

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard: Putting People at the Centre of Commissioning
Outcome: People with learning disabilities, their families and their carers are routinely involved in the planning, design, development and evaluation of services, resulting in a far more personalised approach to service delivery.

RECOMMENDATION	The council and the PCT should strengthen consultation arrangements by ensuring that there is an audit trail of improvements and modifications. The impact of carers' views on service developments should be improved.
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To produce a joint annual report setting out progress on the implementation of <i>Valuing People Now</i>	The Council and the PCT will be able to demonstrate ongoing improvement in services to people with learning disabilities	October 09 Then annually	Paul Najsarek Corp Director Harrow Council Sarah Crowther Chief Executive Harrow PCT	Existing resources
To commission MORI to undertake surveys of service users with LD and their carers	Baseline established of views of service users with learning disability, and their carers, on the services they experience	May 09	Paul Najsarek Corp Director Harrow Council	Additional investment agreed
To ensure that user and carer experience are central to Harrow's Quality Assurance Framework	<ul style="list-style-type: none"> • 3 service users with LD and 3 carers recruited and supported to be members of the quarterly Adult and Housing Services Quality Assurance Board. • Service users and their carers will recognise the improvements and modifications that result from their input 	June 09	Sue Conn Senior Professional Service Development Team Harrow Council Una Taylor Service user Engagement Officer Harrow Council	Existing resources

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(Cont)

RECOMMENDATION (Cont)	The council and the PCT should strengthen consultation arrangements by ensuring that there is an audit trail of improvements and modifications. The impact of carers' views on service developments should be improved.
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To promote service user and carer involvement in recruitment panels	<ul style="list-style-type: none"> 6 service users with learning disabilities trained in recruitment practices 3 carers of service users with learning disabilities trained in recruitment practices User and Carer representatives on recruitment panels contribute to appointment decisions 	<p>March 09</p> <p>June 09</p>	<p>Una Taylor Service user Engagement Officer Harrow Council</p> <p>Jasvinder Perihar Senior Professional well-being and carers strategy Harrow Council</p>	Existing resources

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(contd)

RECOMMENDATION (contd)	The council and the PCT should strengthen consultation arrangements by ensuring that there is an audit trail of improvements and modifications. The impact of carers' views on service developments should be improved.
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
<p>To ensure that LD issues are considered by the Carers Partnership Board.</p> <p>To use the mechanisms of the Quality Assurance framework to analyse the information obtained and feed into the Partnership board.</p>	<p>Carers will recognise the improvements and modifications that result from their input.</p> <p>Feedback from Carers will inform the Partnership board and influence planning, provision and service improvement.</p>	June 09	<p>Mary Cleary Head of Integrated Commissioning Harrow PCT</p> <p>Jasvinder Perihar Jasvinder Perihar Senior Professional well-being and carers strategy Harrow Council</p>	Existing resource

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RECOMMENDATION (contd)	The council and the PCT should strengthen consultation arrangements by ensuring that there is an audit trail of improvements and modifications. The impact of carers' views on service developments should be improved.
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To provide opportunities for users and carers to contribute to the design and development of services	<ul style="list-style-type: none"> • Service users and their carers will recognise the improvements and modifications that result from their input • There will be an audit trail of the evidence of the impact of user and carer impact on the design and development of services • Minutes of all service user meetings reflect service contributions, carer's views and to be incorporated in developments plans. • Minutes are produced and circulated in accessible format to enable service users to recognise their contributions to improvements and modifications. 	<p style="text-align: center;">July 09</p> <p style="text-align: center;">March 09</p>	<p style="text-align: center;">Una Taylor Service user Engagement Officer Harrow Council</p> <p style="text-align: center;">Keith Holmes NRC Project Manager Harrow Council</p>	<p style="text-align: center;">Existing resource</p>

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(contd)

RECOMMENDATION (contd)	The council and the PCT should strengthen consultation arrangements by ensuring that there is an audit trail of improvements and modifications. The impact of carers' views on service developments should be improved.
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To maintain service user groups to provide opportunities for users to share their views and experiences of the services available to them	<ul style="list-style-type: none"> • 10 service users with learning disability will participate in a regular futures forum • Service users will recognise the improvements and modifications that result from their input • There will be an audit trail of the evidence of the impact of user views on service improvement • A large proportion of service users will participate in some of the one-off forums on specific topics • All service users will participate in service user meetings at the NRCs 	March 09	Una Taylor Service user Engagement Officer Harrow Council	Existing resources
		July 09		
		July 09		

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(contd)

