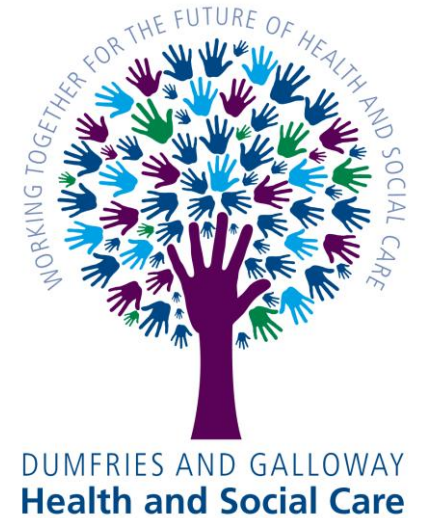


# Dumfries and Galloway Integration Joint Board

## Health and Social Care Complex Needs Plan - Final Draft



2023 - 2026



## Foreword



Welcome to Dumfries and Galloway Complex Needs Plan (CNP) for the 3 year period from 2023 to 2026. This plan applies to all adults with complex needs, including those aged from 16 years onwards who are in transition into adult services.

Policy at both a national and local level aims to ensure that people with complex needs have their rights respected, are treated equally and fairly, and are supported to make their own decision and to live as independently as they choose. Dumfries and Galloway Health and Social Care Partnership (HSCP) is committed to ensuring people with complex needs are active citizens in our community. People, their families and Carers have the right to be valued as individuals and lead fulfilling and healthy lives by supporting communities to be the best place to live active, safe and healthy lives by promoting independence, choice and control.

Dumfries and Galloway Health and Social Care Partnership (HSCP) is committed to ensuring people with complex needs are active citizens in our community and they, their families and carers have the right to be valued as individuals and lead fulfilling and healthy

lives by supporting communities to be the best place to live, active, safe and health lives by promoting independence, choice and control.

The development of this CNP has involved working with people who use service, families, carers & service providers to analyse and look to transform existing services and actively seek opportunities to co-produce future services available across Dumfries and Galloway.

We recognise that integrated approaches and excellent working relationships with stakeholders are vital to the success of delivering what we are trying to achieve and change. This CNP will also contribute to the delivery of the Health and Social Care Strategic Plan.

I am delighted to be able to present this CNP for Dumfries and Galloway. As Chair of the Integration Joint Board, I am committed to taking this work forward into the future.

**Andy McFarlane – Chair of the Dumfries and Galloway Integration Joint Board**

## **What is the CNP and why do we need one for Dumfries and Galloway?**

People with complex needs are citizens who have the right to play a full part in their communities across Scotland.

At the heart of this plan is a commitment that recognises that people with complex needs have the same aspirations and expectations as everyone else. We cannot focus only on health and social care needs or believe that if we get that right, we are doing all we can.

The CNP is linked to the Scottish Government's Learning Disability Strategy "The Keys to Life" (appendix1) which aims to address the health and citizenship inequalities facing people with a Learning Disability and in improving outcomes for people including access to services, choice and control. It also takes in to account the national Learning/Intellectual disability and Autism: Transformation Plan (2021) (appendix 1) which considers the impact of the Keys to Life 2013 – 2023 and the Strategy for Autism 2011 – 2022 , considers what comes next and highlights the impact of Covid-19 on both groups.

The following policy documents have also informed and shaped the development of the draft plan and should support the ongoing implementation.

- Feeley Report (appendix 1)
- Coming Home Report (appendix 1)
- Coming Home Implementation Report (appendix 1)
- Fair Work Action Plan: Becoming a Fair work Nation by 2025 (appendix 1)
- The Young Person's Guarantee 2020, "No one Left Behind" (appendix 1)
- Out of NHS area placements 2023 (appendix 1)

This plan will also contribute to the delivery of the Health and Social Care Strategic Commissioning Plan.

We recognise that integrated approaches and excellent working relationships with stakeholders are vital to the success of delivering what we are trying to achieve and change. This draft plan is developed from a broad range of engagement activities that were previously undertaken across the region linked to the development of a local strategy in response to national policy.

The development of this plan has to date involved working with people who use services, families, Carers and service providers to learn from their experience of what has, worked well and where change is required, to co-produce ambitious future services available equitably across Dumfries and Galloway. People have told us they want to be as independent as possible within their communities, have more choice and control and have support which enables them to live their best life. There are people who have complex needs but are not in receipt of health and social care services because their ambitions are not met through other services, freeing up day/building based services for those with greatest support needs.

This feedback has shaped this plan and helped identify our ambitions and what it is we are trying to achieve and change. This includes many of the areas of work identified within the Implementation Plan such as the development of new support services and supported accommodation and the identification of the need for further work to develop wider opportunities for those with complex needs. There is therefore a focus on moving away from fitting people into what is available, to offering opportunities and tailored

support focusing on personalised outcomes. A communication and engagement plan has also been developed to ensure there is ongoing engagement throughout the life of the plan with people who use services, their families and Carers. This will include continued engagement with people who use services, their families and Carers through groups such as the Powerful Voices Group, Carers Centre and Complex Care Programme Board Reference Group during the life of the plan.

## Who is this plan for

The Scottish Government defines people with complex needs as having a significant, lifelong condition that started before adulthood, which affected their development and which means they need help to understand information; learn skills and cope independently.

