

HEALTH AND ADULT SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE

1 DECEMBER 2022

KENT AND MEDWAY ADULT LEARNING DISABILITY AND AUTISM COLLABORATIVE UPDATE

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Summary

In December 2021, the Committee considered a paper on proposals to improve health and social care outcomes for adults with learning disability and autistic people across Kent and Medway. The recommended option was to form a learning disability and autism collaborative with Kent County Council and Kent and Medway Clinical Commissioning Group (now the Kent and Medway Integrated Care Board). Following an update provided in August 2022 the Committee asked for a further update in December 2022, this report provides an overview of progress to date.

1. Budget and policy framework

- 1.1. This report supports the Council Plan priority “Supporting Medway’s people to realise their potential”.
- 1.2. The Care Act 2014¹ sets out a range of statutory duties for Local Authorities, including a number related to the prevention agenda. It requires all Local Authorities to, work in partnership to provide, or arrange services, facilities, resources, or take other steps, towards preventing, delaying, or reducing the development of need for care and support. These statutory duties include people with learning disabilities.
- 1.3. The national plan, Building the Right Support (2015)² also gives a framework within which local community services for people with learning disabilities are to be developed and the reliance on secure inpatient hospital is to be reduced.

¹ The Care Act 2014: <http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted>

² Building the Right Support 2015: <https://www.england.nhs.uk/wp-content/uploads/2015/10/ld-nat-imp-plan-oct15.pdf>

- 1.4. A National Strategy for autistic children, young people, and adults: 2021 to 2026³ has been published alongside an implementation plan for the first year of the plan. Key areas of focus include tackling health and care inequalities and building the right support in the community.
- 1.5. Health and Care Act 2022 introduced new legislative measures that aims to make it easier for health and care organisations to deliver joined-up care for people who rely on multiple different services⁴.

2. Background

- 2.1. In December 2021, an options paper was submitted to the HASC Overview and Scrutiny Committee (background paper 1). The Committee recommended Option 2 to Cabinet, i.e. that the Council form a Learning Disability and Autism (LDA) collaborative with Kent County Council (KCC) and NHS Kent and Medway. Cabinet agreed this option. This ensured Medway Council's place as an equal partner in key decisions with the NHS, which affects how healthcare services and support for Medway's residents with a learning disability and autistic residents are planned, delivered, and held accountable.
- 2.2. An update report was shared with the committee in August 2022 (background paper 2). The number of vacancies across the system and unclear governance structure were identified as risks. To address those risks recruitment plans were developed and interim governance arrangements put in place.

3. Progress to date

3.1. Governance Arrangements

- 3.2. New governance arrangements for programme delivery are in place through the LDA Delivery Partnership Executive Board. Board meetings occur 6 weekly and include senior management representation from all provider and commissioning agencies, including Medway Council, and those with lived experience. This Board has now assumed responsibility for all elements of the LDA programme.
- 3.3. The LDA Delivery Partnership Executive Board reports directly to the Mental Health and Learning Disability and Autism (MHLDA) Provider Collaborative Board and to the Integrated Commissioning Board (as required).
- 3.4. The purpose of the LDA Delivery Partnership Executive Board is to oversee the development and implementation of the coproduced Delivery Plan 2022/23 in delivering the Learning Disability and Autism all age Strategy

³ Autism Strategy 2021-2026 <https://www.gov.uk/government/publications/national-strategy-for-autistic-children-young-people-and-adults-2021-to-2026>

⁴ Health and Care Act 2022 <https://www.kingsfund.org.uk/projects/health-and-care-act-2022-make-sense-legislation>

(ATLAS). It also helps to unblock challenges faced by the LDA Programme Delivery Unit and aligns with all the other plans and meetings that impact on the lives of autistic people and people with a learning disability across Kent and Medway.