RECOMMENDATION	The council and the PCT should make the Learning Disability Partnership Board a more effective driver for change and strengthen its monitoring role.
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To conclude consultation on partnership governance arrangements for adult health and social care in Harrow	<ul style="list-style-type: none"> An improved structure in place which has been clearly informed by the views of service users and their carers Annual Work Plan agreed and compatible with 'Valuing People Now' targets. 	April 09	Paul Najsarek Corp Director Harrow Council Sarah Crowther Chief Executive Harrow PCT	Existing resources
To request support from the Valuing People Support Team to support the continued development of the Learning Disability Partnership Board	<ul style="list-style-type: none"> Members of the Partnership Board are effective in enabling it to be a driver for change and strengthened monitoring role Members of the board will be able articulate the improvements and developments that result from the actions of the partnership board The Learning Disability Partnership Board is able to hold to account the Council and the PCT for the implementation of Valuing People Now 	September 09	Paul Najsarek Corp Director Harrow Council Sarah Crowther Chief Executive Harrow PCT	Additional investment

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(contd)

RECOMMENDATION	The council and PCT should ensure more inclusive, individualised and culturally sensitive assessment of needs and care plans are undertaken and that more bespoke, ambitious and outcome focused care planning is provided.
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To continue to provide training in Person Centred Planning (PCP) for care management staff	100% of staff trained in PCP to enable person centred thinking	February 09	Doris Sheridan Service Manager HLDT Harrow Council	Existing resources
<p>To ensure that all assessments and reviews and care plans are PCP outcome focused. Care Managers will promote PCPs and the decision panels will monitor that PCPs have been fully explored.</p> <p>PCP process to be embedded in assessment and review processes. To include IT system, forms, training and practice.</p> <p>To develop a Person Centred self assessment format which incorporates the recent feedback from service users (SUs have identified their favourite headings).</p> <p>Day centre officers to facilitate service users to complete PCPs and all service users accessing NRCs will have had a PCP in place.</p> <p>Current care plan on Framework 1 needs to be redesigned to be more PCP focused (individualised with outcome focus). IT to be commissioned to undertake this adaptation as an alternative to drop down statements.</p> <p>Develop information regarding PCPs in accessible formats and languages on request.</p>	<ul style="list-style-type: none"> • 100% of service users to have been offered opportunity for a PCP, service users will have a plan based on their individual needs • Forms will be available electronically and in paper format, to be taken to every assessment and review. • PCP Formats, designed by service users are being used during assessments and reviews. • Decision Panels will audit and record that PCPs have been promoted and care plans reflect a bespoke, outcome focused approach. • Care plan format is individualised to reflect the service users PCP details. <p>Forms are produced in accessible format and translated or interpreted on request.</p>	<p>September 09</p> <p>Paper version March 09. Electronic July March 09</p> <p>March 09</p> <p>July 09</p> <p>March 09</p>	<p>Doris Sheridan, Service Manager HLDT Harrow council</p> <p>Una Taylor</p>	Existing resources

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To increase the number of LD users with an individual budget, and improve support to them	25 Service users with learning disability will have a personal budget	March 09	Barbara Huggan Service Manager- Self-directed care team Harrow Council	Existing resources
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(contd)

RECOMMENDATION | The council and the PCT should ensure that care management support is available to people who need ongoing support

ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To ensure annual scheduled reviews take place for all service users known to HLDT	<ul style="list-style-type: none"> 80% (target as per performance data quality) of all clients who receive a service will be reviewed during the year There will be a NIL backlog of cases by end of financial year 	March 09	Doris Sheridan, Service Manager HLDT Harrow Council	Existing resources
To provide further training to the Customer Service Officers to ensure the new Customer service standards are complied with. To transfer supervision of CSOs to transfer to Senior Practitioner to enhance care management process.	<ul style="list-style-type: none"> Service users will access CSOs who are familiar with the new Customer Service standards, as first point of contact CSOs will be supervised daily by the Senior Practitioner, and benefit for her care management experience. Service user's enquires will be responded to efficiently and timely as the CSO team will be part of the care management process and are available 9-5pm. EDT thereafter. 	March 09	Doris Sheridan, Service Manager HLDT Harrow Council	Existing resources
To ensure emergency social worker slots are available on a weekly basis	Service users are able to get support in an emergency via the emergency HLDT social worker on duty or via the out of hours Emergency Duty Team	March 09	Doris Sheridan, Service Manager HLDT Harrow Council	Existing resources
To offer a flexible appointment system	<ul style="list-style-type: none"> Users and carers are able to attend appointments outside normal office hours Reduction in assessment waiting times Improved customer satisfaction 	March 09	Doris Sheridan, Service Manager HLDT Harrow Council	Existing resources
To increase investment in HLDT and intensive support services in 2009/10 and 2010/11	£200,000 will be invested in 2009/10 and 2010 by Harrow PCT	March 10	Mary Cleary Head of Integrated Commissioning Harrow PCT	Additional investment

