

**NHS**  
Newbury and District  
Clinical Commissioning Group

**NHS**  
North and West Reading  
Clinical Commissioning Group

**NHS**  
South Reading  
Clinical Commissioning Group

**NHS**  
Wokingham  
Clinical Commissioning Group

**NHS**  
Bracknell and Ascot  
Clinical Commissioning Group

**NHS**  
Windsor, Ascot and Maidenhead  
Clinical Commissioning Group

**NHS**  
Slough  
Clinical Commissioning Group

Berkshire Healthcare **NHS**  
NHS Foundation Trust



## Berkshire Transforming Care Partnership

Keeping people well and out of hospital

# Introduction

The Berkshire Transforming Care Partnership Board hold a shared vision and commitment to support the implementation of the national service model to ensure that children, young people and adults with learning disabilities, behaviour that challenges and those with mental health and autism receive services to lead meaningful lives through tailored care plans and subsequent bespoke services to meet individual needs.

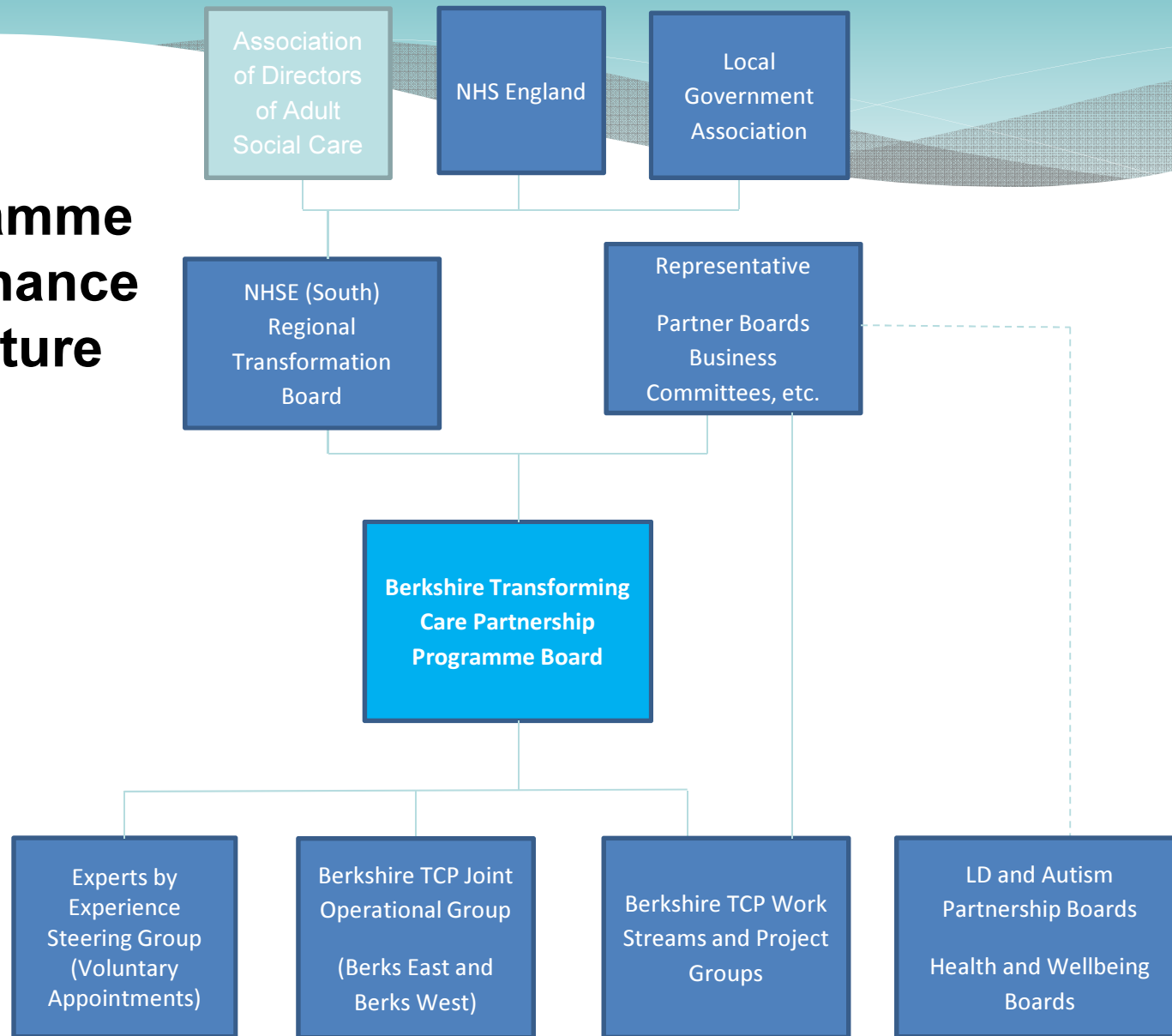
## Berkshire Transforming Care Plan has 4 big aims:

1. Making sure less people are in hospitals by having better services in the community.
2. Making sure people do not stay in hospitals longer than they need to
3. Making sure people get good quality care and the right support in hospital and in the community
4. To avoid admissions to and support discharge from hospital, people will receive and be involved in a Care and Treatment Review (CTR)

Dedicated web page with links to the TCP plan and Easy Read version - <http://www.wokinghamccg.nhs.uk/component/edocman/berkshire-tcp-easy-read-june16>



# Programme Governance Structure



# Work streams and Project Groups

## Work Streams (Themes)

1. Demand and Capacity
2. Market Shaping – Housing and Care Providers
3. Inpatients
4. Intensive Support Team
5. Communications and engagement
6. Children and Young People
7. Workforce Development and Culture
8. Co-Production
9. Joint Commissioning and Integration
10. Risk Management
11. Programme management
12. High Impact Actions

## Project Groups:

1. Finance and Activity
2. Housing and Accommodation
3. Autism
4. Intensive Intervention Service
5. Occupation and Employment
6. Community workforce
7. Berks East Capital 'Home' Project
8. Co-production (People's Voice Service)
9. Experts by Experience Steering Group
10. Communications and Engagement



## 2016 TCP Achievements

- Regular TCP Briefings to all partners and communication teams to keep them up to date with national and local news
- Secured
  - 2016 – 2017 funding from NHS England for Shared Housing provision in Royal Borough of Windsor and Maidenhead for up to three individuals from across Berkshire with complex LD and challenging behaviours
  - 2016 – 2018 from Department of Health for 10 x Hold Ownership Schemes for people with Long Term disability
  - 2017 – 2018 national funding for interim intensive support service and respite
- Co-opted Carer and Family Experts by Experience into the programme on Voluntary Appointment Contracts, as members of the Finance and Activity Project Group, Capital 'Home' Project Group, and TCP Board, with further appointments planned in 2017
- Commenced Experience Based Co-Design Project with Point of Care Foundation – weekly BHFT led group with service users
- Undertaken a desk top gap analysis of local authority LD and ASD strategies and, reviewed capacity and demand projections until 2019, to inform prioritizing of the work plan for 2017/18
- Started to map local authority and CCG work streams already in place for Children and Young People, to avoid duplication in work
- Developed a repatriation timetable for NHS England specialist commissioned patients and Clinical Commissioning Group (CCG) out of area placements