This plan supports all adults with learning disabilities and complex needs (including those aged from 16 years onwards who are in transition into adult services). This may include those who in addition to having a learning disability:

- Are also autistic
- Have a mental health diagnosis
- Have a forensic need, and/or who are described as demonstrating challenging behaviour have
- Have had difficulty accessing mainstream services, or need a more specialist intervention

In Dumfries and Galloway there is a separate plan for children (see appendix 1).

## Strategic Commissioning Plan

As noted this CNP will support the vision and objectives of the Dumfries and Galloway Strategic Commissioning Plan (SCP) (appendix 1). The Public Bodies (Joint Working) (Scotland) Act 2014 (the Act) was implemented in 2016. This Act requires health boards and councils to delegate (transfer) some of their functions to integration authorities, creating a single system for planning and delivering health and social care locally. In Dumfries and Galloway, this means that all adult social care, adult primary care, community and acute health care and some elements of housing support, are delegated to an Integration Joint Board (IJB). The Act also requires IJBs to have Strategic Commissioning Plans (SCPs) in place.

The SCP for Dumfries and Galloway sets out the

- Vision and strategic direction
- Model of Health and Social Care and Support (Model of Care)
- Strategic Commissioning Intentions (SCIs)
- Tactical Priorities (TPs)
- Legislative tools available to the IJB for delivery of the SCP
- Partnership's approach to move from strategy to delivery
- Risks and challenges to delivery

### The vision of Dumfries and Galloway IJB

***“People living happier, healthier lives in  
Dumfries and Galloway”***



## Model of health and social care and support

The Dumfries and Galloway model of health and social care and support is based on the World Health Organisation's Conceptual Framework for Person Centred and Integrated Health Services 2015.

The model promotes

- human rights, based on the PANEL principles (Participation, Accountability, Non Discrimination, Empowerment and Legality). This approach has the person at the centre of their own health and social care and support, empowered and encouraged to have control over all aspects of their own lives, making informed choices and decisions
- a holistic approach that considers all 5 dimensions of wellbeing (Social, Spiritual, Physical, Emotional and Mental)
- a greater focus of resources on prevention and early/low level intervention
- flexible health and social care and support that is responsive to people's changing needs
- inclusion of families, Carers and friends where appropriate in every layer of health and social care and support
- a 'home first' approach - providing care and support in people's homes wherever possible
- identifying and using all available assets including people's own personal resources (self management)
- more equitable and easier access to health and social care and support across the whole system
- working with partners to address other key determinants of health and wellbeing (education, employment, housing and environment)



## Strategic Commissioning Intentions (SCIs)

The Complex Needs Plan will support the delivery of objectives within the Strategic Commissioning Plan and in terms of complex needs achieve the following

### The IJB SCI's & Tactical Priorities

	SCI	Tactical Priority
SCI1	People are supported to live independently at home and avoid crisis	<ul style="list-style-type: none"><li>1.1 Delivery of the Model of Care</li><li>1.2 Organisational culture supports delivery of the Model of Care</li><li>1.3 Shifting the balance of care</li><li>1.4 Sustainability of community based care and support</li><li>1.5 Carers are supported to continue in their caring role where they wish to do so</li></ul>



SCI2	Fewer people experience health and social care inequalities	<p>2.1 Delivery of the Public Health Priorities for Scotland</p> <p>2.2 Planning and delivery of health and social care and support recognises and addresses health and social care inequalities</p> <p>2.3 Working with community planning partners to address the social factors that influence health and wellbeing</p>
SCI3	People and communities are enabled to self manage and supported to be more resilient	<p>3.1 Human rights based practice is fundamental to the delivery of health and social care</p> <p>3.2 Health and social care and support is designed, planned and delivered collaboratively</p>
SCIO4	People have access to the care and support they need	<p>4.1 Delivery of national, regional and local priorities</p> <p>4.2 Management of ongoing risks and challenges</p>

SO5	People's care and support is safe, effective and sustainable	<p>5.1 People experience care and support that meets the National Health and Social Care Standards</p> <p>5.2 People accessing health and social care and support, particularly those who are vulnerable, are safe from harm</p> <p>5.3 Learning from experience supports continuous improvement</p> <p>5.4 The strategic commissioning cycle supports the sustainability of the Model of Care</p>
SO6	People who deliver care and support, including Carers and volunteers, feel valued, are supported to maintain their wellbeing and enabled to achieve their potential	<p>6.1 People who deliver care and support are supported and enabled to be happier and healthier</p> <p>6.2 Delivery of the Model of Care creates career and volunteering opportunities</p>
SO7	People's chosen outcomes are improved through available financial resources being allocated in line with the Model of Care and delivering best value	<p>7.1 Deliver the Model of Care within the available financial budget</p> <p>7.2 Test change through innovation and creativity to support delivery of the Model of Care</p>

## Who will deliver this plan

This Plan will be delivered by our newly formed, aligned Complex Needs Team (see appendix 2)

Building on engagement and feedback from people with complex needs, their families and Carers and to improve the experience of those accessing services a fully integrated Complex Needs Service is being created. Families felt that there was not a clear structure or understanding who to go to in respect of those with complex needs. This new structure will bring together professionals from both Health and Social Care into one cohesive team. By structuring teams in this way this will improve collaboration and communication between professionals. For those accessing services this should mean that there is clearer and simpler route to access the support they need.

As part of the work to integrate Health and Social Complex Care Services it is acknowledged that in the design of any new structure consideration must be given to how statutory services work with 3<sup>rd</sup> and Independent Services. Improving and establishing good working relationships between services is key to supporting people who use services to live as independently as possible. The Complex Needs Service will provide a range of specialist health and social care services for adults with learning disabilities and complex needs.