3.5. Learning Disability and Autism Programme Delivery Unit (Name subject to change following engagement)

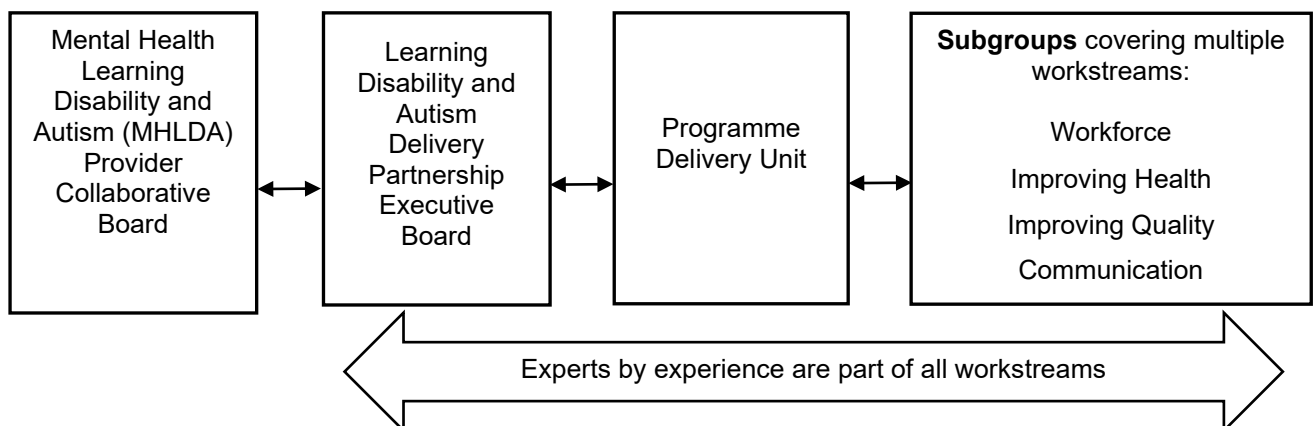
3.6. In September 2022 key partners, including Medway Council, from across the learning disability and autism collaborative met to discuss the development of the Programme Delivery Unit.

3.7. The purpose of the Programme Delivery Unit is:

- to build and foster relationships with and across different groups of people, including people with lived experience; carers; care providers, social care and health colleagues
- to involve people with lived experience in decision-making and ensure co-design and co-production is central
- to ensure Key Performance Indicators (KPIs) and actions are planned, monitored, met and reported on
- to monitor, track and provide evidence of good practice and outcomes
- to provide leadership and support for specific LDA strategic and operational functions, e.g. commissioning, Care and Treatment Reviews, Dynamic Support Database etc.

3.8. Feedback from those with lived experience has suggested that the title of this group should be more people focused and further discussions with all stakeholders will take place to agree a new title. Suggestions include Neurodiversity Development Team and Neurodiversity Partnership Team.

3.9. Diagram 1 below, shows current governance structure which have been formally agreed by MHLDA Provider Collaborative Board on 2 November 2022. The workstreams reflect current national and local priorities but are subject to change until formal agreements have been made by people with lived experience and stakeholders across health and social care.



3.10. Delivery Partnership Board Workstreams:

3.11. Learning Disability and Autism Strategy (ATLAS)

3.12. The all-age Kent and Medway Learning Disability and Autism Strategy (ATLAS) was developed with experts by experience. To support the development of the strategy the National Development Team for Inclusion (NDTi) was commissioned to help find out what people's priorities are for a good life and to understand what helps or prevents people achieving good outcomes.

3.13. Sixteen priorities were identified and covered the following areas:

- Diagnosis, information and preventative support
- Home and Jobs
- Values-led and skills workforce
- Personalised care and support

3.14. Limited resources means that not all priorities can be tackled at once so it was important to identify which of the priorities mattered most to experts by experience so that those could be addressed first. A workshop is planned for early December to bring together people with lived experience, families/carers and other key stakeholders to agree the priority areas of work for the coming 12 – 18 months and to identify the actions that would need to take place to achieve these priorities. The morning session will be focused on engagement with people with lived experience and the afternoon session will look at developing the agreed priorities into actions. Medway experts by experience will be invited to this workshop. Where individuals are unable to attend other ways of capturing their views and ideas will also be used including virtual meetings, written feedback and through local support groups.

3.15. To enable Medway citizens with lived experience of learning disability or autism to have greater involvement in the work being undertaken within the LDA programme it is planned to establish a Kent and Medway Learning Disability Partnership Board. This will replace the Kent LD Partnership Board which currently exists and will be supported by KCC engagement team.

3.16. To support the development of this group the Programme Delivery Unit are contacting Medway support groups and community teams to liaise with people with lived experience and to invite them to become members.

3.17. Delivery Plan

3.18. A draft Delivery Plan for 2022/23 has been created by bringing the NHS 3 Year Plan and social care strategic objectives from Kent County Council and Medway Council together. This includes Medway Council's Adult Social Care Strategy 2021 to 2025 and Medway Joint Carers Strategy 2019 to 2024.

