

Dumfries and Galloway
Integration Joint Board

27th September 2023

This Report relates to
Item 9 on the Agenda

Complex Needs Plan

Paper presented by Glen Graham

For Approval

Author:	Glen Graham – Strategic Planning and Commissioning Manager NHS Dumfries and Galloway glen.graham@nhs.scot
Approved for Submission by:	David Rowland – Director of Strategic Planning and Transformation NHS Dumfries and Galloway david.rowland2@nhs.scot
List of Background Papers:	Learning/Intellectual disability and Autism: Transformation Plan (2021) Coming Home Report (2019) Coming Home Implementation Report (2022) Out of NHS area placements (2023)
Appendices:	Appendix 1 – Draft Complex Needs Plan 2023-2026 Appendix 2 – Draft Complex Needs Implementation Plan Appendix 3 – Programme Board Reference Group Membership Appendix 4 – Equality Impact Assessment Appendix 5 – Direction to NHS Dumfries and Galloway and Dumfries and Galloway Council

Direction Required to Council, Health Board or Both	This direction supersedes IJBD1803 Development of a D&G Learning Disability Strategy	
	Title Implementation of Dumfries and Galloway's Complex Needs Plan	Reference Number
	Direction to:	
	1. No Direction Required	
	2. Dumfries and Galloway Council	
	3. NHS Dumfries and Galloway	
4. Dumfries and Galloway Council and NHS Dumfries and Galloway	X	

<p>1. Introduction</p> <p>1.1 This paper provides the Integration Joint Board with the background and policy drivers in relation to the development of the Draft Complex Needs Plan (CNP) and accompanying draft implementation plan and seeks approval for both.</p> <p>1.2 The paper also outlines the levels of engagement undertaken in the development of the plan and the commitment to ongoing engagement during the life of the plan and in the delivery of the implementation plan.</p>
<p>2. Recommendations</p> <p>2.1 The Integration Joint Board is asked to:</p> <ul style="list-style-type: none"> • Note the contents of the final draft Complex Needs Plan and implementation plan • Approve the final Complex Needs Plan 2023-2026 and accompanying implementation plan • Approve that a Direction (appendix 5) is issued to Dumfries and Galloway Council and NHS Dumfries and Galloway to implement the plan.
<p>3. Background and Main Report</p> <p>3.1 The draft CNP 2023-2026 has been developed by the Complex Needs Project Group and immediate operational and stakeholder colleagues. Engagement has also taken place as the plan has developed through the Complex Care Programme Board Reference Group (See appendix 3) and was approved by the Complex Care Programme Board in June. The draft CNP 2023-2026 is attached at Appendix 1.</p> <p>3.2 The draft CNP 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:</p> <ul style="list-style-type: none"> • 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

3.3 The draft CNP is linked to and takes in to account the national Learning/Intellectual disability and Autism: Transformation Plan (2021) (background papers) 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. Other national policy documents considered included the Coming Home Report (see background papers), the Coming Home Implementation Plan (see background papers) and Out of NHS area placements (see background papers) have also informed and shaped the development of the draft CNP.

3.4 The draft CNP Implementation Plan (Appendix 2) lists the key areas of work currently identified for the CNP and links them to the Strategic Commissioning Intentions of the Strategic Commissioning Plan 2022-2025. The 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.

3.5 Following approval of the CNP at the Complex Care Programme Board it was agreed that before finalising the plan further engagement was to be undertaken with the Powerful Voices User Group and wider operational and stakeholder colleagues to seek feedback on the plan to date and to identify any gaps in the plan or areas that had not been considered. This work is now complete.

3.6 During this engagement the following suggestions were made and incorporated in to the draft CNP

- Provide more clarity around importance of signposting for those with complex needs particularly in relation to wider community, training and employment opportunities out with statutory services (third sector engagement)
- Provide more clarity in Implementation Plan relating to work to be undertaken around transitions from children to adult services (staff/provider/third sector engagement)
- Provide more clarity on short, medium and long-term plan objectives within implementation plan (staff/provider/third sector engagement)
- Need to develop evaluation plans and measure around implementation including how the voice of people who use services and their carers has shaped plan (staff/provider/third sector engagement)
- Highlight the importance and dependence on the role of unpaid Carers in the delivery of care and support for those with Complex Needs (Carers Centre Engagement)

