



Integration Joint Board

6<sup>th</sup> December 2019

This Report relates to  
Item 8 on the Agenda

# Independent Review of Short Breaks for Children – Timeline for Option Appraisal

*(Paper presented by Julie White)*

*For Approval*

<b>Approved for Submission by</b>	Julie White, Chief Officer
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<b>List of Background Papers</b>	Not Required
<b>Appendices</b>	<b>Appendix 1</b> - Briefing Paper

<b>Direction Required to Council, Health Board or Both</b>	<b>Direction to:</b>	
	1. No Direction Required	X
	2. Dumfries and Galloway Council	
	3. NHS Dumfries and Galloway	
	4. Dumfries and Galloway Council and NHS Dumfries and Galloway	

## SECTION 1: REPORT CONTENT

<b>Title/Subject:</b>	Independent Review of Short Breaks for Children – Timeline for Option Appraisal
<b>Meeting:</b>	Integration Joint Board
<b>Date:</b>	6 <sup>th</sup> December 2019
<b>Submitted By:</b>	Julie White, Chief Officer
<b>Action:</b>	For Approval

### 1. Introduction

- 1.1 The purpose of this paper is to outline the process for the development of a Short Breaks Service Options Appraisal.
- A report outlining the findings of an Independent Review of Short Break Services was presented to the Integration Joint Board [IJB] on 25th September 2019 by Action for Children.
  - On the 25th September the IJB approved the recommendations outlined in the above report and that work should commence to develop an Options Appraisal based on these recommendations to ensure the needs of Children and Young People with complex disabilities are met.
- 1.2 The briefing paper attached [**Appendix 1**] demonstrates the case for change from current short break arrangements and identifies a way forward through a robust options appraisal process.

### 2. Recommendation

- 2.1 **The Integration Joint Board is asked to:**
- **Delegate authority to Mrs Julie White to commission Action for Children [AFC] to carry out an Independent Options Appraisal Process as outlined in the main body of this paper and to report back to the IJB on the completed Options Appraisal, with preferred option in June 2020.**

### 3. Background

- 3.1 The Case for the Options Appraisal is based on the following Key points recommended in the Independent Review:

- **Social care led model**, offering a more beneficial service to a broader number of young people with complex disabilities. Continuing a Health and Social Care Partnership, to support staff awareness/training and meet young people's needs while attending a clearly resourced service with timetabled activities/experiences. A Service Level Agreement [SLA] should be in place specifying resource, staffing required and stretch and flex to meet demand.
- **An outcome focused service** placing young people at the centre. Instilling Getting it Right for Every Child [GIRFEC] principles and SHANARRI wellbeing indicators [Safe, Healthy, Achieving, Nurtured, Active, Responsible, Respected and Included] to fulfil all young people's individual needs, enabling them to achieve individual outcomes.
- **Flexibility** offered through a 'menu of provision' creating choice for young people and families to access a service which best meets their needs eg. offering short breaks, residential and community outreach provision. Enabling families more flexibility on timings and location e.g. weekend activity group in local communities, holiday club at Acorn House.
- Creating a more **nurturing space**, reflective of a 'home from home'. Through use of the kitchen areas, adding personalised touches for each young person's stay, providing areas for young people to have quiet time and to be socially active, including greater use of the garden.
- Strong **multiagency** input, with periodical reviews, to provide a more consistent needs/outcomes led service. Clearer multiagency working to achieve positive outcomes, with consideration of social, educational and health needs.
- Implementing an adequate **staffing structure** with skills, qualifications and experience to achieve better value and meet the needs of the young people. Ensuring staff undergo core and additional training to meet the needs of young people e.g. clinical procedures, behavioural management, autism awareness.
- Clear **eligibility criteria** should be effectively communicated (along with any alterations) to all staff, relevant professionals and parents. This should coincide with a clear referral and admissions process.
- To ensure a high-quality service through standards and requirements of registration with an external **regulatory body** e.g. Care Inspectorate, Scottish Social Services Council (SSSC). With regular inspections driving and maintaining service performance.

