

HEALTH AND WELLBEING BOARD

27 JUNE 2017

TRANSFORMING CARE PLAN UPDATE

Report from: Helen Jones, Assistant Director, Commissioning, Business and Intelligence

Author: Phil Cooper, Senior Partnership Commissioning Officer and Medway Transforming Care Lead

Summary

This report provides an update to the report presented to the Health and Wellbeing Board on 2nd February 2017.

Kent and Medway Transforming Care Partnership (TCP) plans were submitted in May 2016 and have recently been refreshed to include learning from year one of the programme, new initiatives and updated finance plans.

Medway's Transforming Care (TC) inpatient numbers increased sharply over quarters 3 and 4 of 2016/17 but have now started to reduce slightly.

A Recovery Plan was requested by NHSE and was submitted on 11 May. The Plan includes details of how the TCP will return to the planned inpatient trajectory as required.

A new governance structure has been established for Kent and Medway Transforming Care Partnership with new workstream groups reporting in to a new Kent and Medway TCP Board.

A Finance Sub-Group has been established, reporting to the new Board, to coordinate the development of financial plans.

Financial Modelling included in draft plans indicate that the programme may place a significant budget pressure on Medway Council and CCG if not adequately resourced.

A S75 agreement between Medway Council and CCG is required to provide the mechanism for funding to be transferred from NHSE Specialised Commissioning and Medway CCG following discharge and bed closure.

1. Budget and Policy Framework

- 1.1 This matter falls within the policy framework for each of the statutory agencies represented on the Health and Wellbeing Board in respect of duties to people with learning disabilities and their families and carers, including safeguarding responsibilities. The Health and Wellbeing Board's interest is in relation to the leadership role that Health and Wellbeing Boards can undertake in ensuring that the core principles in the national Transforming Care model are achieved locally.
- 1.2 The Transforming Care Plan aligns with the Medway Council Plan 2015-16 as well as Medway CCG's Operating Plan 2016/17.

2. Key Issues

- 2.1 *Building the Right Support (BRS)* is the national plan which outlines how Transforming Care Partnerships (TCPs) should aim to develop community services and close inpatient facilities for people with a learning disability and/or autism who display behavior that challenges, including those with a mental health condition.
- 2.2 The Kent and Medway TCP plans have been refreshed to include new learning from year 1 of the programme, revised patient discharge trajectories and details of the new financial framework. The refreshed plans were submitted to NHSE on 31 May 2017.
- 2.3 Kent and Medway had a significantly higher number of patients in specialist inpatient facilities than other areas in the South East and, therefore, a greater effort was required to bring this figure in line with planning assumptions set out in *BRS*. The TCP is required to bring its total inpatient population down to a figure of between 45-57 by March 2019 and is also required to report reductions each quarter, in keeping with a planned trajectory. The figure required for the end of quarter 1 is 72 (with 13 of these being from Medway, as a proportion of the TCP population). Current figures are outlined below:

Table 1. Kent and Medway TCP inpatient numbers, 28th April 2017

CCG/Type	Thanet	SKC	Can'y and Coast	Ash'd	Swale	DGS	West Kent	Med	Totals
CCG LD	6	-	2	0	-	4	1	2	15
CCG ASC	-	2	1	-	3	-	2	1	9
NHSE LD	2	0	6	1	8	7	9	11	44
NHSE ASC	4	-	1	-	-	-	3	-	8
Tier 4 CAMHS	1	0	0	0	0	0	4	4	9
Total	13	2	10	1	11	11	19	18	85

- 2.4 Due to the TCP being outside of its inpatient trajectory, NHSE requested a Recovery Plan to outline how Kent and Medway would return to the trajectory figure by the end of quarter 1. This was submitted on 24/04/17, see appendix 1.
- 2.5 As mentioned above, the TCP has established a new Kent and Medway TC Board to oversee delivery of the programme, see Appendix 2. The Board is chaired by the Accountable Officer of Thanet CCG and includes senior representation from all partners including Medway Council, Medway CCG and NHSE. New workstreams are being established to report to the Board on the following areas; housing, workforce development, finance, and children.
- 2.6 While the total figure for the TCP has reduced slightly this quarter, the figure for Medway has increased from the figure of 11 reported at the Health and Wellbeing Board in November. We are aware of some of the contributing factors to this increase but further understanding is being developed. We know that historically in Medway:
- Community provision has been fragmented.
 - Pathways into Tier 4 CAMHS secure beds were not well understood.
 - There is no forensic outreach service.
 - There is no Complex Care Response team to respond to crisis situations (as in place in Kent).
 - There is no LD or autism commissioning strategy, resulting in piecemeal services.
- 2.7 The NHSE National Improvement Team are currently undertaking a review of current services in Medway and mapping against the national strategy to highlight gaps and areas for development. A report with findings from the review will be produced by the Improvement Team and presented in July. This will provide us with key information regarding what measures will be required in Medway to avoid future admissions where possible.
- 2.8 Care and Treatment Reviews and Care and Education Treatment Reviews for Children (CTRs and CETRs respectively) are required for all TC patients. Formal arrangements for providing these in Medway are currently being developed.
- 2.9 TCP Finance Plan**
- The TCP is entering a phase of detailed financial planning as patients approach discharge back to the community and agreements regarding aftercare costs and resourcing improvements to community provision have become pressing.
- 2.10 To coordinate and oversee financial planning, the TCP has established a Finance Sub-Group, chaired by the CFO of Thanet CCG. The Group is meeting monthly and is reporting to the TCP Board.
- 2.11 The current focus of the Finance Sub-Group is the development of a Memorandum of Understanding between NHSE Specialised Commissioning and the TCP regarding the transfer of funding following discharge of patients