4. Conclusions

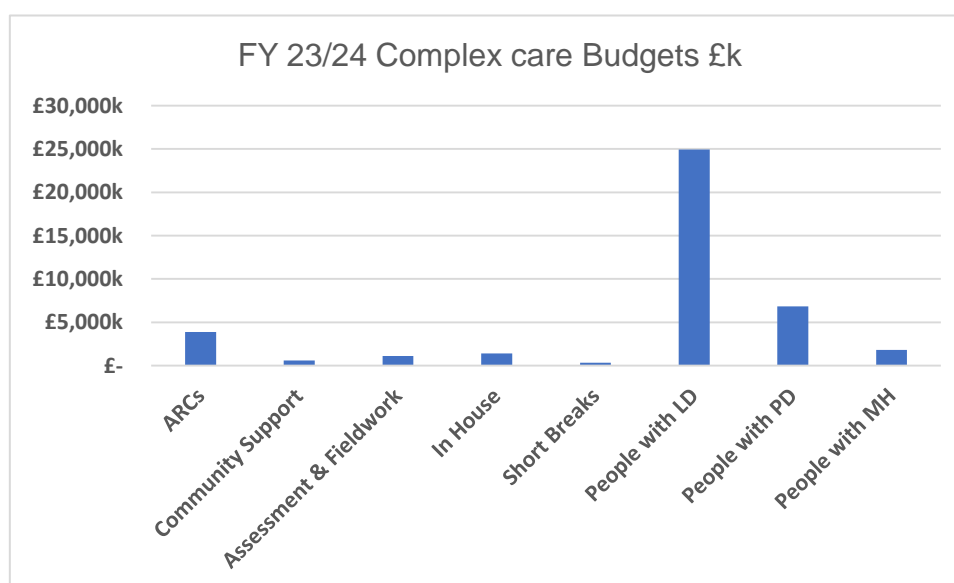
4.1 The draft CNP 2023-2026 and draft implementation plan are presented for approval as an update of the work ongoing in relation to complex needs overseen by the Complex Care Programme Board.

4.2 Prior to finalising the draft CNP, further engagement was undertaken in accordance with the Intellectual Disability and Complex Needs Engagement Plan and as outlined in section 8.

- 4.3 Throughout development of the draft CNP engagement has taken place with the Complex Needs Reference Group for access to wider stakeholder groups and operational colleagues. As outlined in appendix 3 the membership of this group includes representatives from Social Services, Health, Support Provider, Third Sector colleague and partners and includes the voice of those who use services through a representative from the Powerful Voices Group.
- 4.4 As outlined in the plan this engagement work built on extensive engagement undertaken as per of the development of a Learning Disability Strategy pre and during Covid.
- 4.5 Throughout its development and subsequent engagement the CNP has been well received with feedback being both positive and constructive.

5. Resource Implications

- 5.1 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.



6. Impact on Integration Joint Board Outcomes, Priorities and Policy

- 6.1 Through the Partnership Delivery Plan the draft CNP has been mapped to the Strategic Commissioning Plan 2022-25 as follows, please note that the individual elements of the implementation plan have also been mapped accordingly:
- Strategic Commissioning Intention (SCI) 1 – People are supported to live independently at home and avoid crisis
 - Tactical Priority 1.1 – Delivery of the model of care

- 6.2 In mapping to the 9 National Health and Wellbeing Outcomes, the following primary and secondary outcomes have been identified:
- Outcome 2 – People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
 - Outcome 5 – Health and social care services contribute to reducing health inequalities.

7. Legal and Risk Implications

- 7.1 A number of risks impacting the Partnership's ability to make progress against the priorities within the draft CNP, these include:
- Sustaining high quality, safe and effective care and support in the face of growing demand and reducing resources
 - Increasing numbers of people with complex multiple long term conditions requiring higher levels of care and support
 - Widening health and social care inequalities
 - People not getting the right care and support in the right place at the right time
 - Reducing number of people of working age to provide paid care and support
 - Increasing challenges recruiting people to deliver health and social care and support
 - The rurality of the region in which we live can present risks in relation to accessibility and sustainable communities
 - Increase in retirement age potentially leading to reduced availability of volunteers
 - Lack of available supported accommodation to meet needs
- 7.2 Mitigating actions relating to the identified risks are in the Making it Happen section of the Draft CNP.

