

KENT AND MEDWAY TCP

Joint Transformation Planning Template

Executive Summary

1. Introduction and background

- 1.1 Following the publication of '*Building the Right Support*' and the national service model for Transforming Care (TC) in October 2015, 49 Transforming Care Partnerships (TCPs) were created to re-shape local services and implement the national service model by March 2019. TCPs are based on national criteria Units of Planning (UoP) with a minimum population threshold of approximately 1,000,000 people. Locally, Kent and Medway have been grouped together to form the Kent and Medway TCP.
- 1.2 Kent and Medway are both committed to working in Partnership to implement Transforming Care when it is prudent to do so, such as when there is a clear benefit to service users and their families and carers or when there is a clear cost benefit to working together.
- 1.3 Both Kent and Medway welcome the opportunity provided by Transforming Care of improving community services for people with a learning disability and/or autism and behaviour that challenges or mental health conditions. Kent County Council (KCC) and the 7 Kent CCGs have been developing integrated commissioning arrangements for learning disability for some time and services are working towards greater integration and partnership with an approach that aligns closely with the key principles of the national service model. Medway is working to establish its own vision and priorities for the future of learning disability services. This highlights some of the challenges to Kent and Medway working as a cohesive TCP which is reflected in the separate Kent and Medway TCP Joint Transformation Plans submitted to NHS England to date.
- 1.4 In the light of these challenges, the TCP has considered carefully how to present its plans. To ensure the best possible clarity, workability and accountability, the Kent and Medway TCP has structured their plans as follows to provide an overarching framework for their vision and ambition going forward:
 - A Kent and Medway Executive Summary
 - A Kent and Medway Joint Governance Structure
 - A Kent and Medway Finance and Activity Template
 - A Kent and Medway Risk Register

The following local documents detail specific Kent and Medway issues and intentions and will be supported by the joint TCP plans listed above:

- A local Kent Transforming Care Plan
- A local Medway Transforming Care Plan
- A local Kent Governance Structure
- A local Medway Governance Structure

- 1.5 Kent and Medway also embrace the opportunity provided by the TC agenda to forge stronger alliances between their respective partner agencies and to develop additional areas of partnership working where that would prove fruitful for service users.

2. Kent and Medway Health and Care Economy

2.1 Commissioning

Commissioning of social care services is undertaken by the following agencies

- Kent County Council – a two tier local authority
- Medway Council – a unitary authority.

Commissioning of health services is undertaken on a collaborative basis across three Health Economies as follows

- North Kent - comprising Medway CCG, Dartford, Gravesham and Swanley (DGS) CCG and Swale CCG
- West Kent - comprising West Kent CCG
- East Kent - comprising Thanet CCG, South Kent Coast CCG, Canterbury and Coastal CCG and Ashford CCG

Integrated commissioning arrangements for learning disability between the 7 Kent CCGs and Kent County Council are also set up under a Section 75 Agreement and will include new governance arrangements. KCC will manage and lead the integrated commissioning team on behalf of the CCGs. The Transforming Care Partnership is also looking to move towards an Alliance Contracting model which will further embed joint working and accountability in the delivery of the Transforming Care agenda.

Medway Council and CCG jointly fund a Partnership Commissioning team who provide integrated commissioning support services across health and social care programmes.

2.2 Service Provision

Services in Kent and Medway are provided by a range of agencies on a Kent and Medway or Kent only or Medway only footprint as follows

- KCC Social Care Health and Wellbeing provide (in conjunction with partner agencies) a range of different social care services for children and adults with LD or ASC in Kent
- Medway Council provide a range of social care services for children and adults with LD or ASC in Medway
- Kent and Medway Partnership Trust (KMPT) - provides specialist mental health services including secure and locked rehabilitation in-patient services for adults with LD across Kent and Medway through the Mental Health of Learning Disability (MHL) Teams and Forensic Services.
- Sussex Partnership NHS Foundation Trust provides mental health services for children and young people through its Kent and Medway CAMHS service.
- Medway Community Healthcare (MCH) provides the health element of specialist community support for adults with LD in Medway
- Medway Foundation Trust (MFT) provides community services for children, young people and families (primarily age 0-11)
- Kent Community Health NHS Foundation Trust (KCHFT) provide the health element of the integrated Community Learning Disability Teams within Kent

- Huntercombe Group is a private sector provider of secure and locked rehabilitation LD in-patient services at Cedar House
- A number of people are also placed in out of area specialist hospitals commissioned by the CCGs or NHSE.