# (1) 2017/18 TCP Programme Plan Overview

Work streams and group responsible for leading the work	2017/18 Q1	Q2	Q3	Q4
Finance & Activity (Project Group)	<ul style="list-style-type: none"> <li>Review inpatient block contract and IST financial model</li> <li>New opportunities for joint Commissioning arrangements defined and plans developed to implement, and cascaded to TCP Partners for consideration and feedback</li> </ul>	<ul style="list-style-type: none"> <li>New opportunities for pooled budget arrangements developed and cascaded to TCP Partners for consideration and feedback</li> <li>Capacity and Demand Stock take of TCP projections completed</li> </ul>	<ul style="list-style-type: none"> <li>New joint commissioning arrangements implemented ready for 2018/19</li> <li>Reduce the number of separate funding streams that users have to access</li> </ul>	<ul style="list-style-type: none"> <li>New opportunities for pooled budgets arrangements implement ready for 2018/19</li> <li>Capacity and Demand Stock take review</li> </ul>
Health & Social Workforce (Joint Operational Group)	<ul style="list-style-type: none"> <li>Agree core LD and ASD workforce structures in local authorities to retain expertise</li> <li>Standardise local workforce tool kits across all local authorities</li> <li>Start recruitment of shared lives staff and carers in Berks East (subject to business case approval)</li> </ul>	<ul style="list-style-type: none"> <li>Hold workforce event with health and wellbeing partners and providers to develop new ways to recruit and retain LD and ASD skilled and specialist staff</li> <li>TCP Carers by Experience (Expert by Experience Steering Group) partner with two care providers and use Berks TCP Workforce Assurance Framework to check staff competencies and behaviours</li> </ul>	<ul style="list-style-type: none"> <li>Start training of Shared Lives Carers in Berks East</li> <li>Match Service Users and Shared Lives Carers</li> <li>Start to develop career progression structures for public sector staff in line with private sector</li> </ul>	<ul style="list-style-type: none"> <li>Develop training modules for primary care and third sector staff on LD and ASD. Linked to Autism and CYP work streams</li> <li>TCP Carers by Experience (Expert by Experience Steering Group) partner with two care providers and use Berks TCP Workforce Assurance Framework to check staff competencies and behaviours</li> </ul>
Housing & Accommodation (Joint Operational Group)	<ul style="list-style-type: none"> <li>Transition of up to three clients into RBWM Secured Tenancy Property as part of Berkshire East Capital Home Project</li> <li>Share learning from Capital Home Project Berkshire wide to inform 2017/18 capital bid submissions</li> </ul>	<ul style="list-style-type: none"> <li>Establish Berkshire wide housing list for people with short, medium and long term LD needs</li> <li>Share learning from Reading and Slough local authority HOLD Schemes to roll out to other localities to enable up to 6 people to buy their own home</li> </ul>	<ul style="list-style-type: none"> <li>Share learning from Slough local authority housing technology schemes to roll out to other localities to enable more people to access technology grants in 2018/19</li> </ul>	<ul style="list-style-type: none"> <li>Review and align local authority strategies and build capital business cases to access NHSE and DoH grants in 2018/19</li> </ul>
Autism (including Children and Young People) (Project Group)	<ul style="list-style-type: none"> <li>Develop joint commissioning standards around age. Cascade to TCP Partners for consideration and feedback.</li> <li>Align work stream objectives with Thames Valley Network, Future in Mind and SEND Groups to avoid duplication on priorities</li> </ul>	<ul style="list-style-type: none"> <li>Develop informational sharing criteria across education and health for LD and ASD people at high risk of admission . Cascade to TCP Partners for consideration and feedback.</li> <li>Implement joint commissioning standards Berkshire wide</li> </ul>	<ul style="list-style-type: none"> <li>Develop training and support tools for: Health Visitors, GPs, Paediatrics, Perinatal Mental Health- SPA (CPE)</li> <li>Implement informing sharing standards Berkshire wide across health and education</li> </ul>	<ul style="list-style-type: none"> <li>Increase access to Pre-Assessment Specialist Support</li> </ul>