The service will look to provide:

- Assessment
- Care management
- Health Facilitation
- Treatment
- Care & Support
- Access to supported housing
- Commissioning and monitoring of support services for adults with learning disabilities from other organisations
- Positive Behaviour Support (PBS) advice, training and consultation

- Access to Community Enhanced Support Service
- Access to a shared lives service
- Access to respite and short break services
- Access to day opportunities
- Access panel for supported housing
- Access to activity resource centres

The service will be staffed by a group of professionals and includes:

- Social Work
- Learning Disability Nursing
- Health Facilitators
- Community care & Support
- Residential care & support
- Access to Occupational Therapy
- Access to Physiotherapy
- Access to Speech and Language Therapy
- Access to Psychology
- Access to Psychiatry

## Governance Structure

The Complex Needs Service governance structure includes the following groups:

- Integration Joint Board
- Health and Social Care Leadership Group
- Complex Needs Programme Board
- Complex Needs Programme Board Reference Group
- Complex Needs Service Management Team
- Independent Providers Group - representatives from organisations in the independent sector
- Working with partners to address other key determinants of health and wellbeing (education, employment, housing and environment)

## Making it happen

The implementation plan attached at (appendix 3) lists the key areas of work currently identified for the CNP plan and links them to SCIs of the Strategic Commissioning Plan. This implementation plan will be a working document during the lifetime of the plan in response to local and national policy, strategy and the needs of those with complex needs.

## Work already underway

### Care and Support for Complex Needs

Dumfries and Galloway Health and Social Care Partnership has a long-standing commitment to working collaboratively with local people in supporting them to live healthy, active, independent lives at home safely and for as long as possible. It is vitally important that care and support is sustainable, dependable, responsive, proactive, consistent and tailored to the needs of those who use it.

Care and support at home can be defined as any personal care and support provided to people by paid carers in their own home. This may include assistance with a wide range of personal tasks such as getting in and out of bed, dressing and undressing, washing and bathing, shaving, toileting, personal hygiene and feeding, support with their wider health requirements such as engagement in activities within their communities.

Organisations delivering this sort of care are required to be registered with the Care Inspectorate and their workforce registered with Scottish Social Services Council (SSSC).

A Care and Support at Home Working Group has been established to support the development and delivery of a refined care and support at home model. This aims to manage the increasing pressures across the Partnership and to test more collaborative approaches to the delivery of care and support. This will include care and support for those with complex needs. The Complex Needs Service will have representation on this group and the CNP will include actions linked to those with complex needs. In addition work is also under way to explore alternative approaches to care and support delivery such as

- Shared Lives Service (Adult Placement Service) – Where self employed paid carer's provide a supported environment and homely setting for those with complex needs within the community

- Loch Arthur Camphill Community – Eleven shared houses where 75 people live including twenty eight people with complex needs in supported tenancies. There is a farm, large garden, a creamery, bakery, craft workshops and a farm shop and cafe where residents can volunteer and seek employment opportunities

People can also choose to manage their own personal care and support through Self Directed Support (SDS) options or fund their own care through private arrangements. This plan only relates to services funded by HSCP for adults with complex needs. It is important to recognise that many people are cared for and supported at home by their unpaid Carers, families, friends and neighbours. In addition, health professionals also provide care and support to people in their own home.

## **Coming Home Implementation**

The Scottish Government (SG) and COSLA's Keys to Life (2013) referenced the long standing issue of delayed discharge and out-of-area placements as a result of wider system failure. Dr Anne MacDonald's Coming Home report (2018), commissioned by the Scottish Government, also highlighted the significant number of people with learning disabilities who are delayed in hospitals in Scotland, sometimes for many years, despite being clinically assessed as ready for discharge into community settings. This led to the Coming Home Implementation report being published by the SG in February 2022.

Within Dumfries and Galloway in response to the initial Coming Home (2018) Report, recently released Coming Home Implementation (2022) we need to ensure that where appropriate we are able to provide the right level of care, support and housing that will enable those with complex needs to return or remain in region in the first place.

This work will form part of the Complex Needs Plan as it develops and we move to an integrated structure and service for complex needs in Dumfries and Galloway. Some of the main areas of work currently underway are highlighted below.

## **Positive Behaviour Support (PBS)**

PBS is an ethical, evidence-based and proactive approach to supporting people with learning disabilities and/or autism.

To take forward the PBS work locally a Positive Behaviour Development Officer has been appointed. The PBS Development Officer will, where applicable, look to provide intense specialist PBS with individuals and support teams to help them to return from/avoid out of region placements. This support will involve:

- conducting functional assessments with individuals
- developing PBS plans
- Training, coaching and mentoring staff teams and services in PBS plan
- Trouble-shooting and problem solving with services and teams
- Working with unpaid Carers and families

The other focus of the PBS post is to build this specialist capacity within Dumfries and Galloway Health and Social Care Partnership. This will be achieved by developing and implementing a train the trainers programme, this will include the ongoing monitoring of the accredited trainers. The delivery of a suite of training will also be monitored by the PBS Officer. During early engagement families felt that there was a lack of specialist support provision locally for those with complex needs and this service was put in place to support and develop this local provision.

### **Community Enhanced Support Service**

This project looks to form a Community Enhanced Support Service (CESS) to enhance the support provided to those living in Dumfries and Galloway with complex needs. The CESS will provide interim direct support to people with complex needs where there is no capacity within the care provider provision locally. This team will also work with and support providers, Carers and families with advice and training tools (including coaching and mentoring) to ensure they are able to sustain support for those in the region with complex and sometimes challenging needs.