from secure beds back into the community. The MoU will require agreement by all partners before it can be implemented.

3. Options

- 3.1 Options for how best to deliver TC in Medway are currently proceeding through internal governance processes. The CCG and Council, through the Better Care Fund, are investing in additional commissioning capacity to develop community provision.

4. Advice and analysis

- 4.1 The Medway Transforming Care Plan represents an important opportunity to improve services for people with a learning disability and/or autism, behaviour that challenges and mental health.
- 4.2 The NHSE Improvement Team will be undertaking a Medway service review as part of the package of support available to the TCP following Fast Track status being awarded.

5. Engagement activity

- 5.1 As described in the Medway TC plan, and below in Section 7, a consultation exercise with the TC cohort is about to commence.

6. Risk management

- 6.1 The Kent and Medway TCP Milestone Report includes a detailed risk register.

7. Consultation

- 7.1 Consultation with the TC cohort and their families is about to commence, led by the NHSE Improvement Team with support from Partnership Commissioning.

8. Financial implications

- 8.1 A Kent and Medway Finance Plan was developed and submitted in March. A refreshed Plan was submitted to NHSE on 31 May 2017 to include refreshed inpatient trajectories, updated financial modelling and new core principles from NHSE Specialised Commissioning. A Finance Sub-Group has been established to coordinate and oversee delivery of the Finance Plan, chaired by the CFO of Thanet CCG. The Group is meeting monthly and is reporting to the TCP Board.
- 8.2 All aspects of the financial framework are yet to be agreed, and agreement is required from all partners (LAs, CCGs & NHS Specialised Commissioning) before they are implemented. The key implications for Medway are as follows:
- NHSE Specialised Commissioning will transfer £120,000 to the TCP when a patient has been discharged successfully from out of area back into the community and the secure bed closed.

- Current bed costs associated with CCG commissioned beds may be ring fenced and transferred to a pooled budget to cover aftercare costs.
- Funding to be transferred from Specialised Commissioning after patient discharges does not cover all the aftercare costs which will result from the planned discharges for Medway or the investment required into community provision to avoid further admissions to secure beds.

8.3 The above could prevent a budget pressure on the Council and CCG.

8.4 A S75 agreement between Medway Council and CCG will be required to provide the mechanism for funding to be transferred and to ring fence LD funding that is transferred from Specialised Commissioning and the CCG following bed closure.

9. Legal implications

9.1 Medway Council has a legal obligation under section 149 Equality Act 2010 to have due regard to the need to eliminate discrimination, advance equality, and foster good relations between those with a protected characteristic (pregnancy and maternity, age discrimination, disability, gender reassignment, marriage and civil partnerships, race, religion or belief, sex and sexual orientation) and those who do not share it. It must encourage people from protected groups to participate in public life and other activities where their participation is disproportionately low. In order to comply with these equality duties, the Council is required to engage with service users and representative groups, and to use the information and views gathered to assess the equality impact of any proposals made by the Council in relation to service provision.

9.2 This report details how Medway Council will discharge this duty to those with a protected characteristic in relation to the TCP Services.

10. Recommendations

10.1 It is recommended that the Health and Wellbeing Board:

- (i) Considers how the Board can promote and engage with this important agenda going forward, to offer support, feedback and leadership to ensure the successful implementation of the Medway Transforming Care Plan and support the Council and CCG to comply with statutory duties.
- (ii) Agrees for a progress report to be presented to the Board in 3 months' time.

Lead officer contact

Helen Jones, Assistant Director of Commissioning, Business and Intelligence.
Telephone: 01634 334049 Email: helenm.jones@medway.gov.uk

Appendices

Appendix 1 - Kent and Medway TCP Recovery Plan, May 2017

Appendix 2 - Kent and Medway TCP Governance Structure, May 2017

Background papers

[Building the Right Support, LGA, ADASS & NHSE, October 2015](#)

[Supporting people with a learning disability and/or autism who display behaviour that challenges, including those with a mental health condition – Service Model for Commissioners of health and social care services, LGA, ADASS & NHSE, October 2015](#)