

**The Review and Redesign of the Integrated Learning Disabilities Service in Hackney -  
Update Paper for Health in Hackney Scrutiny Commission  
September 2018**

**1. Introduction and background**

- 1.1. Hackney's Integrated Learning Disability Service (ILDS) is an integrated multi-agency, multi-disciplinary team, providing specialist health and social care support to adults with Learning Disabilities (LD), who are residents of the London Borough of Hackney and the City of London (health provision only), and have a GP in the area. It is jointly commissioned by the Council and the City and Hackney CCG.
- 1.2. ILDS is a highly specialist service and is currently delivered through a section 75 partnership agreement between the council and the East London Foundation Trust. The council provides specialist social workers while ELFT provide Psychiatrist, Psychologists, Physiotherapists, Occupational Therapists, Speech and Language Therapists and specialist Community Nurses.
- 1.3. The purpose of ILDS is:
  - To assess and meet the needs of people with an eligible learning disability, including young people transitioning into adulthood
  - To support positive access to and responses from mainstream services.
  - To enable all services to provide effective person-centred support to people with learning disabilities.
  - To provide direct specialist clinical, therapeutic and social care support for people with complex learning disability and/or mental health needs.
  - To respond positively and effectively to vulnerable people in crisis and to respond to any identified safeguarding risk.
- 1.4. The review and redesign of ILDS services is a key programme of work in the Planned Care workstream of the Integrated Commissioning Programme. The whole service went through a review across 2017-18, the purpose of which was to look at improving the quality of health and social care provision and in doing so achieve a greater degree of integration and multi-disciplinary working between the various professionals involved and contribute to a financially sustainable operating model moving forwards. The scope of the review covered ILDS only and the outcome will be a more integrated service model and new service specification.
- 1.5. An update on the ILDS review was provided to the Health in Hackney Scrutiny Commission in March 2018 where progress to date was noted. This briefing note is to provide a short update on implementation with a more in-depth update report to come to back to Health in Hackney in the new year, 2019.

## 2. How we are working with service users and carers to redesign services with them

2.1. **Establishment of the LD Partnership Forum** - The LD partnership forum was established in spring 2018. This partnership includes service user representatives, with a clear remit to represent those with LD more widely; and carer representatives, who also have the remit of representing carers of people with learning disability more widely too. The second Partnership Forum has now been held and working groups are delivering their actions in advance of the third. The main focus of the partnership is twofold:

1. To develop a Learning Disabilities Charter that will make Hackney a learning disabilities friendly borough. This will help inform a wider learning disabilities strategy for the borough by focusing on the four themes identified by users: *i) My community ii) Where I live iii) Independence iv) My health.*

2. To be a vehicle for co-production of the ILDS redesign, including informing the specification. This has included developing a vision, key service outcomes, access to the service, and the next one will look at support planning.

2.2. **Establishment of the Carers Forum** - As well as the LD partnership forum a Carers co-production forum has been established as part of a wider piece of work to improve the offer and services for adult carers in the borough. The co-production group consists of a broad representation of carers including those caring for people with learning disabilities and those with multiple caring responsibilities. This group is working closely with the Council to ensure that the needs of all carers are met and incorporated into the redesign of carers' services. This recognises that the needs of carers are very different and in some cases will be dependent on the specific support the individual they are caring for requires and where they are in their life. For example, carers who are supporting their adult children with learning disabilities whilst they themselves are getting older. The group have already helped the Council think through how best to consult and engage with other carers across the borough and have agreed to form part of an ongoing carers forum post the redesign of carers' services.

## 3. Summary of the changes being made and why

3.1. **Service model** - Following involvement and engagement exercises with users and carers and with staff, the new ILDS model is specifically designed to integrate specialist health and social care services into four core pathways:

1. **Transitions** - which will support young people between ages of 14 and 25 to transition safely and smoothly in adult services. This team will work very closely with Children's Services and Hackney Learning Trust to support young people into adulthood.