It is hoped this approach will help to reduce delayed discharges from hospital settings, support (where applicable) the return of Out of Region (OOR) placements and reduce the need for such placements in the future. This will not only mean service users are supported to live as close to home as possible but also likely have some significant financial benefits locally for accommodation and recruitment opportunities for support provision. Again as in the case of the PBS this service is being developed in response to engagement and experiences during Covid to support and develop this local care and support provision for those with Complex Needs.

### **Supported Accommodation for those with Complex Needs**

Supported accommodation is the term used to describe housing that includes the care and support people need to lead a healthy and fulfilling life. People within supported accommodation hold either a tenancy or occupancy agreement. Currently this type of accommodation is mostly used by people with learning disabilities or complex needs and can be shared or single tenancies within a

complex of properties. People generally access supported accommodation through Adult Support Accommodation and Residential Placement Panel (ASARPP). There are 3 models of supported accommodation currently provided in Dumfries and Galloway

- Core and Cluster – Where there are a number of one or two bedroom, self contained properties (bungalows, flats or houses) situated together known as ‘Clusters’. This type of housing has central community ‘Core’ that has staff facilities and may make provision for community based activities
- House in Multiple Occupation (HMO) – This type of accommodation is shared by 3 or more people with on-site support staff. People have their own bedroom and share communal facilities such as kitchens, bathrooms, living spaces and toilets.
- House with support – These homes are for 1 person or are shared by 2 people.

In Dumfries and Galloway there is already Housing with Care and Support Strategy 2020 - 2023 (see appendix 1) in place to take forward the development of this accommodation. The need for new accommodation will be driven by waiting lists for the existing portfolio of supported accommodation and the mapping work described below.

As part of this and in response to both the ‘Coming Home’ 2018 report and now Coming Home Implementation, it has been identified that a lack of appropriate supported accommodation for people with complex needs is one of the key barriers to people returning to the region or from a hospital setting to the community. Both documents identify the need for HSCP’s to identify suitable housing options for people with complex learning disability and/or mental health needs and link commissioning plans with housing plans at a local level.

This lack of appropriate supported housing has also been a common theme emerging from engagement with people with complex needs, their families and Carers over the last three years with families pointing to the lack of suitable local options. This work will begin to address that need.

A local mapping exercise has been undertaken to identify people with complex needs who are currently

- In OOR residential settings
- In OOR hospital settings
- In OOR community settings
- supported in region
- in transition to adult services



Working with Strategic Housing (Council), Housing Associations and independent provider partners, the Health and Social Care Partnership has developed a proposal to provide a supported accommodation project (16 core and cluster properties) to prioritise the housing and support needs of the above group.

Core funding will come through Scottish Government in the form of a Housing Association grant to support the development costs of this provision with care and support being provided by a local independent provider partner under the National Flexible Framework for Care and Support. It is expected that this development will take up to two years to complete.

Future need and demand for supported accommodation will be identified through the Complex Needs service structure and projects will be tracked through the plan with input from the Complex Needs Reference Group.

## **Dynamic Support Register**

So that the Scottish Government (SG) and IJB Boards across Scotland have better understanding of the needs of those people with complex needs work is underway nationally to develop a dynamic support register. This register will hold details regarding all service users who fall into the category of having complex needs. This register will be maintained and reviewed by a cross partnership working group.

The working group will use the register to identify and try to avoid crises for individuals. The register will also be used to highlight where changes to the service provision could be changed to improve the experience for service users. Finally, this register will support the planning of care, including the transition between children and adult services. This will include ensuring that discussions are held with those receiving care and support along with family and Carers.

Within Dumfries and Galloway and building on the mapping work already undertaken this will help to improve the experience for individuals by creating a clear route of escalation of any issues which should help to minimise crisis situations. By moving towards a more proactive approach, it is hoped this will also have significant organisational benefits.

In developing this register consideration will also be given to the recommendations made in the Mental Welfare Commission report Out of NHS area placements (2023) which highlights an opportunity to take a national approach to out of area placements in order to use these significant funds to develop and create innovative solutions to the care and treatment of those people with the most complex needs more locally, with carers and relatives as active participants included in dynamic care and discharge planning processes. Again through engagement families and carers have expressed interest in being involved in this planning.

## Unpaid Carers

In 2010, the Scottish Government published a national Carers Strategy “Caring Together: The Carers Strategy for Scotland 2010 – 2015”. This was followed by the introduction of the Carer’s (Scotland) Act in 2016. In response, and as a legislative requirement for all Health and Social Care Partnerships, Dumfries and Galloway Integration Joint Board (IJB) developed a local IJB Carers Strategy covering the period 2017 – 2021. The new National Carers Strategy (2022) has been published and builds on the above. In response Dumfries and Galloway HSCP have decided to create a local Carers Strategy Implementation Plan due for publication in March 2024.

Carers support is available across a range of third sector organisations that support the IJB to deliver on these National and Local Carers Strategies. Carers of people with complex needs can access support via these organisations throughout their caring journey. Many people don’t recognise themselves as Carers and can often miss out on vital services and support. It should be everyone’s role to ‘Think Carer’ assist people to recognise that they can access this locally.

Young Carers should also be able to access support and are often providing a level of support within families that goes unrecognised and unseen. Young Carers can access support via Dumfries and Galloway Carers Centre from the age of 7-18. One to one and group support is offered to help Young Carers recognise their role and meet other children and young people in a similar situation.