2.3 Governance

Operational SROs for both Kent and Medway will ensure appropriate strategic oversight and input into jointly commissioned programmes and cross border issues. Operational SROs are members of the newly established Integrated Commissioning Boards for Learning Disability in their respective areas. The Integrated Commissioning Boards will report through the Sustainability and Transformation Programme Steering Group, established Council and CCG Governance arrangements and to the Health and Wellbeing Boards in Kent and Medway

The Kent and Medway Transforming Care Working Group will have representation for local authorities and CCGs. This group will prioritise and monitor work streams and will report to the Integrated Commissioning Boards in Kent and Medway. The working group will maintain links with other related work streams such as the CAMHS re-procurement and the adult neurodevelopmental care pathway.

2.4 The following stakeholder groups have been involved in / received updates on the local Transforming Care Programme

- People with learning disability in in-patient services in Kent and Medway
- People with learning disabilities and their families/carers
- Kent Learning Disability Partnership Board
- Medway Learning Disability Partnership Board
- Learning Disability Providers
- Learning Disability Practitioners
- ASC Speaking Up Groups
- Youth Action Groups

This Plan will be issued for consultation among all stakeholders when a final draft has been produced. Consultation will include

- Kent LD Partnership Board
- Medway LD Partnership Board
- District Partnership Groups
- Good Health Sub-Group
- ASC Speaking Up Groups
- Expert Parent Groups
- People with lived experience supported by the Skillnet Group
- Local Voluntary Sector organisations

3. **The Transforming Care Population**

3.1 According to the Improving Health and Lives web site (IHAL) (<http://www.improvinghealthandlives.org.uk>) there are currently the following numbers of school age children with a diagnosis of learning disability or ASC who live in Kent and Medway

- Kent children with LD known to schools - 5396
- Kent children with ASC known to schools – 4157
- Medway children with mild/moderate LD – 671
- Medway children have severe LD – 126
- Medway children with diagnosis of ASC - 816

1% of children and young people in Kent will experience episodes of being seriously mentally ill 9% of children and young people in Kent will experience significant emotional and behavioural difficulties which are complex and / or enduring.

- 3.2 Medway has a school population of 42,991, of whom around 3.8% (1,299) are children and young people subject to a Statement of Special Educational Needs or EHC Plan. 548 (42%) of Medway's children and young people with statements or EHC plans attend a mainstream school.

Kent has a school population of 233,000, of whom around 2.8% (more than 6,500) are children and young people subject to a Statement of Special Educational Needs or EHC Plan.

- 3.3 As at 31/12/15 Kent and Medway had a total of 85 people in in-patient placements (27 commissioned by CCGs and 58 commissioned by NHSE). Thirty nine (39) of these have been in hospital a minimum of 5 years.

3.4 Analysis of in-patient usage

On 1/4/13 Kent and Medway had ninety four (94) patients in specialist hospitals for people with LD or ASC. Fifty patients have been discharged from hospital in the three year period to 1/4/16 but admission rates to Tier 4 CAMHS, to adult low secure and medium secure services via court diversion or prison transfer and to specialist ASC inpatient services contribute to a slower than expected decline in the total number of hospital placements.

Kent and Medway do not have the comprehensive community forensic or ASC services that would reduce the level of in-patient activity . Patient turnover in Tier 4 CAMHS services is high and work is currently underway with Specialised Commissioning Case Managers to quantify the average activity and reasons for admission. Establishing local CTR procedures for Tier 4 CAMHS will inform the steps needed to address the high level of in-patient activity.

