



REPORT TO: MORAY INTEGRATION JOINT BOARD ON 28 NOVEMBER 2019

SUBJECT: UPDATE ON THE LEARNING DISABILITY TRANSFORMATION PROJECT

BY: CHARLES MCKERRON, INTEGRATED SERVICE MANAGER (LEARNING DISABILITIES-ACTING)

1. REASON FOR REPORT

1.1 To update the Board of the continuing progress being made in implementing the Learning Disability Transformation Project.

2. RECOMMENDATION

2.1 **It is recommended that the Moray Integration Joint Board (MIJB) considers and notes the continuing progress in implementing the Learning Disability Transformation Project Plan as outlined in The Learning Disability Transformation Project Overview (APPENDIX 1).**

3. BACKGROUND

3.1 Following the submission of an update report to a meeting of the Board on 30 August 2018, it was agreed that a further progress report would be provided to this Board in relation to this Learning Disability Project (paragraph 10 of the minute refers).

3.2 To this end, the Learning Disability Transformation Project Management Board has agreed that the attached project overview report is submitted to the MIJB for their information and consideration (**See APPENDIX 1**).

3.3 The Board will note that the overview report has three main sections which this report will summarise.

3.4 The first section of the overview report outlines the origins of the transformation project. It identifies that the original key driver for this transformation project was the way in which the Integrated Community Learning Disability Services had historically provided support was not financially sustainable in the long term because of increasing demand on services. It also considered that with the increased focus on personalisation

across all service areas, there were further opportunities to support people to address their aspirations to live more independent lives.

- 3.5 Based on emerging best practice in England and Wales, Health and Social Care Moray (HSCM) developed its transformational project by which the Integrated Learning Disability Team would undertake to work across a range of internal services, service users and external providers to implement a project plan that would result in a new model of delivering health and social care services for people with a learning disability in Moray and which would aim to address these issues.
- 3.6 The underpinning rationale for this approach is the progression model. The progression model is a person-centred developmental approach that seeks to help every adult with a learning disability to achieve their aspirations for independence. It is a relational change from traditional care management approaches by focussing on the individuals' hopes and choices, using these as the basis to co-develop care and support plans that enable each person to reach their potential.
- 3.7 The progression model is based on the premise that;-
 - A higher quality of life occurs when services deliver better outcomes for people with a learning disability.
 - Better outcomes result in an eventual reduced demand for services.
 - Need is a driver of services, and therefore cost.
 - By focussing on improved outcomes, and so reducing need, the service has the opportunity to reduce the level of expenditure and develop a more sustainable financial model.
- 3.8 To achieve this transformational change required changes to be made in relation to:-
 - The way in which assessments are carried out;
 - Support plans are prepared;
 - Risks are managed;
 - Reviews are undertaken; and
 - Services are provided.
- 3.9 The project plan therefore took a systems wide approach that encompasses the Integrated Learning Disability Team, Commissioning and In-house Support (e.g. Day Services). The inter-relationship between the different parts of the system involved in the delivery of integrated learning disability services and the progression model is illustrated on page 6 of the overview report.
- 3.10 The second section of the Overview Report, outlines what the Learning Disability Project has achieved in the last 2 years. Since the project went live in October 2017, the following project plan activities have been completed;
 - The development and implementation of new care support and treatment plans
 - An outcomes based approach to contract monitoring to better hold provider organisations to account
 - A stronger emphasis on commissioning of both services & accommodation that supports independent living
 - The launch of a market shaping strategy

- A new approach to the delivery of accommodation
 - Outcomes based supervision and coaching for staff
 - The adoption of open space events as an innovative new way of meaningfully engaging with people who have a learning disability.
- 3.11 A Balanced Scorecard approach has been adopted to identify and measure the benefits being achieved through the implementation of this project. This is designed to look at the impact of this initiative from 4 inter-related perspectives.
- The Personal Outcomes achieved for the Customer (service user);
 - The Financial Impact of the initiative;
 - Internal Processes; and
 - Workforce Learning
- 3.12 Project progress is monitored through project board meetings. The balance scorecard is presented along with a number of individual case studies. These case studies are collated as part of this report.