Carers play a vital and valuable part in supporting those with complex needs in Dumfries and Galloway and work is under way in a number of ways to support these Carers. Supporting the health and wellbeing of Carers is paramount to ensuring that they can continue in their role often supporting the most vulnerable people in our community. Ensuring that Carers themselves recognise that they need to and should have the opportunity to prioritise their own health and wellbeing is important for everyone working within the health and social sector to promote. Locally Carers can access an Adult Carers Support Plan or Young Carers Statement which concentrates on the support they can access and need in their caring role but also encourages them to focus on a life alongside caring and what support they need to do this.

Short Breaks and respite for Carers are vital to the support for Carers but they continue to be provided at reduced levels compared to pre Covid-19 provision and the current pressures being experienced across the Health and Social Care system have been

identified as a significant risk to being able to continue to provide the same or increased levels of Short Breaks and respite for Carers over the coming months.

- A Short Breaks Working Group for Dumfries and Galloway has been re-established to lead on the work around Short Breaks for Carers and to support their continued provision (VIV to provide update). The group recognises the importance of engaging with local Carers to determine the current level of need for Short Breaks and the types of Short Breaks that Carers would like to see. This reflects anecdotal feedback that there is still a significant level of Covid-19 anxiety. They are about to establish a test to try out a new person centred, individual and innovative approach of supporting Carers through short breaks for the thirty people currently identified on the portal who require short breaks.

The Dumfries and Galloway Carers Centre runs a Time to Live Short Breaks and Respite Project. In addition, the Visit Scotland Scot Spirit Holiday Voucher Scheme has recently been implemented in Dumfries and Galloway and has been extremely successful. The scheme funded by the Scottish Government provided 200 break opportunities for Carers and their families as part of the Scottish tourism pandemic recovery programme. £30,000 was spent in this way during April 22- March 23.

Further work via the Carers Short Breaks Project facilitated by the Dumfries and Galloway Carers Centre in the last financial year provided £59,700 to provide 'time for you' opportunities supporting 164 Carers and their families. This work showed that Carers value short break opportunities and despite levels of Covid-19 anxiety recognise how important it is to prioritise a break for their own health and wellbeing.

Looking to the future the Dumfries and Galloway Carers Centre have had a funding proposal for local Carers Act Funding support approved to fully implement Respite in Dumfries and Galloway and to develop further the provision of overnight breaks and full day breaks for Carers who will have struggled or struggle to get a break from their caring role particularly as a result of the pandemic. Respite encourages business in the hospitality sector to donate a break for Carers. This scheme aims to further enhance the number and range of 'time for you' opportunities available.

## Other Areas to Consider Moving Forward

### **Moving to a fully Integrated Structure**

As noted building on engagement and to improve the experience of those accessing services it is proposed that a fully integrated Complex Needs Service is created. This will bring together professionals from both Health and Social Care into one cohesive team. Structuring teams in this way will improve collaboration and communication between professionals. For those accessing services this should mean that there are fewer handoffs between services. This will be undertaken on a phased basis beginning with an aligned structure (see appendix 2). This will bring together Social Work Services and Health Services under the Mental Health Directorate with the relevant actions and timescales being listed in the CN Implementation Plan.

## **Policy and Strategy**

Work is already underway in response to local and national policy and strategy for those with complex needs and these actions will form part of the CN implementation plan. During the life of the plan however, it is vital that reviews of national policy and strategy by the Complex Needs Service and wider stakeholders is ongoing, ensuring continued engagement with those who use services and those who provide services. All actions will be recorded within the CNP.

## **Health Checks for those with a Learning Disability**

The Scottish Government has issued a circular detailing the Annual Health Check for People with Learning Disabilities (Scotland) Directions 2022 (“the Directions”), which provide a duty on Health Boards (HBs) to provide Annual Health Checks to all people in Scotland aged 16 and over who have learning disabilities, using the Scottish Health Check for Adults with Learning Disabilities. The expectation is that these annual health checks will have been offered in 2023. A local working group has been formed to look at how this health check will be implemented within Dumfries and Galloway and this work will form part of the implementation plan.

## **Referral Pathways between Children's and Adult Services**

Work has currently commenced to review and enhance existing referral pathways between Children and Adult Services for care and support for those with complex needs to ensure that they have access to suitable health, social care and housing that meet their needs. This will form part of this CNP Implementation Plan.

## **Shared Lives**

Shared Lives is where a person, known as a Shared Lives Carer, shares their family home with someone who needs care and support and includes them as part of their family. People who need support are matched to a Shared Lives Carer through a scheme regulated by the Care Inspectorate. Evidence from across Scotland has shown that these placements can support people to thrive and substantially improve their quality of life. Within Dumfries and Galloway this model currently supports seven people with complex needs across the region. Work is about to commence to see how this service may play an increasing role in supporting those with complex needs as part of a wider model of care and support.

## **Self Directed Support**

The Social Care (Self-directed Support) (Scotland) Act 2013 and detailed Practitioner Guidance set out the principles and policy for delivering SDS. However, since the legislation was enacted, Care Inspectorate and Audit Scotland scrutiny has found that SDS has been implemented inconsistently across Scotland. Evidence shows that some local areas have embedded SDS well, while others have struggled to make the changes required for successful SDS implementation. The revised Self-directed Support (SDS) Statutory Guidance was published on 21st November 2022 on gov.scot, together with Easy Read and British Sign Language versions. The SG will continue to work closely with COSLA and the SDS National Collaboration group to develop an SDS Improvement Plan (2023-2027). This will help to drive improvements in SDS implementation ahead of the establishment of the National Care Service.