3.19. This Delivery Plan will be further informed by engagement activity on the all-age Learning Disability and Autism Strategy (ATLAS) and the priority setting workshop.

3.20. Coproduction and Engagement

3.21. The voice of experts by experience is a key driver in the learning disability and autism programme across governance and operational workstreams. Experts by experience currently sit on the Delivery Partnership Executive Board and are engaged with throughout the creation of the all-age Kent and Medway Learning Disability and Autism Strategy (ATLAS).

3.22. It is critical that the voices of Medway citizens are also heard alongside Kent citizens. EK360⁵, Healthwatch Medway and Healthwatch Kent have been approached to determine what support regarding engagement and coproduction could be offered across Kent and Medway. The work would be funded through existing Healthwatch contracts. Currently there are a number of expert groups and networks supporting different workstreams, but none are focused across the whole LDA system. Options appraisals are being developed to establish longer term co-production and engagement strategy. Which include:

- Development of paid experts by experience roles to support the work of the LDA programme, including being members of boards.
- Wider engagement and coproduction with Kent & Medway citizens around the areas of work that we all agree are priorities and the review and development of services to meet people's needs

3.23. The aim is to work with experts by experience not just when they access specialist commissioned services but across the wider system which includes all aspects of health and social care including employment and housing across Kent and Medway.

3.24. Workforce

3.25. The workforce workstream was set up to address vacancies and to make sure staff across the system receive the most appropriate training for their role. Vacancies have reduced capacity across the works streams, in particular the Dynamic Support Database, Community Treatment Reviews (CTRs) and neurodevelopmental pathways. As of September, all vacant posts have been recruited to or are being advertised apart from one project officer post which is being reviewed. A business case to recruit additional project officer/administration support is being put to the Integrated Care Board to ensure that this function does not sit with senior officers long term.

⁵ EK360 <https://www.ek360.co.uk/> EK360 is a community interest company delivering contracts for Healthwatch Kent and Healthwatch Medway, EK360 specialises in engagement and working with people that organisations may find hard to reach.

3.26. Joint funded System Programme Lead

3.27. The System Programme Lead for Learning Disability and Autism has also been recruited to on an interim basis until August 2023. This was to avoid any further delays in programme delivery while also allowing time for a full recruitment process. As this post sits at director level Members from Medway Council and Kent County Council will be required to participate in the recruitment/interviews.

3.28. The purpose of this post is to support the programme at a senior and strategic level by:

- building and fostering relationships with and across different groups of people, including people with lived experience; carers; care providers, social care and health colleagues.
- making sure what we do improves things for people and reduces inequalities.
- delivering the work plans and workstreams identified. Within this context the System Programme Lead works closely with the Delivery Partnership Executive Board to ensure that key learning disability and autism service outcomes are achieved.

3.29. Quality Improvement

3.30. The quality improvement workstream is focusing on:

- Learning from deaths of people with learning disability and/or autism.
- Commissioner oversight visits for people in hospital to ensure they are receiving the right care at the right time for their individual needs.
- Care and Treatment Reviews (CTRs)
- Restricted practice, for example investigating the use of hospital placements when a safe community placement could be utilised instead
- Out of Area placements and host commissioning

3.31. Improving Health

3.32. The improving health workstream is focusing on:

- Increasing the offer and uptake of Annual Health Checks for people with learning disabilities 14 years and above. To date 18% of patients on the learning disability GP register have received a health check across Kent and Medway. This is above the national target set for the end of Q2.
- Improve inpatient discharges to increase the number of people that are discharged from inpatient hospitals / settings and supported to live in the community. Currently Medway has 11 learning disability / autism inpatients. The 'Homes not Hospital' strategic oversight group has been established to provide strategic leadership and oversight at a system level to ensure effective community provision is in place. This group is the point of escalation for the Cedar House Improvement Planning and the Adult Discharge Planning meetings.

- Work has started to set up a Health Inequalities Steering Group that will merge existing steering groups for Annual Health Checks, Learning Disability Mortality Review (LeDeR) and Stopping Over Medication of People (STOMP) / Supporting Treatment and Appropriate Medication in Paediatrics (STAMP) to enable improved performance monitoring and decision making of these workstreams.
- Promote Covid and Flu autumn vaccinations
- Promote and implement Reasonable Adjustments to ensure people can access health and care services.