As at 1/4/16 Kent and Medway had

- 29 adults placed in out of area hospitals (13 CCG placements and 16 NHSE placements)
- 11 out of a total of 13 children placed in out of area Tier 4 CAMHS services

4. **Commissioning plans in Kent and Medway**

- 4.1 Following increasing concern about the lack of clear diagnostic pathways, post diagnostic support and unacceptable waiting times for children, young people and adults across Kent and Medway with ASC and ADHD conditions, the 8 Kent and Medway Clinical Commissioning Groups (CCGs) commissioned a project to design a new all age neuro-developmental care pathway.

The project was launched in October 2014 and a re-designed pathway has been developed.

Specific actions have been taken by individual CCGs in relation to local waiting lists and commissioners are now working to embed this pathway across Kent and Medway within future commissioning plans for Children and Young People's Emotional Health and Wellbeing Services and also within an enhanced assessment, diagnostic and support service for adults for April 2017.

- 4.2 A comprehensive review of provision for children and young people has been completed in Kent and Medway in relation to service redesign and re-procurement of Kent's CAMH and Medway's CAMH services and this will include enhanced provision and a clear care pathway for children and young people with neuro-developmental conditions including ASC. The proposed service model will be the same across Kent and Medway.
- 4.3 Kent and Medway have continued to work closely to implement plans for the Neuro Developmental Care Pathway for Adults (ASC/ADHD). Precise details of any service changes are the revised service model will be informed by further consultation with service users and the ongoing review of adult service provision. Kent and Medway have bid for National Transformation Funding to improve services for adults with ASC.
- 4.4 Kent and Medway have been developing plans to jointly commission 'Safe Accommodation' as an alternative to inappropriate admissions, where possible, through provision of a community based service that will provide an appropriate environment to manage a crisis situation. It may also be used to support a timely discharge from hospital if necessary. It will be specifically designed for short term use (2-12 weeks) in order to assess and plan interventions in conjunction with multi-disciplinary team input. Whilst this is yet to be established, there are clear opportunities for joint commissioning arrangements to maximise the potential of this provision and this will be addressed through joint governance arrangements.
- 4.5 CCG and local authority commissioners from Kent and Medway are collaborating with colleagues in Specialised Commissioning to develop proposals for a forensic outreach service. New community based placements to support a group of 6 in-patients with high levels of risk will commence in 2016/17 as a first step. The new service will contribute to a planned reduction in the number of admissions and/or length of stay in secure hospitals. Again, a bid for funding from NHSE has been made to support this development.
- 4.6 As part of a wider person-centred delivery approach, extension of Personal Health Budgets (PHBs) to include people with a learning disability are key priorities for both Kent and Medway and both areas are developing their Local Offer. A Kent and Medway group has been established to facilitate collaboration across the TCP and to ensure that the extension of PHBs align with existing programmes of support and service pathways. Kent and Medway will be implementing local development plans for the expansion of the PHB Local Offer in 2016/17.

5. Changes to current services

- 5.1 When an appropriate range of community services are in place Kent and Medway, over the lifetime of this plan we aim to reduce:
- Tier 4 CAMHS hospital placements
 - Adult secure hospital placements
 - Out of area hospital placements for people who have LD or ASC and other complex conditions
 - Problems obtaining support at the point of transition
- 5.2 The following services will operate differently across Kent and Medway over the lifespan of this plan:
- Children's Services will be redesigned to provide 0-25 services to improve peoples' experience of transition to adult services.
 - Adult social care will be redesigned to provide 16-25 teams to enable better transition planning.
 - Adult LD services will provide enhanced community support

