



Appendix 1

Haringey Council's Adult Social Care Response to the Winterbourne View Review Programme of Action and Work Planning

Introduction

In response to the recently published Winterbourne View Review (Concordat: Programme of Action, December 2012) and in line with the existing commissioning work streams and planned redesign of services' in Haringey, a single overarching work plan has been developed.

It is also intended that the attached work plan merges the Councils' existing work commitments and planned intentions regarding how and in what form services will be delivered to Adults with a Learning Disability and people who challenge services in the future.

Winterbourne View Review

The Winterbourne View Review has resulted in a Concordat between commissioners and providers of health care and Local Government agencies.

The Concordat is a commitment to change and improve services delivered to people with challenging behaviour. The document sets out its vision for a whole systems change by stating:

'All parts of the system – commissioner, providers, the workforce, regulators government, all agencies, councils and providers, the NHS and the police - have a role to play in driving up standards for this group of people. There should be zero tolerance of abuse or neglect.'

(DH Winterbourne View Review: Concordat: Programme of Action 2012)



The signatories of this Concordat have committed to a mandate that requires a complete commitment to joint working, which is drafted in the Concordat as:

'We commit to working together, with individuals and their families and with the groups that represent them, to deliver real change.'
(DH Winterbourne View Review: Concordat: Programme of Action 2012)

This vision and mandate for change is supported by a list of key actions and commitments that the signatory's will be monitored and measured against.

Work streams

Adult Social Care's commissioning, safeguarding and market development approach has for sometime recognised the need for change and has in recognition developed a number of work streams that will fit seamlessly with the approach, vision, mandate and commitments published in the Winterbourne View Review.

People who use services, family carers, service providers and a wide range of professionals' from multi disciplinary backgrounds have been and are invited to participate in Adult Social Care's service reviews and commissioning and procurement processes. Many of which are currently organised and used to promote the return of people placed in residential services outside the London Borough of Haringey.

It is an aim within Adult Social care that family carers participate in reviews, work with multi agency review teams in making recommendations and with people who use services to help commission and remodel service provision within Haringey.

The focus of much of this work has been organised into work streams that includes safeguarding, service redesign, transforming care, promoting independence, choice and the de-commissioning of poor performing services and re-commissioning of high-quality, well specified service provision .

Strategic Approach

To ensure the existing work commitments, strategy and commissioning plans seamlessly combine with and complement the vision and aims stated in the Concordat, a work plan has been drafted that accounts for all the existing work commitments and key actions identified in the Concordat.

Haringey Learning Disabilities Partnership- Response to Winterbourne View Review – Work Plan

Haringey's Joint Work Plan is in response to the Winterbourne View report and has a focus:

- to review all people placed in out of borough hospital/Assessment and Treatment Units (ATU's) by June 2013 ;
- to review all people in in-borough hospital/ATU's;
- to respond immediately to any safeguarding concerns;
- to plan for local high quality care including independent advocacy to support change for people who are able to move back to their local community;
- to put in place independent monitoring advocacy for people not yet ready to move to quality assure current provision.

Once all reviews are completed by June 2013, outcomes will be presented at a consultation event where multi-agency Safeguarding Adult Board Partnerships and partner agencies will come together and focus on strategic and front line response to the outcomes of the review. Each partner agency will be tasked to identify outcome measures, and performance improvements which will then be reported on at subsequent Safeguarding Adult Board meetings.

Winterbourne View Project Board Members



Haringey Clinical Commissioning Group

Whittington Health 

Beverley Tarka: Acting Deputy Director Adult and Community Services
Carol Gillen: Director ICAM, Whittington Health
Janet Alldred: Director Psychosis, BEHMHT
Claire Collins: Interim Deputy Service Manager, Head of Learning Disabilities Partnership
Peter White: Commissioning Manager
Catherine Poyner: Shared Service Manager, North London Strategic Alliance
Dr Ken Courtenay: Consultant Psychiatrist
Dr Sujeet Jaydeokar: Consultant Psychiatrist
Sue Southgate: Manager, Adult Safeguarding Team
Lorraine Stanforth: Safeguarding Manager, NCL Haringey
Tristan Brice: Learning Disabilities and Mental Health Commissioner, NCL Haringey
Georgia Preston: Safeguarding Monitoring Officer

Winterbourne View Clinical Project Manager:

Dr Ursula Mazur, Clinical Psychologist, HLDP

1. Commissioning Approach

	Activity	Key actions	Who	Time Scales	RAG Status	Progress/comments
1.1	Attain mandate from Deputy Director of Adult and Community Services and Chief Officer, Haringey Clinical Commissioning Group Social Care for an agreed joint action plan which responds to the Winterbourne View Report	Project planning documentation, including work plans with time scales Incorporate key aims, findings and recommendations from Winterborne View Hospital Concordat (programme of Action) in all commissioning, purchasing and procurement activities	BT/PW	December 2012	G	Key strategic aims and commissioning work plans have recognised and assimilated the aims and plan for action from the Concordat.
1.2	Form Project Board	Identify project sponsor and project board members	PW/ LRLBH /BT/ SP CCG	December 2012	G	Identified and complete.
1.3	Communication and consultation plan	Identify key stakeholders and method of communication	PW/BT	January 2012	A	In progress, but will be assimilated with existing work and communication plans. Existing commissioning projects and projects relevant to this project are progressing and are in existence, further work is planned around consultation.
1.4	Develop individual project and work plans for all commissioning areas identified as relevant to the Winterborne View Hospital Concordat	Draft individual work plans for each commissioning project identified. Link actions to time bound outcomes	PW	January 2013	A	Work plans relevant to the delivery of stages current within the projects that fall within this project have been completed. Further work plans will need to be developed as sub projects progress.
1.5	Agreed Register of people with learning disabilities in NHs funded care.	NHS CCG representatives	SD/LB/ DC	January 2013	G	In progress.
1.6	Respond to all safeguarding concerns with action plans and reference to the wider commissioning strategy	Curocare identified and prioritised. Other Hospital and assessment and	LR/SP	December 2012 - ongoing	G	Move on mandate agreed by senior officers.

		treatment services will be identified and included				In progress.
1.7	Safeguarding measures in place.	Regular "Establishment Concerns" meeting under Haringey Pan London Safeguarding Procedures involving CQC and placing authorities in place .	BT/SS	Nov 2012 - ongoing	G	In progress <ul style="list-style-type: none"> • Rota of unannounced visits by all placing authorities; • Service improvement Plan developed and ongoing monitoring; • Voluntary embargo on future placements; and • Move on plans for majority of residents from all placing authorities.
1.8	Communication with families and Carers re our response to Winterbourne View Review	Ongoing communication and engagement with families and carers	BT/PON	ongoing	G	Initiated. Face to face meeting. Telephone liaison.
1.9	Meet with families/advocates to discuss options for move on	Communication will be on-going as part of our communication plan	BT/PW	Ongoing	A	This has been undertaken and is complete in terms of those people who have been assessed as ready and suitable for move on. However, as the options continue to change and develop with the determination and agreement of families and available move on options this remains an on-going process that continuously needs to be reviewed.
1.10	Capacity assessment and best interest meetings	Involve residents, families, carers and professionals from multi disciplines	PON	January 2013	A	In progress.
1.11	Discussions with high performing providers not currently active in the Borough	Identify viable move on options for Curocare residents	PW	ongoing	A	Three providers have been short listed and are undertaking individual assessments prior to participating in a

						selection process that will involve the application of a quality and cost evaluation.
1.12	Involve families, advocates and carers in all commissioning activities	Selection of providers and development of new market in Haringey.	PW/BT	On-going approach	A	This process has been designed, but has yet to be implemented due to the number of assessments the providers short listed for this work need to undertake.
1.13	Alternative accommodation	Move on completed for Curocare Residents	Project Team	Feb/March 2013	A	Work is progressing.
1.14	Agree quality of life template for people placed OOB in hospital and Assessment and Treatment Units	Review Template Developed	Clinical staff of HLDP	December 2012	G	Completed.
1.15	Implement quality of life reviews for people placed Out of Borough in hospitals and Assessment and Treatment Units	Develop plan for individual review.	Clinical Staff	June 2013	A	Plan for reviews completed.
1.16	Identify people able to move on to supported accommodation from out or borough placements.	Out Of Borough (OOB) Placement group set up. Agreed terms of reference of the group mirrors the aims of the Winterbourne concordat	BT/PW	June 2013	A	Terms of Reference for OOB group developed and has been operational for over a year. From the 11 names required and short listed six have been or are being assessed as appropriate for move on to independent living four more names need to be assessed as suitable from a number people already identified.
1.17	Commission independent advocacy to monitor people unable to move on	Implement commissioning plan, complete PID and business case, develop personal budgets into RAS, co-ordinate approach with independent project board	PW	July 2013	A	Agreement between NHS Commissioning and Adult Social care Commissioning has been agreed. An opportunity to develop a framework agreement that facilitates and enables people to choose who their advocate