Personal Outcomes achieved for the Customer (service user)

- 3.13 In relation to Personal Outcomes, the case studies illustrate how a change in professional intervention has impacted on people's lives. For example in case study 1, a young man was supported with the daily living skills he needed to leave his overcrowded family home and live on his own.
- 3.14 In case study 2, an individual was given the support he needed to gain the skills to live independently. The impact of the transformation project was so powerful that one individual won the Skills & Learning Award at the Scottish Learning Disability Awards 2019.
- 3.15 The success of the project to date has been highlighted by the Care Inspectorate as part of their thematic review of Self Directed Support in Moray when they stated:-

"An important element of the learning disability service transformation approach was increasing individuals' choice and using an asset based approach in supporting people to achieve positive outcomes. The emphasis on an asset based approach and positive risk taking genuinely seemed to facilitate maximum choice and control for people with learning disabilities."

Care Inspectorate Thematic Review of Self Directed Support; Moray Local Partnership Report. March 2019.

Internal Processes

- 3.16 The Overview Report notes that a total of 85 progression based care support and treatment plans have been completed by the Integrated Learning Disability Team. Of which, 46 have been identified as having significant potential to benefit from a progression focused approach.

Workforce Learning

- 3.17 By following project management best practice, a learning review event involving representatives from all workstreams was undertaken in November

2018. Based on a facilitated focus group approach, the workshop collectively agreed on the strengths and future areas for development in terms of this transformation approach. Some of the strengths and weaknesses are outlined in the Overview Report (page 14) and the full Learning Review Report is available on request from the author of this report. The insights gained from the Learning Review Event have been used to inform the next phase of the Transformation Project which is outlined in the following section.

4. KEY MATTERS RELEVANT TO THE COMMITTEE

Current and Future Work Streams

- 4.1 The third main section of the Overview Report focuses on plans for the future and provides details of the five projects. Having now embedded the progression model as the underpinning philosophy for the delivery of learning disability services in Moray, the Learning Disability Transformation Project Board has now adopted a programme approach to overseeing the implementation of five separated but inter-related learning disability projects, The following is a brief summary of these 5 projects which are outlined in the Project Overview document.

The Financial Impact

- 4.2 As previously noted in a report presented to this Board on 31 August 2017 (para 11 of the minute refers), the underpinning premise of the progression model is that personal outcomes can be improved and a potential reduction in people's support costs can be secured over the medium to long-term.
- 4.3 The Learning Disability Transformation Project seeks to provide services in a way which is more sustainable. The Project Overview document **APPENDIX 1** identifies financial benefits emerging from the transformational change programme, particularly for moving from older "block funded" contracts to individual budgets. However, it also highlights where there are additional financial pressures. Typically people with aging parents who have been very well supported by their families in their family home require significantly more support when they move into their own homes. An additional financial pressure is also incurred when people who have been placed out of area as children return to Moray as young adults to their own tenancies with support. The figures stated in section 3.2 (page 11) of the Project Overview document are based on a snapshot of service user requirements as an indicator of the potential financial impact of the project.
- 4.4 The people chosen were those individuals who went from Residential Care to Supported Accommodation as they had a quantifiable cost prior to the new way of delivering support was adopted. Those new to the service or those who moved from a family setting to a funded care setting prior to the beginning of the Transformation Project have not been included. Inevitably those new to the service or those who move from family carers will require their service to be funded; the progression model ensures that the most cost effective care is put in place.
- 4.5 In addition to the work with individuals, the model supports the ongoing work to move away from the extensive use of "block funded" contracts for care and

support to one of individual budgets. Block contracts are inflexible and inefficient. An individual budget approach is a more flexible and cost effective way of funding people and is supported in legislation by the Social Care (Self-directed Support) (Scotland) Act 2013.

Implementing the Market Shaping Strategy

- 4.6 As well as supporting people to develop their skills of daily living, providing the right type of accommodation, that helps people fulfil their aspirations, is a core element of the progression model.
- 4.7 With this in mind, the Project Board approved a Market Shaping Strategy in 2018. The purpose of this strategy is to provide an opportunity to have an ongoing conversation with local providers of accommodation so that it can be ensured that the right type of accommodation in relation to each stage of their personal development and their lives is provided.
- 4.8 Conversations between the Commissioning Team and Providers are now ongoing and the progression model provides the shared understanding of what is collectively wanted to be achieved.

The Learning Disability Housing Development Project

- 4.9 One of the immediate outcomes of the Market Shaping Strategy based conversations is The Learning Disability Housing Development Project. This is a 4 to 5 year project in collaboration with the Moray Council Property Services.