- Adult ASC diagnostic and social care support services will be supported by health professionals and will offer multi-disciplinary support to individuals
 - LD Forensic inpatient services will be providing forensic outreach support to patients in the community.
- 5.3 Providers of LD services in Kent are working towards establishing an Alliance Contract commencing in April 2017. This will formalise greater integration of services in order to achieve improved outcomes for people with learning disabilities.
- 5.4 In Medway an extensive service review will commence in May 2016, as well as a stakeholder engagement exercise and a consultation to establish the current picture, current needs and views of stakeholders including service users and their families and carers. Analysis and findings from these initial tasks will inform the development of a commissioning strategy and implementation plan for LD services in Medway for the lifespan of this plan.
- 5.5 KCC are currently redesigning services to cover the Whole Lifespan which will include designing 0-25 years social care teams by April 2016. As part of this work, KCC will be establishing Transition Teams in 2016-17 who will work with disabled young people aged 16-25 to improve the experience of transition to adult life for them and their families, by removing the transfer at age 18, ensuring there is greater continuity of support and a longer lead time to plan.

6. Delivery

- 6.1 As part of the package of support that has been offered to TCPs by NHSE to support development of TC plans, Kent and Medway have been allocated 5 days dedicated support. This support has been sourced from the providers' forum that has been working with NHSE to contribute providers input into TC nationally and in this case from Avenues Group. Initial discussions have taken place to pinpoint the specific support needs of Kent and Medway as they begin to implement their plans. Workforce development and accommodation planning have been highlighted as shared Kent and Medway priorities and Avenues Group will be working with the TCP during April and May to deliver the tailored support specified.
- 6.2 Service users and their families and carers will be at the heart of TCP plans. A meaningful co-production approach will be adopted throughout the development and implementation phases of the Kent and Medway plans. A number of organisations have been contacted and Kent and Medway are in discussion with The Skillnet Group, the Challenging Behaviour Foundation and Avenues Group (see point 6.1 above) regarding the ongoing review of TCP plans. The Skillnet Group are a self-advocacy organisation based in Kent and represent a group of individuals with lived experience of inpatient services for people with learning disability. The Group have received funding from NHSE and we will explore with them how best to utilise their expertise in the development, review and implementation of Kent and Medway's plans.
- 6.3 Kent and Medway CAMH services are currently being designed following a comprehensive review (see point 4.2 above), and a procurement process will commence shortly with a new contract to commence in April 2017.
- 6.4 Kent and Medway have engaged Health Education England and Skills for Care to consider the implications of Transforming Care on the public sector and wider private and voluntary sector workforce.

6.4 Delivery of some aspects of the plan are largely dependent on the success of bids for funding from NHSE.

7. Risks

7.1 The following risks have been identified as having a potential impact of the delivery of the Kent and Medway TCP plans. Failure to successfully mitigate against these issues risks reputational damage across the Kent and Medway TCP:

- The Kent and Medway TCP is a new Partnership, with partnership working not yet fully established which may impact on successful delivery of a joint plan.
- Different commissioning approaches are being taken in Kent and Medway at present; Integrated commissioning and working towards an alliance contract is in place in Kent, while Medway is still considering options which may impact on plan cohesion.
- Providers may not engage sufficiently in the process causing delays to implementation.
- Local authority and CCG resources may fluctuate and may not be sufficient to drive change.
- Plans to expand PHBs to people with a learning disability are still embryonic and may not progress swiftly enough.
- The current market in Kent and Medway does not have sufficient capacity to respond to variations in future demand.
- Lack of clarity regarding the dowry payments for people leaving long stay hospital placement may cause delays or prevent the development of community provision and discharges from secure and specialist ASC services.
- Co-production of plans not yet fully in place. Failure to secure meaningful co-production risks plans lacking relevance and reflecting the needs of the population.
- The current legal framework may not be sufficiently robust to ensure compliance of high risk offenders with their community risk management and treatment plan.
- Workforce development plan not yet in place. If plan is not developed swiftly enough the workforce may not secure the skills and knowledge required to deliver the TCP plan successfully.

The Kent and Medway risk register (Appendix 5 of the main Plans) details the mitigating actions that are being taken to minimise the risks the success of the plans.