Within Dumfries and Galloway work is underway to develop proposals to support the use of SDS including principles in the revised guidance, this includes building on existing work on Outcomes Focussed Assessment to enable the application of SDS to reflect more closely the needs and aspirations of people to access the right support offering opportunities to work with families and Carers to be more creative and flexible in the provision of care support. Carers are also entitled to access SDS in their own right and this can be accessed following the completion an Adult Carers Support Plan or Young Carers Statement.

## **Developing day/training/employment opportunities**

Through a survey undertaken in 2022 and ongoing engagement with people who use services, families, Carers and service providers it remains apparent that people with complex needs have wider aspirations linked to social activity, employment and training opportunities. Dumfries and Galloway has had a very traditional approach towards day opportunities for adults with learning disabilities. For those adults with learning disabilities who receive a service their day opportunities are accessed in a variety of ways including in Activity Resources Centres (ARCS) in Stranraer, Newton Stewart, Castle Douglas, Kirkcubrecht, Dumfries and Annan.

Alternatives to ARCs include college, employment opportunities and community activities with people getting support from specialist service providers and community groups to access these growing opportunities. Examples (not exhaustive) of this include

- Usual Place in Dumfries
- Include Us
- Better Lives Partnership
- Wigtownshire Stuff
- Buddies

Some individuals are also supported through PAs and others by unpaid Carers to access community activities. The situation in Dumfries and Galloway reflects the national picture. Data from Learning Disability Statistics Scotland report that 19% attend day centres, 6.2% are in further education, 3.9% volunteer and 4.1% are in employment. It appears therefore that there remain a large proportion of those with complex needs who are not currently undertaking wider activities.

While there have been many positive experiences and opportunities highlighted, a number of barriers have been identified.

ARCs will continue to play a significant role in supporting people with profound needs who require building based support and to support people to access community-based activities. Learning from other Partnership areas in Scotland shows that there are a number of opportunities to support people with learning disabilities to access a range of mainstream opportunities. To build on the aspirations identified through engagement further work is required to develop models of day support and wider opportunities and pathways that reflect these discussions and other work undertaken by Health Improvement Scotland and a number of partnerships across Scotland. A wider review of day opportunities is to be undertaken and a working group including third sector partners will be

formed to look at opportunities for those with complex needs. This review should include and recognise the importance of the identification of sign posting mechanisms for day/training and employment opportunities to maximise uptake.

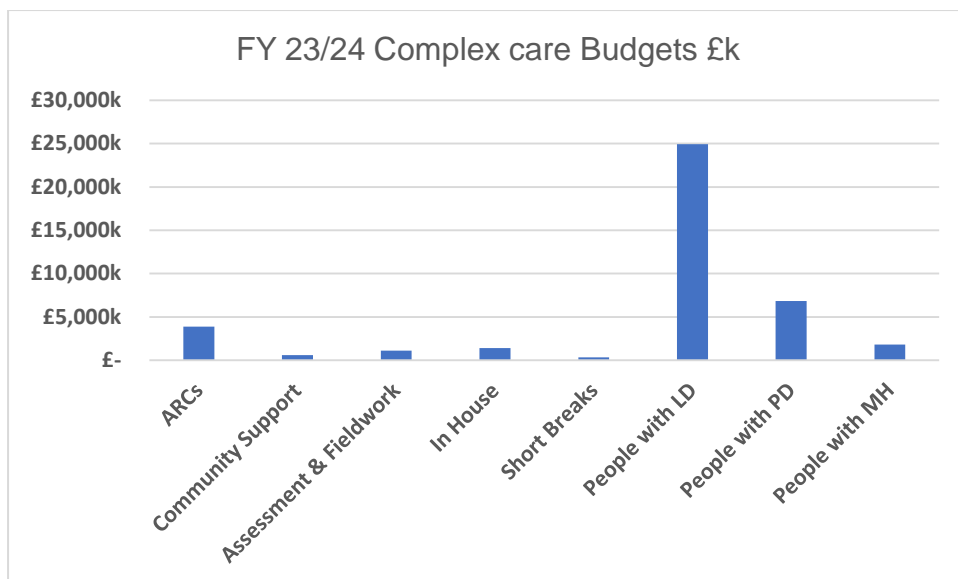
## Resources

### **Integrated Budget**

Funding is provided from Partners (Dumfries and Galloway Council and NHS Dumfries and Galloway) to the IJB to support the functions delegated to it including supporting those with complex needs. These contributions depend on Partners' respective financial planning and budget setting processes and the financial settlements each body receives from the Scottish Government. The budget setting process also considers the level of savings applied to the IJB by both Partner bodies.

Funding for the Aligned Complex Needs Service will bring together existing Council and NHS Budgets for these specific service areas linked to the Complex Needs Plan. The current overall NHS Budget for Mental Health and Learning Disability is £30m. Elements of this budget linked to the Complex Needs Plan include health functions such as Learning Disability Nursing, Health Care Facilitators and Occupational Therapy.

The current annual delegated Council budget for the delivery of care and support linked to Complex Needs is £40.1 million as broken down in the table below by areas of care and support.



## Workforce

In order to deliver the Strategic Commissioning Plan 2022-2025, Dumfries and Galloway health and social care partnership has decided to develop an overarching plan that addresses common issues. The Workforce Plan, therefore relates to people directly employed by

- NHS Dumfries and Galloway
- Dumfries and Galloway Council
- independent contractors such as General Practitioners (GPs)

It also recognises the significant contribution of the independent sector, unpaid Carers and wider third sector partners without which the Health and Social Care partnership could not function.