The key objectives of this project are as follows:-

- I. To provide appropriate bespoke and specialised accommodation that supports the progression focused aspirations of 10-12 people who receive support from the Integrated Learning Disability Team;
- II. To ensure that all accommodation supports greater independence for the inhabitants and therefore achieves real choice and control;
- III. To develop a workforce recruitment plan for supporting the 10-12 people that is sustainable in the long-term; and
- IV. To ensure that all accommodation and recruitment options are financially sustainable and represent best value.

The basis of this project reflects a refined understanding of the future housing needs of people with a learning disability in Moray.

CareCubed Implementation (Care Fund Calculator)

- 4.10 Health and Social Care Moray wishes to maximise best value in the provision of services for people with a learning disability; including accommodation. The primary aim is to ensure that the accommodation, care and support for each person is proportionate, suitable and matched to their assessed, eligible needs/personal outcomes and secondly, offered at a market competitive rate.

- 4.11 The use of the CareCubed tool is designed to support a move away from a block purchasing model and to ensure that the correct level of care is being commissioned to support each service user. The tool is also designed to support the achievement of personal outcomes for service users and ensure best value in providing accommodation, care & support for service users with learning disabilities. The output from the tool can be used in negotiations with provider agencies to ensure that the most sustainable level of care is commissioned for each person.
- 4.12 A two year project plan has been established to test and then mainstream the use of this tool.

Overnight Responder Service

- 4.13 Following the report submitted to this Board on 29 August 2019 (para 11 of the minute refers), the Board approved the Integrated Learning Disability Services work in partnership with Cornerstone to undertake a 12 week test of change in relation to how overnight care is provided for a group of people with a learning disability living in the Elgin area.
- 4.14 Based on the progression model principles, the test of change will explore the viability of using Technology Enabled Care (TEC) and other approaches in terms of enhancing an individual's independence. When the test of change is completed in 2020, the findings will be used to inform how overnight support in the future is commissioned and provided.
- 4.15 The test of change is now scheduled to begin in January 2020 following which a learning event will be scheduled and a further report will be provided to the IJB.

Establishing a Learning Disability Forum

- 4.16 Following the principles of co-production and of learning together, the Learning Disability Transformation Project Board is working to establish a Learning Disability Forum as a key means of engaging with people with a learning disability in Moray. It is the intention to hold the first forum in the Spring of 2020.
- 4.17 While these five projects have their own project management group, progress is also monitored through the overarching Learning Disability Transformation Project Plan (phase 5).

5 SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP)) and Moray Integration Joint Board Strategic Commissioning Plan 2016 – 2019

The Learning Disability Transformation Project is consistent with the MIJB vision statement and with the 5 strategic priorities identified in the Strategic Commissioning Plan 2016-2019.

(b) Policy and Legal

There are no legal implications from implementing the Learning Disability Transformation Project.

The development and implementation of the new progression operating model means that policy and procedures will be revised accordingly.

(c) Financial implications

There are no direct financial implications associated with this report. The financial impact of the Progression Model is considered in sections 4.2 to 4.5 of this report.

(d) Risk Implications and Mitigation

As part of the project management approach, a risk & issues log is reviewed at each meeting of the Learning Disability Transformation Project Board. All risks are escalated to the appropriate level for mitigating action.

(e) Staffing Implications

The focus of the Learning Disability Transformation Project is on cultural change. There are therefore no staffing implications directly arising from this report.

(f) Property

There are no property issues directly arising from this report.

(g) Equalities/Socio Economic Impact

An Equalities Impact Assessment is not required for this report as there has been no change to policy

(h) Consultations

This report has been circulated to Roddy Huggan (Commissioning Manager and Commissioning Workstream Manager, John Campbell (Provider Manager and In-house Support Workstream Manager), Jane Mackie (Joint Operational Manager & Programme Sponsor), Bruce Woodward (Snr Performance Officer), Tracey Abdy (Chief Financial Officer) and Caroline Cameron (Accountant, Snr Finance Officer) who are in agreement with the report where it relates to their area of responsibility.

6 CONCLUSION

6.1 The purpose of this report, and the accompanying Project Overview document (Appendix 1), is to inform the Board of the progress made in deploying the progression model in Moray since October 2017.

6.2 The Learning Disability Transformation Project is underpinned by a strong project management approach and moving forward the focus of the Learning Disability Project Management Board is currently to oversee 5 separate but inter-linked projects based on the progression model philosophy. These projects are; Implementing the Market Shaping Strategy, The Learning Housing Development Project, the implementation of CareCubed, the Overnight Responder Test of Change and Establishing a Learning Disability Forum.

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Background Papers: available from the author of this report

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