# (1) 2017/18 TCP Programme Plan continued

Work streams and group responsible for leading the work	2017/18 Q1	Q2	Q3	Q4
Market Shaping (Joint Operational Group)	<ul style="list-style-type: none"> <li>Review results of ADASS South marking scoping exercise to inform the development of a range of marketing management exercises across TCP partners to increase the utilisation of local authority and CCG resources</li> <li>Establish links with Thames Valley Network for Forensic Pathways to ensure alignment</li> <li>Develop programme plan for High Impact Actions: Respite Care, Day Centres, Residential Living Accommodation, Independent Living Schemes</li> </ul>	<ul style="list-style-type: none"> <li>Undertake a strengths based review of LD and ASD provision with providers to identify where 'high needs register' of service users needs are not matched to local supply (sharing the results with all TCP partners and groups)</li> </ul>	<ul style="list-style-type: none"> <li>Review CYP in transition plans</li> <li>Cascade recommendations to TCP Partners for opportunities to implement joint procurement exercise for housing and workforce providers for consideration and feedback</li> </ul>	<ul style="list-style-type: none"> <li>Implement joint procurement exercises ready for 2018/19</li> </ul>
Inpatients (TCP Board and BHFT Board)	<ul style="list-style-type: none"> <li>Ongoing monthly review throughout year for: Specialist Commissioning Care and Treatment Review Timetable and outcomes</li> <li>CCG commissioned beds in Berkshire and Out of Area – timetable and outcomes</li> <li>BHFT Assurance reports on admissions and discharge planning</li> <li>Children and Young People in 52 week placements and transition</li> </ul>	<ul style="list-style-type: none"> <li>Reduce OOA adult placements to 25</li> <li>Community transition arrangements in place to avoid inappropriate admission to hospital and support timely discharge from hospital</li> </ul>	<ul style="list-style-type: none"> <li>Reduce OOA adult placements to 20</li> <li>Community transition arrangements in place to avoid inappropriate admission to hospital and support timely discharge from hospital</li> </ul>	<ul style="list-style-type: none"> <li>Reduce OOA adult placements to 18</li> <li>Community transition arrangements in place to avoid inappropriate admission to hospital and support timely discharge from hospital</li> </ul>
Intensive Intervention and Support (CCG Commissioners and Joint Operational Group)	<ul style="list-style-type: none"> <li>Monitor and manage transition arrangements in the community due to the consolidation of inpatient services at Campion Unit, Prospect Park from March 2017</li> <li>Decommissioning of beds at Little House as part of block contract</li> <li>Commissioning of new</li> <li>Phased recruitment of staff to the Intensive Support Team Service</li> <li>Phased roll out of Intensive support team by milestone date October 2017 (TCP Board ambition)</li> </ul>			
Employment & Occupation (Project Group)	<ul style="list-style-type: none"> <li>Project Group established with</li> <li>Undertake stock take to review employment and occupational opportunities Berkshire wide</li> <li>Identified barriers and solutions to remove those practical barriers that disabled people face in work, such as provision of specialist aids and equipment in the workplace, a communicator, support worker, travelling costs, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Work with service user advocacy groups and Partnership Boards to identify where there are gaps in service provision</li> <li>Create Berkshire wide on-line directory for work-based supported employment, work preparation training and work related job experience</li> </ul>	<ul style="list-style-type: none"> <li>Align local authority strategies to increase social inclusion and skills</li> <li>Hold an event for voluntary services to promote a directory of services</li> </ul>	<ul style="list-style-type: none"> <li>Build infrastructure in local authorities to support employers and disabled people accessing employment of &gt; 16 hours</li> <li>Build support to enable people to undertake work trails in actual job vacancies</li> </ul>
Communications & Engagement (TCP Board)	<ul style="list-style-type: none"> <li>Commission 'People's Voice Service' (Co-production)</li> <li>Commission Communications and Engagement resources to support programme</li> <li>Publish quarterly TCP briefing to partners</li> <li>Expert by Experience Steering Group established, chaired by Service User and LD and ASD Clinician(s)</li> </ul>	<ul style="list-style-type: none"> <li>Experts by Experience Steering Group review progress against the milestone plan and make recommendations to the TCP Board on behalf of service users of where improvements need to be made</li> <li>Steering Group uses to Benefit Realisation criteria to monitor health and quality outcomes of service users during the changes</li> </ul>		
Primary Care (Joint Operational Group)	<ul style="list-style-type: none"> <li>Workstream established with PHE and Carer Expert by Experience involvement</li> <li>Undertake stocktake to make sure all people with LD and ASD have annual physical health check; and quality of checks improved</li> <li>Align project group with CYP and SEND work streams Berkshire wide</li> </ul>	<ul style="list-style-type: none"> <li>Campaign to promote STOMPwLD best practice started</li> </ul>	<ul style="list-style-type: none"> <li>Campaign to reduce inequalities in access to oral care started</li> </ul>	<ul style="list-style-type: none"> <li>Campaign to reduce inequalities in access to diabetes services started</li> </ul>

