Report for:
ACTION

Contains Confidential or Exempt Information  No

Title  Like Minded – update on the Transforming Care Partnership Plan for people with learning disabilities, autism, challenging behaviour.

Member Reporting  Kirsten Owen, Project Manager, Mental Health, Strategy & Transformation, NWL Collaboration of CCGs

For Consideration By  HWBB

Date to be Considered  7th March 2016

Implementation Date if Not Called In

Affected Wards  All

Keywords/Index  Mental Health; Learning Disabilities; Transforming Care; Autism;

1. Details of Recommendations

The HWBB is asked to agree the following:

1. 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;

2. 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.

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

If the recommendations are adopted, how will residents benefit?

The model of care will ensure that people with Learning Disabilities and/or autism and challenging behaviours 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. Further details are given in the full report below.
2. **Report Summary**

To provide an update to the HWBB on progress made to date with the ‘Transforming Care Partnership Plan’. We welcome and value your on-going input into this programme of work.

Attached to this cover sheet is information on the development of a Hounslow 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 approved prior to submission to NHS England by 11th April.

It is recommended that the Board is:

2.1 To endorse the first draft Hounslow Transforming Care Partnership plan noting that further updates will be make to address the areas of underdevelopment;

2.2 To endorse the first draft North West London Transforming Care Partnership plan noting that further updates will be make to address the areas of underdevelopment;

2.3 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.

The final plans will be reviewed by the HWBB in May and the plan will then be implemented from April 2016 and will be reviewed in 2019/20.

3. **Reason for Decision and Options Considered**

<table>
<thead>
<tr>
<th>Option</th>
<th>Comments</th>
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<tr>
<td>In Hounslow we want our Transforming Care Plan to build on the work which is already being undertaken to develop the 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.</td>
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<tr>
<td>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.</td>
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<td>Both Hounslow and 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.</td>
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<tr>
<td>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.</td>
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4. **Key Implications**

4.1 In accordance with the national guidance, we will monitor progress on delivering against the overarching outcomes of the programme using the suggested measures.

4.2 For the aim of reducing reliance on inpatient services, we will use the Assuring Transformation Plan data set to monitor progress.

4.3 This will include defining baselines and setting KPI trajectories and end states in collaboration with our providers and service users, this will be included in the next iteration of the plan.

5. **Financial Details**

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.

5.1 **Financial Impact On The Budget (Mandatory)**

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.

* Revenue figures need to be shown as incremental/year on year to the budget

6. **Legal (to be completed in conjunction with the Legal Department)**

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.

7. **Value For Money - NA**

8. **Sustainability Impact Appraisal - NA**

9. **Risk Management**

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<th>Risk</th>
<th>Mitigating actions</th>
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<td>Not delegating authority for Hounslow approval of the NWL Transforming Care Partnership Plan would result in a lack of governance across NWL and may therefore result in this plan not receiving assurance from NHSE.</td>
<td>Hounslow HWBB to identify appropriate sign off procedures for the Transforming Care Partnership Plan and delegate authority.</td>
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10. **Links to Council Priorities**  
The Hounslow and the NWL Transforming Care Plan is linked to the Joint Hounslow Health and Wellbeing Board Strategy top level outcomes of:

**Reduced differences in life expectancy between communities** - through improving health checks and access to health services for people with a learning disability and/or autism will improve quality of life and have a positive impact on life expectancy.

**Every child has the best possible start in life** - this is an all ages plan and builds on the work already being address through the Children and Young People Transformation plan.

**Adults retain their independence and good health for longer** - through developing community services within Hounslow and North West London this plan will improve the quality of life for people, moving them closer to home and supporting them to be independent.

11. **Equalities, Human Rights and Community Cohesion**  
Tackling inequalities between individuals and communities is a theme throughout the entire Like Minded programme, as is the challenge to achieve parity of esteem between physical and mental health issues.

12. **Staffing/Workforce and Accommodation implications:**  
There is no immediate staffing or workforce implication at this current stage of planning, there will be a need to review staffing/workforce and accommodation implications for each borough as we develop the plan further.

13. **Property and Assets**  
The local plan has been develop to align with the Hounslow current estates plan.

14. **Any Other Implications**

15. **Consultation**  
Locally Hounslow has utilised the following meetings and forums to engage a range of stakeholders including professionals, VCS, service users & carers in the development of their learning disability service developments:
- LD & Autism Partnership Board
- Patient & Carer reference group
- Speak Out Hounslow – LD user led consultation & campaigns group
- Carers forums
- Carers Partnership Board
- Adult Autism Carers Group
- Adult Autism Working Group

Local Transforming Care Leads Martin Waddington Director Joint Commissioning and James Hearn Senior Joint Commissioning Manager have been instrumental in developing the local and NWL Plan.

16. **Timetable for Implementation**  
NHSE assurance meeting on 26th February. Final submission on 11th April.
17. **Appendices**
   1) Draft North West London Transforming Care Plan

18. **Background Information**

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.

On 17th November, Jane Cummings wrote to all Clinical Commissioning Group Accountable Officers, Local Authority Directors of Adult Social Services 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

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

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

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

Locally for Hounslow, 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.

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

Author(s): Kirsten Owen, Martin Waddington and James Hearn

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 £30 million of transformation funding over three years with national funding conditional on match-funding from local commissioners. In addition to this, £15 million 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 Hounslow 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 CCGs and LAs in the development of the NWL Transforming Care Partnership Plan.

The local Hounslow 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 footprint 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.

The Transforming Care Partnership Board reports to the NWL Mental Health and Wellbeing Transformation Board which has senior executive and clinical leads from key partners.
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

Hounslow CCG and Hounslow council 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 Hounslow to live full and rewarding
lives.

The shared vision is to reduce and prevent the unnecessary use of residential care and other
types of institutional care for adults with learning disabilities by promoting a range of
alternative housing options that offer greater independence are provided in less restrictive
environments and support greater community integration, understanding and support.

The local Hounslow Transforming Care Partnership Plan sets out the initiatives in the areas
of: prevention and early intervention, short-term targeted care and support to delay or
prevent the need for longer term care and support, these have previously been articulate in
the a Joint Prevention Strategy for Adult Services in Hounslow. The challenge set by NHS
England is to ensure that we create an all ages approach and over the next few months while
we continue to develop our local plan we will develop our plans for an all ages approach.

2.5 North West London Transforming Care Partnership Plan

NHS England feedback on the TCP 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.

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 CCGs and Local Authorities 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

Our 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 HWBB 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.

The final plans will come back to the HWBB in May for review. The plan will then be implemented from April 2016.