2. **Review and Move on** - which will support people who are capable of developing the requisite skills to live more independent or interdependent lives. For example those currently living in residential care who could be supported to live more independently in supported living.
3. **Intensive Support** - which will provide urgent and targeted support to people with complex mental health conditions or those in crisis.
4. **Long-term care** - which will support and enable people to manage their long-term conditions and avoid hospital admission.

- 3.2. **Commissioning** - This work is also looking at how we might commission support to be more responsive to the needs of our users. As part of the redesign an outcomes based specification is being developed.

The key outcomes included in the specification have been co-produced with service users, carers, partners and the service. They are as follows:

1. People with a learning disability are an active part of their community
2. People with a learning disability are enabled to achieve independence where possible
3. People with a learning disability have a place they call home
4. People with a learning disability are able to access the health care they need.

Running through these outcomes will be themes of preparation for adulthood, safety and positive risks.

A placement mapping exercise has also been undertaken and recommendations made to gather information around future need, implementation of new processes and procedures and more joined up working when residential and nursing placements are made. Work is also underway to develop and improve links with primary care services, this is exploring how ILDS will link in with the Neighbourhoods Model.

- 3.3. **Financial sustainability** - The new service model and the new approach to commissioning learning disability services detailed above should all help contribute to a more financial sustainable service moving forward. Staffing levels will *not* be reduced and people will continue to receive the support that they need. Instead financial sustainability will be achieved through ensuring people are receiving outcomes-based support in the most appropriate setting for them whilst promoting individual independence; value will be driven through our commissioned support to ensure we are getting the right quality of care for the right price and better accountability; and through working jointly with the CCG to understand how we jointly fund the needs of people with increasingly complex health and social care needs.

#### **4. Progress on delivery from March 2018 - September 2018**

- 4.1. **Establishment of LD Partnership Forum** - As described in an earlier section of this briefing the LD Partnership Forum was formed following a

review of the previous Partnership Board and The Big Do service user event. A planning meeting with the partners was held in May 2018 and further quarterly meetings since. This Forum has been a mechanism to involve service users, carers and other relevant partners in shaping LD services. It is co-chaired by the Head of Commissioning and a service user. The working groups are delivering their actions in advance of the next Forum.

- 4.2. **Staff Consultation and TUPE transfer** - A core change as part of the review is to move from a three provider model to a two provider model. Up until July 2018 the service was delivered jointly by the Council, Homerton Hospital and East London Foundation Trust (ELFT). Following a decision at the Integrated Commissioning Board it was agreed to move to a two provider model and over June staff working for Homerton Hospital were consulted with and a TUPE transfer process was initiated. Homerton health staff in the service were TUPE transferred to ELFT in July 2018.

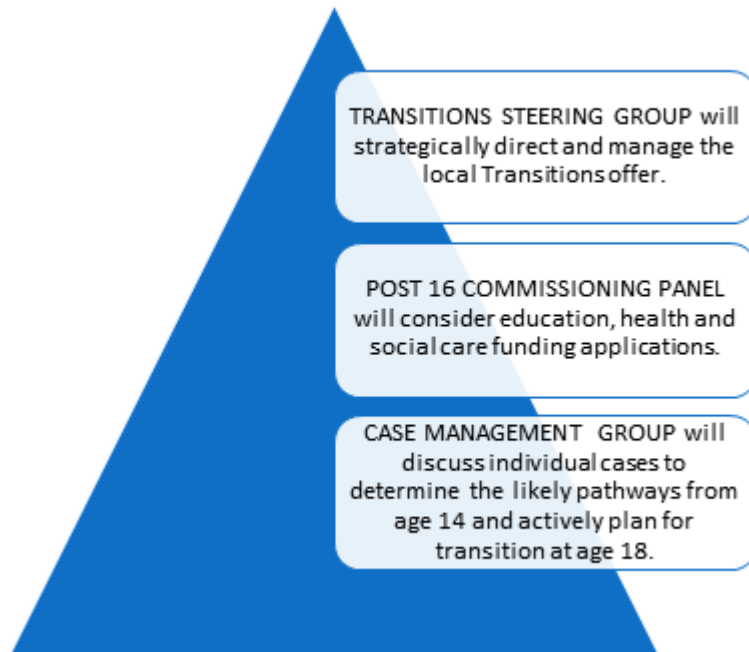
A second consultation was then initiated with staff across the whole service to consult on the proposed model moving forward both in terms of the structure of the four core pathways and the core principles of the service. The consultation closed on 31st August 2018 and a Delegated Powers Report was circulated in mid-September.