# (1) 2018/19 TCP Programme Plan Overview

Work streams and group responsible for leading the work	2018/19 Q1	Q2	Q3	Q4
Finance & Activity	Identify opportunities for pooling commissioning resources across health and social care	Capacity and Demand Stock take		Capacity and Demand Stock take
Health & Social Workforce	Expand Shared Lives Scheme to local authorities Berkshire wide	Facilitate providers in developing an 24/7 occupational health model and peer support network for staff	Facilitate providers in developing a 'salary retention incentive' to reduce turnover/sickness absence rates	tbc
Housing & Accommodation	Shape private rented sector market place	Identifying sites for new purpose built units	Expand domiciliary care and short stay residential breaks provision	tbc
Autism	Introduce Autism Support Navigators in health and education	Establish social communication and friendship groups for all ages	Increased access to ADS services for youth offending providers	tbc
Market Shaping	Align milestones to activities in workforce, housing accommodation and employment and occupation work streams		tbc	tbc
Inpatients	Repatriation Programme continues	Reduce OOA placements to 16	Reduce OOA placements to 14	Reduce OOA placements to 12
Intensive Support Team	Intensive Support Team in place Monday to Friday 0900 – 1700hrs	Start to implement plans to increase services 24/7 in line with capacity and demand projections forecast by Finance and Activity Group	tbc	tbc
Employment & Occupation	Implement supported employment models in partner organisations with partners leading by example	tbc	tbc	tbc
Communications & Engagement	<ul style="list-style-type: none"> <li>Experts by Experience Steering Group review progress against the milestone plan and make recommendations to the TCP Board on behalf of service users of where improvements need to be made</li> <li>Steering Group uses to Benefit Realisation criteria to monitor health and quality outcomes of service users during the changes</li> </ul>			
Primary Care	Campaign to reduce inequalities in access to nutrition education and sport activities	Campaign to promote access to cancer services	tbc	tbc



# (1) TCP Programme Outcomes

(approved by TCP Board November 2016)

