how services are commissioned currently - block contract or Spot purchasing   | Kez Hayat | Nasima Begum               | Sep-19          |                           | x      |        |        |        |        |        |        |        |        |        |        |        |        |        |
| Send Service Review Template to CCG commissioned Service Lead/Manager  | Kez Hayat | Nasima Begum               | Nov-19          |                           | x      |        |        |        |        |        |        |        |        |        |        |        |        |        |
| Understand the current contractual process - speak to CCG Finance  | Kez Hayat | Nasima Begum               | Oct-19          |                           | x      |        |        |        |        |        |        |        |        |        |        |        |        |        |
| Identify current value of commissioned activity/contracts. How is this managed   | Kez Hayat | Nasima Begum               | Oct-19          |                           | x      |        |        |        |        |        |        |        |        |        |        |        |        |        |
| Scope the LD respite services commissioned by the Council for both children and adults   | Kez Hayat | Marie Thomson / Matt Logan | Oct-19          |                           | x      | x      |        |        |        |        |        |        |        |        |        |        |        |        |
| Review current clients with CCP and Local Authority from both a clinical and social work   | Kez Hayat | Nasima Begum               | Oct-19          |                           |        |        | x      | x      |        |        |        |        |        |        |        |        |        |        |
| Review Care Pathway  | Kez Hayat | Nasima Begum               | Oct-19          |                           |        | x      |        |        |        |        |        |        |        |        |        |        |        |        |
| Understand current assessment and acceptance criteria  | Kez Hayat | Nasima Begum               | Oct-19          |                           |        | x      |        |        |        |        |        |        |        |        |        |        |        |        |
| Develop detailed engagement plan   | Kez Hayat | Nasima Begum               | Oct-19          |                           |        |        | x      |        |        |        |        |        |        |        |        |        |        |        |
| Consider options available for those clients assessed as not meeting the criteria and whose budgetary arrangements would cover the use of alternative respite facilities | Kez Hayat | Nasima Begum               | Oct-19          |                           |        |        |        |        |        | x      |        |        |        |        |        |        |        |        |
| Review packages to see if alternative respite arrangements suitable i.e. home from home, personal budget   | Kez Hayat | Nasima Begum               | Nov-19          |                           |        |        |        |        |        | x      |        |        |        |        |        |        |        |        |
| Clinical reassessment and social care review   | Kez Hayat | Nasima Begum               | Nov-19          |                           |        |        |        |        |        | x      |        |        |        |        |        |        |        |        |
| Explore arrangements where existing personal assistant and agency staff can support the CYP in a short stay placement.   | Kez Hayat | Nasima Begum               | Nov-19          |                           |        |        |        |        |        | x      |        |        |        |        |        |        |        |        |
| Review risks   | Kez Hayat | Nasima Begum               |                 |                           |        |        |        |        |        | x      |        |        |        |        |        |        |        |        |
| Set up risk register and mitigation plan   | Kez Hayat | Nasima Begum               |                 |                           |        |        |        | x      | x      |        |        |        |        |        |        |        |        |        |
| Present service review finding to Task and Finish Group for comments and finalise report   | Kez Hayat | Nasima Begum               | Nov-19          |                           |        |        |        |        |        | x      |        |        |        |        |        |        |        |        |
| Produce a service Review Report for Clinical Cabinet, JET to consider options  | Kez Hayat | Nasima Begum               | Nov/Dec         |                           |        |        |        |        |        | x      |        |        |        |        |        |        |        |        |
| <b>2. Plan integrated future service delivery / alternative service delivery models</b>  |           |                            |                 |                           |        |        |        |        |        |        |        |        |        |        |        |        |        |        |
| Understand each organisation statutory responsibilities  | Kez Hayat | TBC                        |                 |                           |        |        |        |        |        | x      | x      |        |        |        |        |        |        |        |
| Understand what is delivered by commissioned services whilst not documented in service specifications.   | Kez Hayat | TBC                        |                 |                           |        |        |        |        |        | x      | x      |        |        |        |        |        |        |        |
| Understand what is commissioned (or otherwise made available) by other partners), including Voluntary and Community Sector   | Kez Hayat | TBC                        |                 |                           |        |        |        |        |        | x      | x      |        |        |        |        |        |        |        |
| Identify any gaps in service provision and make recommendations against these  |           |                            |                 |                           |        |        |        |        |        | x      | x      |        |        |        |        |        |        |        |
| Identify duplication across commissioned services and identify unmet need.   |           |                            |                 |                           |        |        |        |        |        | x      | x      |        |        |        |        |        |        |        |
| Identify opportunities for alignment/ streamlining across contracts for efficiency savings   |           |                            |                 |                           |        |        |        |        |        | x      | x      |        |        |        |        |        |        |        |
| Identify any opportunities for virtual pooling of budgets  |           |                            |                 |                           |        |        |        |        |        | x      | x      |        |        |        |        |        |        |        |
| Understand the Personal Health Budget and its impact on the current cohort   |           |                            |                 |                           |        |        |        |        |        | x      | x      |        |        |        |        |        |        |        |
| Coproduce a model of care that is suitable for LD Service Users in Bury  |           |                            |                 |                           |        |        |        |        |        |        |        | x      |        |        |        |        |        |        |
| Service Specification developed  |           |                            |                 |                           |        |        |        |        |        |        |        | x      |        |        |        |        |        |        |
| Workshop for feedback  |           |                            |                 |                           |        |        |        |        |        |        |        | x      |        |        |        |        |        |        |
| co-produce service specification   |           |                            |                 |                           |        |        |        |        |        |        |        | x      |        |        |        |        |        |        |
| Put through governance arrangements and decision making, for new model services both within the Council and the CCG  |           |                            |                 |                           |        |        |        |        |        |        |        | x      |        |        |        |        |        |        |
| Carry out soft Market testing  |           |                            |                 |                           |        |        |        |        |        |        |        | x      |        |        |        |        |        |        |