#### 4. Main Body of the Report

- 4.1 Acorn House provides residential short breaks and support to children, young people [up to 18yrs] with complex disabilities and / or profound health care needs and challenging behaviour, also support to families / carers. Acorn House is

managed by NHS Dumfries and Galloway in partnership with Dumfries and Galloway Council. Care is delivered through a nurse led model. The house is currently assessed by 26 children and accommodation consists of 10 single occupancy bedrooms, sitting room, interactive sensory room and a large secure garden with play area.

4.2 The key points recommended in the independent review to appropriately meet the needs of the wider population of young people with complex disabilities through a Social Care Led Model are outlined below:

- Offer a more beneficial service to a broader number of young people with complex disabilities.
- The continuation of a health and social care partnership, with health working closely with the social care team to support staff awareness/training and meet young peoples' needs while attending a clearly resourced service with timetabled activities and experiences.
- A Service Level Agreement should be in place specifying resource, provision and staffing required with potential stretch and flexibility to meet demand.
- Have an outcomes focused service which places the young people at the centre.
- Offer Flexibility through a "menu of provision" creating choice for young people and families to access a service which meets their needs.
- Creation of a more nurturing space, reflective of a "home from home".
- Have strong multi-agency input, with periodical reviews to provide a more consistent needs/outcomes led service.
- Implement an adequate staffing structure with shifts, qualifications & experience which will achieve better value and meet the needs of the young people attending.
- Have clear eligibility criteria, referral and admission processes.
- Ensure a high quality service through standards and requirements of registration with an external regulatory body e.g. Care Inspectorate, Scottish Social Services Council (SSSC).

4.3 The scope of the Options Appraisal will include public and professional involvement ensuring the decision will be based on the best evidence available and will include the setting of objectives, creation of options and analysis of relative costs and benefits.

4.4 The Options Appraisal must also take into consideration the environment, flexible provision, multi-agency working, staffing resource, skills / qualifications and care inspectorate registration.

4.5 The appraisal will help to develop a value for money solution that meets the stated objectives:

- To deliver Social Care led model of Short Breaks.
- To progress recommendation presented in the Independent Review Report completed by AFC.
- To assess what particular models of Social care and short break provision would meet the needs of children and Young People in Dumfries and Galloway.

- To assess what models of social care short break provision would provide best value for money to NHS Dumfries and Galloway & Dumfries and Galloway Council.
- To identify service delivery options and score each.
- To provide a list of options to IJB, outlining preferred options ensuring the options meet the following organisational values:
  1. Person Centeredness
  2. Accessibility
  3. Equality
  4. Sustainability
  5. Best Value
- To discuss the shortlisted options during the consultation with service users, families, carers and staff
- To outline the preferred option
- To plan delivery of responsive service.
- To more effectively meet the needs of children and young people aged 4-18 years with complex disabilities and/or complex profound health needs and challenging behaviour.
- Provision of high quality care to ensure positive outcomes, increased independence and improved quality of life.
- Positive behaviour management strategy that ensures a proactive, individualised approach.
- Provision of high quality care by a comprehensive staff group with the requisite skills to ensure self care and continuity/sufficiency of service at all times.
- Outcome focused approach working within GIRFEC principles and develops individual needs led packages for each young person, reflecting SHANNARI indicators.

## **5. Conclusions**

- 5.1 The Independent Options Appraisal process will give service users, families, carers, service providers and any other relevant stakeholders the opportunity to actively engage in the Options Appraisal process.
- 5.2 The Options Appraisal will enable the IJB to consider a number of options, including the preferred option highlighted when determining the future model of care for the delivery of short breaks.

## **SECTION 2: COMPLIANCE WITH GOVERNANCE STANDARDS**

### **6. Resource Implications**

6.1 This will be managed within current resources.

### **7. Impact on Integration Joint Board Outcomes, Priorities and Policy**

7.1 This supports the delivery of the 9 national health and wellbeing outcomes.

### **8. Legal & Risk Implications**

8.1 Risk of not doing: Status quo is not an option as the Service is not fit for purpose.

8.2 At this point there are no legal or risk implications.

### **9. Consultation**

9.1 This will be detailed by Action for Children as part of the Options Appraisal process.

9.2 This will be checked against national standards for engagement and consultation.

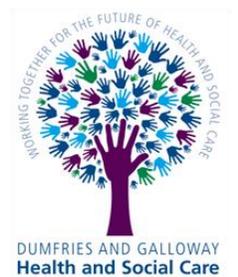
### **10. Equality and Human Rights Impact Assessment**