## Outcomes: Benefit realisation

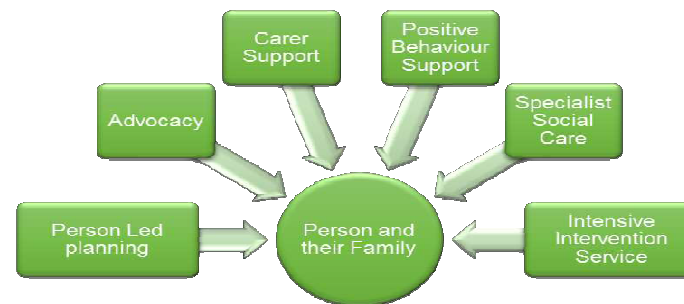
Activity	Financial and Operational Outcomes	Health and Quality Outcomes
Improve capacity and demand	<ul style="list-style-type: none"> <li>✓ Reduction in High Cost placements</li> <li>✓ Reduction in ATU beds purchased</li> <li>✓ Pooled resources</li> <li>✓ Increase in the number of people receiving direct payments or personal managed budget</li> <li>✓ Reduced waiting times for psychiatric referrals</li> </ul>	<ul style="list-style-type: none"> <li>✓ Placements near families and communities</li> <li>✓ Improved care planning for CYP in transition</li> <li>✓ Users and carers in control of their plans</li> </ul>
Prevent Hospital admissions	<ul style="list-style-type: none"> <li>✓ Reduction in High Cost placements</li> <li>✓ Reduction in ATU beds purchased</li> <li>✓ Pooled resources</li> </ul>	<ul style="list-style-type: none"> <li>✓ Reduced length of stay</li> <li>✓ Reduction in avoidable admissions</li> <li>✓ Reduced readmissions</li> </ul>
Shape the Housing Market	<ul style="list-style-type: none"> <li>✓ Increased competition, increased VFM</li> <li>✓ Repatriation of high cost OOA placements</li> <li>✓ Increased Shared Ownership models</li> <li>✓ Secured tenancy arrangements</li> <li>✓ Pooled budgets arrangements</li> <li>✓ Sustainability of providers</li> <li>✓ Pooled resources for market management activities</li> <li>✓ Sustainable workforce models</li> <li>✓ Increased pool of specialised skills</li> </ul>	<ul style="list-style-type: none"> <li>✓ Placements near families and communities</li> <li>✓ Engagement in community activities</li> <li>✓ Reduction in avoidable admissions</li> <li>✓ Improved access to crisis and respite care</li> <li>✓ Improved physical health and wellbeing</li> </ul>
Shape the Care Market		
Improve Care Standards	<ul style="list-style-type: none"> <li>✓ Reduction in OOA placements to specialist units</li> <li>✓ Reduced admission to ATU beds</li> </ul>	<ul style="list-style-type: none"> <li>✓ 100% of people have an up to date personalised care plan</li> <li>✓ Improvements in life skills</li> <li>✓ Engagement in community activities</li> <li>✓ Improved physical health and wellbeing</li> <li>✓ Reduction in placement breakdowns</li> </ul>
Increase and promote community based support	<ul style="list-style-type: none"> <li>✓ Reductions in ATU admissions</li> <li>✓ Practices, care and support pathways within mainstream primary and secondary NHS services are 'reasonably adjusted'</li> <li>✓ Reduction in healthcare costs</li> </ul>	<ul style="list-style-type: none"> <li>✓ Improved user and carer experience</li> <li>✓ Improvements in life skills</li> <li>✓ Interactions and improved friendships and networks</li> <li>✓ Improvements in physical and mental health and wellbeing</li> <li>✓ Reductions in anti-social or 'offending' behaviour</li> </ul>
Greater access to autism services	<ul style="list-style-type: none"> <li>✓ Reduction in High Cost placements</li> <li>✓ Reduction in ATU beds purchased</li> <li>✓ Pooled resources</li> </ul>	<ul style="list-style-type: none"> <li>✓ Improvements in physical and mental health and wellbeing</li> <li>✓ Improvements in access to specialist</li> </ul>
Strengthen the role of Primary Care	<ul style="list-style-type: none"> <li>✓ Increased number of people on GP LD and ASD registers</li> <li>✓ Improved education and training of staff</li> <li>✓ Reduction in long term health care costs</li> <li>✓ Increased capacity in Home from Hospital provision</li> </ul>	<ul style="list-style-type: none"> <li>✓ 100% of people with LD have annual health plan</li> <li>✓ Reduction in diabetes, heart condition, cancer services, etc.</li> <li>✓ Improved access to health services</li> </ul>

# Intensive Support Team

All TCPs nationally are looking to commission a new service model in the community called an Intensive Support Team (IST) or Intensive Intervention Service.

An Intensive Support Team will provide proactive community based support for people with a learning disability and/or autism who have associated mental health needs and/or present with behaviour that can challenge. Offering support to people in their own homes and preventing in-patient admissions where possible, the IST will provide access to specialist health and social care support.

The service will use intensive, safe, responsive and non-invasive strategies, including Positive Behaviour Support (PBS).



Focusing on improving a person's quality of life and reducing behaviours that pose a risk to self and others, the Team will provide intensive support that is person-centred on the needs of the individual and their families.

In conjunction with social care teams, the IST will minimise the risk of people with learning disabilities being taken into specialist inpatient health services for assessment and treatment (unless clinically warranted).

The TCP Board is currently in the process of drafting a service specification for the IST. The TCP Board will update partners on progress following the January Board meeting.