8. Consultation

- 8.1 Developed by the Complex Needs Project Group reporting directly to the Complex Care Programme Board in line with the Intellectual Disability and Complex Needs Engagement Plan.
- 8.2 Throughout development of the draft CNP engagement has taken place with the Complex Needs Reference Group for access to wider stakeholder groups and operational colleagues. As outlined in appendix 3 the membership of this group includes representatives from Social Services, Health, Support Provider, Third Sector colleague and partners and includes the voice of those who use services through a representative from the Powerful Voices Group.
- 8.3 The additional engagement recently concluded to identify any gaps in the CNP has included
- Engagement session with staff teams within the newly aligned Complex Needs Service
 - Engagement session with Complex Needs Service staff, Provider and Third sector colleagues
 - Engagement with Dumfries and Galloway Carers Centre

- Engagement session with Cares Programme Board
- Ongoing planned sessions with Powerful Voices Group

8.4 Following discussions with Health Improvement Scotland and the local Consultation and Engagement Working Group it has also been agreed that on completion of the plan a wider communication should be issued around the plan and its implementation noting how engagement has influenced and shaped the plan and how ongoing engagement will continue through its implementation.

8.5 Previous updates to Health and Social Care Leadership Group and Performance Group and Financial Recovery Board.

9. Equality Impact Assessment

9.1 An Equality Impact Assessment has been completed and is attached at appendix 4.

10. Glossary

10.1 All acronyms must be set out in full the first time they appear in a paper with the acronym following in brackets. The table below is an example only:

CNP	Complex Needs Plan
IJB	Integration Joint Board
SCI	Strategic Commissioning Intentions

Appendix 1

Complex Needs Plan (see attached)

Appendix 2

Complex Needs Implementation Plan (see attached)

Appendix 3

Current Programme Board Reference Group Membership

Chair – Strategic Planning and Commissioning Manager
Powerful Voices Group Representative Rep – User Voice
Complex Care Social Work Lead Manager
Intellectual Disability Team Manager
Third Sector reps – Usual Place & Wigtownshire Stuff
Provider Partner Rep from Special Interest Group
Family Carer
Carers Centre Rep

Appendix 4

Equality Impact Assessment (see attached)

Appendix 5

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	Implementation of Dumfries and Galloway's Complex Needs Plan <i>Reference Number will be added once the direction is formally logged</i>
2.	Date Direction Issued by Integration Joint Board	? September 2023
3.	Date from which Direction takes effect	? September 2023
4.	Direction to	<ul style="list-style-type: none">• NHS Dumfries and Galloway• Dumfries and Galloway Council
5.	Does this direction supersede, amend or cancel a previous Direction? If yes, include the reference number(s)	This direction supersedes previous direction (IJBD1803) for the development of a Dumfries and Galloway Learning Disability Strategy
6.	Functions covered by Direction	Aligned Complex Needs Service within the Mental Health Directorate
7.	Full text of Direction	

		The delivery of a partnership complex needs plan and implementation plan which will include working with people who use service, families, carers & service providers to analyse existing services and provide opportunities to co-produce future services across Dumfries and Galloway. This work will be linked to national policy for those with complex needs.						
8.	Budget allocated by Integration Joint Board to carry out Direction	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.						
9.	Desired Outcomes	<p>Better understanding of the quality and cost effectiveness of existing models in Learning Disability in order to develop, forward plan and deliver on local and national outcomes.</p> <p>Completion of a map of processes, systems, relationships, governance, decision making, culture and management arrangements across health and social services locally, in order to understand what changes are required in order to achieve and deliver defined outcomes over the next 3 years.</p> <p>Successful implementation of the national strategy for individuals with complex needs, and their families and Carers which will be built upon strong, cohesive working relationships across the Partnership.</p> <p>To continue to work with people who use service, families, carers & service providers to analyse existing services and provide opportunities to co-produce future services across Dumfries and Galloway.</p>						
10.	Is there a need for engagement with the third sector in delivery of this direction?	<table border="1"> <tr> <td>YES</td> <td></td> </tr> <tr> <td>X</td> <td></td> </tr> <tr> <td colspan="2">Third sector stakeholders are members of the Complex Care</td> </tr> </table>	YES		X		Third sector stakeholders are members of the Complex Care	
YES								
X								
Third sector stakeholders are members of the Complex Care								

		Programme Board Reference Group and will be involved in the ongoing development and delivery of the Complex Needs Plan. A communication and Engagement Plan is also in place.
11.	Performance Monitoring Arrangements	Directions will be reported to the relevant IJB Committee on a 6 monthly basis. An annual report of all current Directions will be presented to the IJB. An evaluation plan is in development for the Complex Needs Plan and Complex Needs Service. Progress and performance will be reported through the Mental Health Directorate and Complex Needs Programme Board and the IJB's Performance, Finance and Quality Committee on a six monthly basis.
12.	Date Direction will be Reviewed	<i>Date no more than 1 year in advance</i>