3.33. Social Care and Health working together

- 3.34. Although not a workstream health and social care working together to provide greater integrated care for patients is a feature throughout the learning disability and autism collaborative, that includes social care objectives such as housing and employment. This includes the Medway Employment Support Service for people with Learning Disability and / or Autism. The project works with up to sixty individuals to develop the skills needed for employment.
- 3.35. To ensure progress happens at pace, representation from all providers and commissioning agencies across health and social care attend fortnightly LDA Planning meetings. These meetings are chaired by Medway Council's Assistant Director for Adult Social Care.

3.36. Transitions

- 3.37. The preparing for Adulthood Project Board was set up to enable proactive planning for young people. This is based on a model taken from Integrated Care Boards discharge planning and is attended by officers from Social Care, Commissioning, Transitions, and Placements teams. The cases of young people aged 17 years 6 months are presented at the board by Social Care so that planning regarding adult services and continuing care needs can be undertaken before they turn 18 years of age.

3.38. Communication

- 3.39 Experts by experience will be instrumental to developing a good communication plan. Once the options appraisals for whole system engagement and coproduction are agreed a communications plan will be developed as part of the communications workstream.

3.40. Next steps:

- 3.41. To work with EK360 to establish a way forward so that a joined-up approach to engagement and coproduction across Kent and Medway can be agreed and implemented within existing contract that KCC and Medway Council already have with Healthwatch.

- 3.42. Arrange workshop, to include Kent and Medway people with lived experience and key stakeholders, to discuss the priorities identified in the All Age Learning Disability and Autism Strategy to agree next steps so priorities can shape the actions required.
- 3.43. Review options appraisal for longer term coproduction plans across the LDA system and not just individual projects.
- 3.44. Develop a Programme Delivery Unit (Title subject to change)
- 3.45. Develop a communications plan so that all stakeholders are updated once arrangements are formalised.
- 3.46. Update Members about their required input for the recruitment of the Learning Disability and Autism (joint funded) System Programme Lead which will replace the current interim post.

4. Risk management

Risk	Description	Action to avoid or mitigate risk	Risk Rating
The Medway voice being included in every area of work	The voice of Medway citizens with lived experience is limited as formal engagement and coproduction forums are not in place.	By November 2022, the LDA Programme will know if EK360 can deliver a system wide Kent and Medway approach to coproduction and engagement across Kent and Medway.	D3
Joint Funded System Programme Lead	Currently this post is appointed on a short-term interim basis until August 2023. To ensure stability in leadership this post needs to be appointed to substantively	Formally recruit/appoint a System Programme Lead	D2
Project/administration support required	Much of the administration for the workstreams is currently being completed by senior officers which is not sustainable long term.	Business case for additional project support staff to be presented to the Integrated Care Board	D3
Lack of skilled workforce	In particular social care providers, which means community support / provision	A workforce workstream has been established to develop	C2

Risk	Description	Action to avoid or mitigate risk	Risk Rating
	can't be developed resulting in people staying in hospital settings for too long.	a recruitment and training plan	
Hospital admissions and long stays remain high	People are remaining in hospital setting for too long resulting in poorer outcomes	Recruitment of a housing and accommodation programme lead to progress delivery of this workstream is taking place. Learning from CYP Designated Keyworker roles and 'wraparound' community support model which has been successful in reducing the need for individuals to go into hospital and/or reduce the length of time they spend in hospital and its application to other parts of the system are being explored.	D2

Likelihood	Impact:
A Very high B High C Significant D Low E Very low F Almost impossible	1 Catastrophic (Showstopper) 2 Critical 3 Marginal 4 Negligible

5. Consultation

5.1 Please see Coproduction section 3.20.

6. Financial implications

6.1 There are no direct financial implications for Medway Council arising directly from this report.

6.2 Funding for the joint System Programme Lead post had been previously agreed by the Joint Commissioning Management Group (JCMG) in 2021.

7. Legal implications

7.1 The statutory framework is set out in Section 1 of this report. There are no direct legal implications for the Council from this updating report.

8. Recommendations

8.1 The Committee are asked to note this report.

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Appendices

None

Background papers

- 1) Kent and Medway Learning Disability and Autism Collaborative Options – December 2021
<https://democracy.medway.gov.uk/mgconvert2pdf.aspx?id=60853>
- 2) Kent and Medway Learning Disability and Autism Collaborative Update 16 August 2022
<https://democracy.medway.gov.uk/mgconvert2pdf.aspx?id=64678>