10.1 Not applicable at this time.

### **11. Glossary**

AFC	Action for Children
GIRFEC	Getting it Right for Every Child
IJB	Integrated Joint Board
SHANARRI	Safe, Healthy, Achieving, Nurtured, Active, Responsible Respected, Included.
SSSC	Scottish Social Services Council
SLA	Service level Agreement

## Dumfries and Galloway Integration Joint Board



### DIRECTION

**(ISSUED UNDER SECTIONS 26-28 OF THE PUBLIC BODIES (JOINT WORKING) (SCOTLAND) ACT 2014)**

1.	Title of Direction and Reference Number	
2.	Date Direction Issued by Integration Joint Board	
3.	Date from which Direction takes effect	
4.	Direction to	
5.	Does this direction supersede, amend or cancel a previous Direction? If yes, include the reference number(s)	
6.	Functions covered by Direction	
7.	Full text of Direction	
8.	Budget allocated by Integration Joint Board to carry out Direction	
9.	Desired Outcomes	
10.	Performance Monitoring Arrangements	
11.	Date Direction will be Reviewed	

## **Appendix 1**

### **Briefing Paper**

#### **Short Break Services Options Appraisal**

##### **Introduction**

The attached briefing paper demonstrates the case for change to existing short break arrangements following an Independent Review carried out by Action For Children.

##### **The Case for Change**

The Independent Review Report demonstrates that there is a strong case for investment in a Social Care Led Model of Short Break Provision.

The Options Appraisal Process will identify a preferred way forward.

The preferred way forward will be identified through public involvement, as well as staff and patient involvement and will be based on a robust Options Appraisal process using SMART criteria.

The Independent Team carrying out the Options Appraisal will be asked to produce a number of outputs from this work:

- Identification of Options
- Appraisal of identified options
- Identification of preferred option
- Production of agreement moving forward.
- To deliver the most robust service model achievable.
- Development of Business Case

##### **Scope and Service Requirements**

- Development of a Social Care Led Model
- Robust processes for Service User, Professional and Public Involvement – meetings, questionnaires, one to one's etc.
- Trained / Skilled Workforce to meet service needs
- Provision of safe, effective and person centred services, whilst enabling flexible use of resources across systems.
- Potential options available in terms of what services are provided to whom and where
- Potential options available in terms of how services can be provided.
- Potential options available in terms of who could deliver services
- Potential options in terms of how / when changes could be implemented.
- Potential options in terms of funding arrangements.
- Outline of accommodation needs.

## **Options Appraisal**

- Summary of Options
- Benefits workshop
- Detailed assessment of the advantages and disadvantages of each option [Strengths, Weaknesses, Opportunities and Threats.
- Summary of assessment
- Development of Scoring Matrix
- Scoring workshop
- Preferred, possible, rejected options.
- Analysis of preferred option
- Affordability analysis of preferred option.
- Identification of risks associated with options.
- Conclusion

## **Objectives**

- To continue to support and develop partnership working to improve outcomes for children, young people and their families.
- To reduce health inequalities across the region.
- To review models of service delivery across the region ensuring delivery of person centred services as close to home as clinically appropriate.
- To ensure engaged and motivated workforce that is supported and valued in order to deliver high quality services and achieve excellence for children, young people and their families.
- To maximise the benefit of financial allocation by delivering clinically and cost effective services efficiently.

## **Critical success factors**

- Delivery of a more responsive service.
- To more effectively meet the needs of children and young people aged 4-18 years with complex disabilities and/or complex profound health needs and challenging behaviour.
- Provision of high quality care to ensuring positive outcomes, increased independence and improved quality of life.
- Development of a positive behaviour management strategy that ensures a proactive, individualised approach.
- Provision of high quality care by a comprehensive staff group with the requisite skills to ensure self care and continuity/sufficiency of service at all times.
- Outcome focused approach working within GIRFEC principles and develops individual needs led packages for each young person, reflecting SHANNARI indicators.
- Improved outcomes for Children, Young People and their families / Carers
- Service User, Professional and Public Involvement throughout process.
- Proposed solution is commercially attractive for potential providers to deliver if relevant.
- Stakeholder group participation in benefits appraisal and scoring process.