The Workforce Plan's stated aim is that *'by 2025 we will have a motivated and valued Health and Social Care Workforce with the competence and confidence to meet the needs of the people of Dumfries and Galloway'*.

The services who deliver care and support in the region for those with complex needs include NHS Dumfries and Galloway (NHS DG), Adult Social Work at Dumfries and Galloway Council (DG Council), the third sector and the independent sector.

There are different types of organisations in the third sector and independent sector;

- Care and Support provider partners that are registered with the Care Inspectorate and have information about their workforce published by the Scottish Social Services Council (SSSC).
- Care and Support provider partners commissioned by DG Council or NHS DG on behalf of the Integration Joint Board (IJB) but who are not registered services. Within the workforce plan this group is called **Not Registered Commissioned Third and Independent Sectors**.
- Care and Support provider partners that are not commissioned services. This includes charities, social enterprises and community groups. Within the workforce plan this group is called Wider Third Sector.

The Wider Third Sector includes diverse organisations from those who are part of larger national organisations through to small community-based groups.

## **A Workforce for the Future**

The Workforce Action Plan 2023-24 identifies workforce development objectives that will support the partnership to have the right number of staff with the right skills in the right place at the right time. The workforce plan will also be aligned with the strategic plan in order to integrate service, workforce and finance at a strategic level. It is vital at an operational level that service plans are undertaken which also integrate with workforce and finance and the Complex Needs Service through the CNP need to ensure that in terms of workforce matters alignment with the workforce plan at both a strategic and operational level is undertaken

## Key risks and challenges to delivering the Complex Needs Plan

There are a number of actual and/or potential risks and challenges impacting on the Partnership's ability to make progress against the identified priorities within the Complex Needs Plan. Mitigating actions relating to these identified risks and challenges are contained within the Making it Happen section of this First Draft Complex Needs Plan.

Key Risk/ Challenge Number	Key Risk/Challenge
1	Sustaining high quality, safe and effective care and support in the face of growing demand and reducing resources
2	Increasing numbers of people with complex multiple long term conditions requiring higher levels of care and support
3	Widening health and social care inequalities
4	People not getting the right care and support in the right place at the right time
5	Reducing number of people of working age to provide paid care and support
6	Increasing challenges recruiting people to deliver health and social care and support
7	The rurality of the region in which we live can present risks in relation to accessibility and sustainable communities
8	Increase in retirement age potentially leading to reduced availability of volunteers
9	Lack of available supported accommodation to meet needs
10	High reliance on unpaid Carers in the provision of Care and Support at a time when there are capacity challenges in the provision of paid care and support

## Glossary of Terms

### **Autism Spectrum Disorder (ASD)**

A neurological and developmental disorder that affects how people interact with others, communicate, learn, and behave. Although autism can be diagnosed at any age, it is described as a “developmental disorder” because symptoms generally appear in the first two years of life.

### **Asset based approach**

This is a planning approach that starts with the resources that are available and accessible at an individual and community level. Resources include a person’s own experience, knowledge and connections (friends, family and networks) as well as physical assets such as buildings, groups or activities.

### **Care and support**

Care and support is the phrase used within this SCP to describe all aspects of health and social care and support. It includes diagnosis, treatment, personal care, practical, financial and/or emotional or social supports and can take place in a person’s home, community or bed based setting such as hospital or residential care.

### **Carer**

When we use Carer (with a capital C) in this document we are talking about people who provide unpaid care and support to a family member, neighbour or friend. There are **Adult Carers**, **Young Carers** aged under 18 and **Young Adult Carers** aged 16 – 29.

### **Complex Needs**

The Scottish Government defines people with complex needs as having a significant, lifelong condition that started before adulthood, which affected their development and which means they need help to understand information; learn skills and cope independently.

This plan supports all adults with learning disabilities and complex needs (including those aged from 16 years onwards who are in transition into adult services). This may include those who in addition to having a learning disability:

- Are also autistic
- Have a mental health diagnosis
- Have a forensic need, and/or who are described as demonstrating challenging behaviour have
- Have had difficulty accessing mainstream services, or need a more specialist intervention

### **Crisis**

Crisis in the context of this plan is where a person's health or social situation deteriorates (usually over time but sometimes very quickly) to a point where urgent intervention, care and support is required.

### **Directions**

Directions is a legal term used to describe the IJB instructions to the Health Board and Local Authority about what is required to be delivered using the integrated budget. NHS Dumfries and Galloway and Dumfries and Galloway Council are responsible for following all Directions issued to them by the IJB.

### **Disinvestment**

Where decisions are made to reduce or stop paying for services that have been shown to be less effective, efficient or safe.

### **Factors impacting on health and wellbeing**

As well as people's behaviours, genetics and access to health care, health can be affected negatively or positively by a wide range of social, economic, cultural and environmental factors.

These factors, some of which are shown in the outer ring of the Model of Health and Social Care and Support, are known as the wider social factors.

### **GP**

General Practitioner sometimes referred to as a family doctor.

## **Health and social care inequalities**

Health and social care inequalities are unfair and avoidable differences in access to health, social care and support that can negatively impact on people's health and wellbeing.

## **Human rights (see also PANEL Principles)**

Human rights are clearly defined in international law.