						is, is being developed.
1.18	Develop a move on plan for people able to move from long term residential services	Liaison with families people who use services and their advocates, include capacity assessments and best interest assessments and meetings	BT/PON	Up to June 2014	A	In progress.
1.19	Equalities Impact Assessment	Draft equalities impact assessment and attain sign off from LBH and CCG	PW	June 2013	A	Outcome of assessments to be advised.
1.20	Environment Impact Assessment	Draft environmental impact assessment and attain sign off from LBH and CCG	PW	June 2013	A	Outcome of assessments to be advised.
1.21	Communication	Include in all project planning including the PID and Business Case	PW	January 2013	A	In progress, ongoing.
1.22	Benefits Realisation plan	Draft plan to include non cashable benefits	PW	March 2013	A	Develop alongside PID and Business cases' this is part of the project planning process and its progression is subject to a number of extraneous project activities.
1.23	Highlight reports	To be generated prior to each project board meeting.	PW	Fortnightly	G	In progress.
1.24	Shared Drive	Set up shared drives for all commissioning projects and publishing of project documents	PW and IT	January 2013	A	In progress.
1.25	Develop Project Initiation Document and business case	Project planning and project products to be determined	PW	January 2013	A	Templates and plans completed and progress with populating and analysing data is ongoing.

2. Physical Resource and Capacity

	Activity	Key actions	Who	Time Scales	RAG Status	Progress/comments
2.1	DOH/GLA Care and Support Specialised Housing funding	Review existing sites and opportunities for funding bids	PW/MP	Jan 18 th 2013	G	Deadline date for submission of bid.
2.2	Agree a model of supported housing appropriate to people who are discharged from hospital /ATU's.	Will require local specialist developments to be set in motion.	PW/LD Team	March 2013	A	In progress.
2.3	Project the potential capital costs and available capital associated funding that might be required.	Identify the possible local impacts that might result from a change of use to the proposed sites for investment including consulting the local community and building regulation restrictions	PW/PDLBH	Feb/ March 2012	G	In progress.
2.4	Identify council owned stock that can be used for supported living developments.	Council's owned stock and what the re-development or capital costs might be to the Council	PW/BT/H fh	January 2013	G	Progressing.
2.5	Agree timescales for the readiness of use of Council housing stock	Continue to meet and work with Homes for Haringey to identify available stock and housing for use as residence for people currently placed out of Borough	PW/BT/H fh	January 2013	G	Progressing.
2.6	Agree specifications for the properties with Homes for Haringey	These will be undertaken with Homes for Haringey	PW/BT/H fh	April 2013	G	Completed.
2.7	Submit Capital bids for works to be carried out	Joint approach to be undertaken	PW/HfH	April 2013	G	Completed.
2.8	Works completed		HfH	August 2013	A	On Target.

3. Workforce						
	Activity	Key actions	Who	Time Scales	RAG Status	Progress/comments
3.1	Commissioning Activity	Personnel identified Business case to be completed	PW	January 2013	A	In progress.
3.2	Review Team	Clinical staff identified	PON	January 2013	G	Completed.
3.3	To be approved by Health and Wellbeing Board	Joint plan for high quality local care and support services for people based on revised local JSNA and joint health and wellbeing strategy.	BT	July 2013	A	In progress.
3.4	Workforce Strategy	Ensure staff development and future recruitment meets the needs of people coming back into borough	PON	June 2014	A	Under review.

4. Review Joint Commissioning Opportunities						
	Activity	Key actions	Who	Time Scales	RAG Status	Progress/comments
4.1	Integrated commissioning approach with NHS CCG	Map the commissioning priorities NHS CCG has with those of LBH concerning the development of supported living alternatives for people.	BT/PW	March 2013	A	Ongoing.
4.2	Contact commissioners from London Boroughs' of Islington, Camden, Enfield and Barnet. Purpose to identify joint commissioning opportunities	Opportunity to identify and share physical resources available for specific needs	PW	March 2013	A	This is progressing through a number of cross borough commissioning groups organised for the purpose of identifying joint commissioning opportunities.
4.3	Scope treatment and care pathways with NHS commissioners and NHS care providers	Map health care pathways with social care pathways to include the delivery of day opportunities as well as supported accommodation	PW/BT CCG rep	March 2013	A	Health pathway has been mapped out with a clear focus on recovery.
4.4	Long Term Management complex needs	Commission for quality local care	BT/PW	July 2013 – ongoing	A	As above.

5. Review good practice and LD supported accommodation market						
	Activity	Key actions	Who	Time Scales	RAG Status	Progress/comments
5.1	Review existing models of supported living within other London boroughs	Contact commissioners from neighbouring London Boroughs to scope out good practice, CQC requirements for the purpose of comparison, staffing structures, and skill based deployed.	PW	March 2013	A	Existing structures and links have already been developed and are being used as opportunities to compare, contrast and benchmark.
5.2	Identify current third sector provider market currently delivering LD supported living (medium to high support needs) to determine capacity and ability of market to tender for supported living accommodation.	Map current 'London' market and its ability to tender for supported living for people.	PW	April 2013	A	This is being progressed through a market develop approach to commissioning.