The outcome of the consultation is that there is broad support for the core principles outlined by the new proposed model. Feedback and involvement from service users and carers has been very helpful in determining support for the model proposed. The core principles are:

- The new service will have 4 integrated care pathways
- Each team will have a team manager and comprise a multidisciplinary group of health and social care professionals
- Services will be coordinated and delivered in a person-centred way, taking a multidisciplinary 'team around the person' approach
- The coordinator role will be held by both health and social care professionals
- All disciplines will have parity of esteem.

Staff engagement has been positive and there will be continued work with staff through staff workshops in the lead up to the go-live of the new service to ensure they are clear on the operational detail of how each pathway will operate in practice.

- 4.3. **Transitions pathway** - Rather than waiting for the launch of the new service work has progressed more quickly to ensure the right transitions pathway is in place so that Adult Services is working proactively with Children's Services and Hackney Learning Trust to support young people to transition from young people's services to adult services. The below pathway and governance structure has been put in place to ensure the right join up.



The this pathway went live in May 2018 and we have begun collaborating with CAMHS and Mental Health colleagues to explore opportunities to join up the health pathways e.g. through joint Transitions Clinics in order to improve outcomes and support strategic initiatives like the Transforming Care agenda.

- 4.4. **Joint funding arrangements** - Although the City and Hackney CCG and LBH already have an integrated commissioning arrangement for the Learning Disability Service, there is also ongoing work to understand how we jointly fund the needs of people with increasingly complex health and social care needs and ensure a more integrated experience for those receiving Continuing Health Care.

## 5. **Key milestones to be delivered between October 2018 - January 2019**

- 5.1. **Service model** - The new operating model for Hackney's Integrated learning Disabilities Service will be in place for January 2019. Work between now and then will focus on:
- Recruitment and selection of staff to key posts in the service including team managers and social workers to ensure the right staff are in place.
  - A Standard Operating Procedure is completed to support staff to work in a different way and so that all the operational details are defined.
  - A training needs analysis is carried out to identify skills gaps and areas of development for staff in their new roles in the four pathways
  - A new service specification is being drafted by commissioners which will set out clear expectations of the service. This will be complemented by a new section 75 agreement which will formalise the new partnership arrangement between the two lead providers,

followed by a new section 75 agreement between the commissioners (LBH and City and Hackney CCG).

- As the operational details are refined, ongoing involvement with users and carers through the established LD Partnership forum will be key in ensuring co-production of operational protocols.
- A communication plan will also be developed to ensure users and carers of the ILDS service more widely are informed and aware of the changes proposed.

5.2. **Commissioning activity** - The following commissioning activity will be prioritised over this period:

- Carrying out a local accommodation review and development of new ILDS service specification.
- Ongoing user involvement work with the LD Partnership Forum.
- A review of internal processes to ensure we are implementing outcomes based and strengths based approaches.
- Work on developing and improving links with primary care. This includes planned training sessions for GPs.

6. **Conclusion** - The Health in Hackney Scrutiny Commission are asked to **note** the progress made to date on the review and redesign of the Integrated Learning Disabilities Service and to **agree** that a more in-depth update comes back to Scrutiny early in the 2019 once the new service has been formally launched.