A successful human rights based approach is one that

- empowers people to know and claim their rights
- enables organisations to fulfil their human rights obligations
- supports the creation of accountability so that people can seek remedies when their rights are violated.

## **Independent sector**

This is a general term for non-government organisations. This can include private businesses, voluntary, charitable, or not-for-profit organisations, such as some care homes, some home care provider partners and some support organisations.

**Inequalities** (see Health and social care inequalities above)

## **Integration Joint Board (IJB)**

The IJB is a partnership between the Local Authority and Health Board that has shared/joint responsibilities for the planning and oversight of the delivery of functions delegated to them by the Scottish Government through the Scheme of Delegation

## **Intellectual Disability**

Intellectual disability (ID), also known as general learning disability in the United Kingdom and formerly **mental retardation** is a generalized neurodevelopmental disorderly impaired intellectual and adaptive functioning.

## **Learning Disability**

A learning disability is a reduced intellectual ability and difficulty with everyday activities, for example household tasks, socialising or managing money and which affects someone for their whole life.

## **Long term conditions**

These are health conditions that last a year or longer, have an impact on a person's life, and require ongoing care and support. These are also known as chronic conditions.

## **National Health and Wellbeing Outcomes**

The Scottish Government set out nine National Health and Wellbeing Outcomes. They provide a strategic framework for the planning and delivery of health and social care services across Scotland. They focus on improving people's experience and the quality of care and support.

## **Organisational culture**

Organisational culture sets expectations for how people behave and work together.

## **The PANEL Principles**

The PANEL Principles are one way of explaining what a human rights based approach means in practice. PANEL stands for Participation, Accountability, Non-Discrimination and Equality, Empowerment and Legality.

## **partners/partnership**

In this document, partners/partnership (with a small p) refers to the wide range of 'partners' including people, communities, groups and organisations from all sectors that deliver or access health and social care across Dumfries and Galloway.

## **Partners/Partnership**

Partners/Partnership (with a capital P) is the Health and Social Care Partnership as defined within the Public Bodies (Joint Working) (Scotland Act) 2014. This refers to the integration of NHS Dumfries and Galloway and Dumfries and Galloway Council, providing health and social care and support, as directed by the IJB.

## **Person centred**

The principles of person centred care and support are that people are fully included in decisions about their care and support. They are treated with dignity, compassion and respect and their care is coordinated, personalised and enabling.

**Primary Care**

Often the first point of contact with community based health services including GP practices, dental practices, community pharmacies and high street opticians, as well as community nurses and allied health professionals (AHPs) such as physiotherapists and occupational therapists.

**Protected characteristics**

The Equality Act 2010 describes age, disability, sex, race, religion or belief, pregnancy and maternity, marriage and civil partnership, sexual orientation and gender reassignment as protected characteristics.

**Public Health**

The art and science of preventing disease, prolonging life and promoting physical and mental health.

For **Public Health Priorities for Scotland** see [link page 25](#).

**Reablement**

Reablement is support provided over a short period of time that aims to help people regain independence, re-establish or develop daily living skills often offered as part of a rehabilitation process after illness.

**Stakeholders**

Stakeholders are individual people, groups or organisations with an interest or concern in a particular topic. They can be internal or external for example people who provide or work with a particular service or those who access or support someone to access that provision.

**Statutory sector**

Organisations and bodies defined by a formal law or statute, for example the NHS or Local Authority.

**Strategic Needs Assessment**

A document providing an analysis of the health and social care and support needs of a population to inform planning.

**Tests of change**

Tests of change are when change is desired or needed and new ideas are planned, tried and tested on a small scale. The results are observed and action is taken based on what has been learned.

**Third sector**

Third Sector Dumfries and Galloway define the third sector as being made up of organisations that are neither public nor private sector. It includes voluntary and community organisations such as registered charities, associations, self-help groups, community groups, social enterprises, mutual's and co-operatives

**Vulnerable adult**

People (aged 16 or over) who are unable to safeguard their own interests and are at risk of harm because they are affected by

- disability
- mental illness
- physical illness
- physical or mental infirmity

Harm means all harm, including self-harm and neglect.

**Wellbeing**

Wellbeing is a combination of spiritual, mental, emotional, physical and social health. Wellbeing is strongly linked to happiness and must include a person having a sense of control, hope, optimism, and satisfaction in life.



# Appendices

## Appendix 1

### List of useful links and documents

[Dumfries and Galloway Children's Services Plan 2023-2026](#)

[Dumfries and Galloway Digital Health and Care Strategy 2020 – 2024](#)

[Dumfries and Galloway Housing with Care and Support Strategy 2020 - 2023](#)

[Dumfries and Galloway Inequalities Action Framework 2016](#)

[Dumfries and Galloway Integrated Workforce Plan 2022 - 2025](#) [Dumfries and Galloway Integration Joint Board Carers Strategy 2017 - 2021](#) (to be updated by March 2024)

[Dumfries and Galloway Local Housing Strategy 2018 - 2023](#)

[Independent Review of Adult Social Care in Scotland](#)

[Mental Health Strategy 2017 - 2027](#)

[Keys to Life Strategy](#)

[Learning/Intellectual disability and Autism: Transformation Plan \(2021\)](#)

[Coming Home Report](#)

[Coming Home Implementation: A report from the working group on](#)

[https://www.mwcscot.org.uk/sites/default/files/2023-09/OutOfNHSArea-ThemedReport\\_20230907.pdf](https://www.mwcscot.org.uk/sites/default/files/2023-09/OutOfNHSArea-ThemedReport_20230907.pdf)

## Appendix 2