6. Finance						
	Activity	Key actions	Who	Time Scales	RAG Status	Progress/comments
6.1	Contact finance LBH management and CCG and request nominated individuals from the finance team to participate as active members on a project board.	Outline the role of finance in terms of the time required to participate as a project board member	PW/FLBH /FCCG	January 2013	A	Discussions commenced.
6.2	Financial modelling of existing spend on supported living accommodation.	Agree with finance the range of cost of current supported living provision and compare spend with neighbouring boroughs Get some limited time commitments from finance	PW/FLBH /FCCG	Feb 2013	A	Discussions commenced.
6.3	Financial modelling of supported living accommodation against current hospital/ATU's	Review physical re-modelling of supported living accommodation, project future savings against current capital and revenue spend Future commissioning and financial remodelling must include provision for people who need secure accommodation. Cost comparisons must also include capital and revenue over the life of new developments against the current set of arrangements	PW/FLBH /FCCG	July 2013	A	Discussions commenced.
6.4	Business case and reporting to Health	Support from finance with presenting	PW/FLBH	open	A	Discussions commenced.



	and Wellbeing boards and Learning Disabilities Partnership Board , LD Executive, Cabinet and Elected Members	financial data	/FCCG			
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7. Governance						
	Activity	Key actions	Who	Time Scales	RAG Status	Progress/comments
7.1	Monitoring , evidence based reviews and outcome measurements	Develop outcome measures. Project Board to ensure governance	BT	March 2013	A	<p>Project board established and will meet monthly.</p> <p>HEF outcomes measurement framework currently in advanced stage of development.</p> <p>A clinical contract will be agreed for each ATU placement to ensure that the CCG is assured in terms of the quality of care received.</p>

8. Reflective Practice


	Activity	Key actions	Who	Time Scales	RAG Status	Progress/comments
8.1	<p>To integrate learning through the process in order to support improved outcomes as identified in Transforming Social Care Report</p> <p>¹ Transforming care: A national response to Winterbourne View Hospital December 2012 Department of Health: https://www.wp.dh.gov.uk/publications/files/2012/12/final-report.pdf</p>	<ul style="list-style-type: none"> improve commissioning across health and care services for people with behaviour which challenges with the aim of reducing the number of people using inpatient assessment and treatment services; clarify roles and responsibilities across the system and support better integration between health and care; improve the quality of services to give people with learning disabilities and their families choice and control; promote innovation and positive behavioural support and reduce the use of restraint; and establish the right information to enable local commissioners to benchmark progress in commissioning services which meet individuals' needs, improve the quality of care, and reduce the numbers of people in in-patient services for assessment and treatment. 	WVPG	ongoing	A	<p>This is a standing agenda item at the weekly WVPG meetings.</p> <p>Reflective and learning log forms part of the Highlight report to WVPG.</p> <p>Reflective practice/learning will be focussed on four areas:</p> <ol style="list-style-type: none"> Family engagement/ Learning from the experiences of families - through family focus group/ workshop (planned to take place in the summer); Safeguarding- through discussions at the Safeguarding Adults Board; and Commissioning appropriate services. <p>Working processes- by looking at ongoing clinical practice and ensuring that the learning from the Winterbourne project can be embedded in everyday best practice.</p>

9. Project Tools

	Activity	Key actions	Who	Time Scales	RAG Status	Progress/comments
9.1	Project Initiation Document	<ul style="list-style-type: none"> • Project approach • Project scope • Research • Project method • Project planning • Project dependencies • Interfaces • Evaluation plan • Communication plan • Risk assessment/log • Contingency plan • Milestone plan 	PW/All	Open	A	This project approach will be applied to all commissioning projects undertaken. Purchasing and procurement activity incorporated into the PID.
9.2	Business case	<ul style="list-style-type: none"> • Current situation • Workforce analysis • Need and demand • Utilisation • Consultation • Opportunities • Project categorisation • Scope • Strategic fit • Proposal and alternative • Resources • Communication • Value analysis • Cashable benefits • Non cashable benefits • Conclusions & Recommendations 	PW/All	Open	A	<p>A business case approach will be taken and used to evidence, analyse and recommend the best commissioning and purchasing approach to each and all individual commissioning projects.</p> <p>The Market Position Statement will be used as a means of developing the market.</p>



Haringey Clinical Commissioning Group

Barnet, Enfield and Haringey 
Mental Health NHS Trust

Whittington Health 



Haringey Council