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(contd)

RECOMMENDATION	The council and the PCT should commission more structured, focused and specialist advocacy services to ensure that the most vulnerable and isolated receive appropriate support.
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To commission jointly Harrow Association of Disabled People to provide advocacy support to people with a learning disability	<ul style="list-style-type: none"> • £35k new funding will be made available to Harrow Association of Disabled People to provide additional advocacy services • At least 110 people will benefit from additional services, and of these 55 will have a learning disability 	February 09	David South Service Manager Commissioning Harrow Council	Additional investment

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Standard: Understanding the needs of populations and individuals
Outcome: Local authorities and PCTs have an improved understanding of the current and emerging health and social care needs of their learning disability population, particularly those with complex needs, and their family carers, and have secured the resources and investment to meet their requirements.

RECOMMENDATION	The council and the PCT should understand more fully of the range of needs of people with learning disabilities and complex needs. They should utilise better understanding of the current and future needs of young people with learning disabilities approaching adulthood to strengthen the transitions process and the range and choice of local services and support..
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To carry out a detailed assessment of the needs of people with learning disabilities and complex needs, including the needs of young people with learning disabilities approaching adulthood	<ul style="list-style-type: none"> • Full needs assessment will be available for learning disability to inform Harrow JSNA refreshes • Service and commissioning priorities will be informed by the needs assessment • Service model will reflect and meet needs of local service users 	June 09	Anandhi Nagraj Public health consultant Harrow PCT	Additional investment

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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To establish a transition working group with representation from key agencies.	Feedback from users and families will show that their experience is improving.	Feb 09	Doris Sheridan Service Manager HLDT Harrow council	Existing resources
To hold transition meetings on a regular basis at HLDT with representation from Transition champion, project manager (CSCI/HLDT, Transition worker HLDT, Transition worker - Mencap, Connexions worker Harrow)	Service users and Carers will be fully supported and able to access Connexions from April 09, and further education opportunities from Sept 09	April 09	Doris Sheridan Service Manager HLDT Harrow council	Existing resources
To identify transition cases in advance and plan transition process for each individual. Explore and coordinate a focused approach regarding all transition cases and arising issues	<ul style="list-style-type: none"> • All young people and their carers are supported through transition and participate in transition planning and identifying their needs and wishes. • Feedback from families will show that their experience is improving • Carers and service users will be fully supported whilst going through transition 	April 09	Doris Sheridan Service Manager HLDT Harrow council	Existing resources
To ensure all transition cases have an overview assessment carried out by HLDT	<ul style="list-style-type: none"> • All young people and their carers are supported through transition and participate in transition planning and identifying their needs and wishes. • Feedback from families will show that their experience is improving 	April 09	Doris Sheridan Service Manager HLDT Harrow council	Existing resources

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To ensure all carers of persons going through transition (having reached the age of 18 and found to be FACS eligible) are offered a carers assessment	<ul style="list-style-type: none"> • Carers will be fully supported through the transition of the service user 	April 09	Doris Sheridan Service Manager HLDT Harrow Council	Existing resources
To develop a protocol to provide adult continuing care needs assessments in a consistent and timely way	<ul style="list-style-type: none"> • 95% of all LD continuing care assessments carried out within timescales prescribed by the protocol 	Mar 09	Angie Woods Women & children & CAMHS commissioner Harrow PCT Doris Sheridan Service Manager HLDT Harrow Council	Existing resources

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(contd)

RECOMMENDATION	The council and the PCT should gather improved information about the needs of people with learning disabilities from ethnic minority communities and use this to develop increasingly specialist, accessible and differentiated services and support
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To ensure needs of people with LD from BME groups are identified through the needs assessment	Needs assessment will inform commissioning of culturally appropriate, specialist, accessible and differentiated services and support	June 09	Anandhi Nagraj Public Health Consultant Harrow PCT	
To distil the information provided by user/carer views, as being outlined in the quality assurance framework, to provide understanding of BME needs	Views of BME service users and carers will be embedded in service development and commissioning	September 09	Sue Conn Senior Professional Service Development Team Harrow Council	Existing resources

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(contd)

RECOMMENDATION | The council should make better use of intelligence from frontline staff about the deficits in service provision.

ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
Ensure engagement of front line staff in Provider Forums	Increased awareness of customer experience, the needs of service users, and gaps in services, will inform market management, and service improvement and development	July 09	Nick Davies Service Manager Supporting people, Contracts & Brokerage Harrow Council David South Service Manager Commissioning Harrow Council	Existing resources
To develop mechanisms within the Quality Assurance Framework to record, monitor and act upon staff feedback, e.g. supervision and cross-agency learning forums	<ul style="list-style-type: none"> • Establishment of learning forums where staff can improve their understanding of needs • Use of IPADs to ensure that managers are aware of and can act upon staff feedback about deficits in service provision 	July 09	Sue Conn Senior Professional Service Development Team Harrow Council	Existing resources

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Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard: Sharing and using information more effectively

Outcome: Local authorities and their partners apply the principles of *Putting People First* so that information about people with learning disabilities and complex needs is shared across agencies and used to deliver improved, personalised services and supports, tailored to people's expressed needs and wants.

RECOMMENDATION	The council and the PCT should continue to develop Direct Payments opportunities and support arrangements
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To continue to promote Direct Payments within the deployment of Personal Budgets	<ul style="list-style-type: none"> • Increasing number of users will receive direct payments and personal budgets, giving opportunity for more choice and control • Target of 97 service users with learning disability on DP will be met • Target of 25 service users with a learning disability on DP is likely to be met • 2010 LAA target of 20% of all community care clients to receive IB will include LD 	<p style="text-align: center;">Mar 09</p> <p style="text-align: center;">March 09</p> <p style="text-align: center;">March 09</p> <p style="text-align: center;">March 10</p>	Barbara Huggan Service Manager- Self-directed care team Harrow Council	Existing resource
To increase the support available to service users through 3 rd sector organisations and independent brokers, to enable them to access DP and PB	Additional support for service users wishing to take up Direct Payments and Personal budgets, through 6 independent brokers, HAD, MAB, and Age Concern	Mar 09	David Fabbro Project Officer Self-directed Support Harrow Council	Additional investment
To bid to be part of pilot scheme which will inform future development of personal health budgets, which may include LD, but the learning from which will be applicable to people with LD	<ul style="list-style-type: none"> • Place bid • Be informed about outcome of bid 	<p style="text-align: center;">Mar 09</p> <p style="text-align: center;">May 09</p>	Mary Cleary Head of Integrated Commissioning Harrow PCT	Existing resources

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RECOMMENDATION	The council and the PCT should improve the range and choice of individualised day activities, adult education and supported employment opportunities.
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To modernise day services provided through the new Neighbourhood Resource Centres	<ul style="list-style-type: none"> • New timetables based on one page profile outcomes developed with service users • Three month review to be carried out after opening of NRCs to measure activities against outcomes identified in profiles and previous activities prior to NRCs • Increase in the range and choice of opportunities available to service users • Increase in number of users accessing community based activities 	<p style="text-align: center;">July 09</p> <p style="text-align: center;">October 09</p> <p style="text-align: center;">August 09 and ongoing</p> <p style="text-align: center;">August 09 and ongoing</p>	Keith Holmes NRC Project Manager Harrow Council	Additional investment
To work with Reach 3 Project which will support the transformation of day care services by providing expertise in finance and outcome-based commissioning	To scope the work with Reach 3 with the aim of transforming day care services in line with modernisation agenda, through financial and service modelling	April 09	David South Service Manager Commissioning Harrow Council Keith Holmes NRC project Manager Harrow Council	Additional investment of £10,000 made in 2008. No further additional investment planned

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RECOMMENDATION (contd)	The council and the PCT should improve the range and choice of individualised day activities, adult education and supported employment opportunities.
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To develop a vocational strategy for adults with a learning disability	LAA baseline target will be identified in July once data is available, with a significant increase in the percentage of LD adults in paid employment	July 09	Claire Codling Senior Professional Development and enterprise Harrow Council	Existing resources
To appoint a Mencap Pathway job broker to Harrow HRD Team	10 people with learning disabilities to be recruited to posts within the Council	March 2010	Carol Yarde Head of Adults & Housing Transformation Project Plan Harrow Council	Additional investment
To develop individualised plans for all users using NRCs, to offer a range of adult education, employment and day activities	Users will have a greater choice of activities	Aug 2009	Keith Holmes NRC Project Manager Harrow Council	Existing resources

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RECOMMENDATION	The council and the PCT should strengthen the skills of staff at public access points to ensure that appropriate advice and guidance on how to secure services and support is available
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To ensure that the PCT's ongoing development programme for frontline staff, to include GPs and practice managers, will be reviewed to include specific communication needs of people with LD	Staff will be more skilled at communicating with LD service users	Sept 09	Mary Cleary Head of Integrated Commissioning Harrow PCT	Additional investment
To explore extending PCT training in communication needs of people with LD to Access Harrow staff	<ul style="list-style-type: none"> • Identification of number of staff that require training, and investment required from the Council • Access Harrow staff will enhance skills and acquire tools for providing service to LD service users 	Sept 09	Mary Cleary Head of Integrated Commissioning Harrow PCT Jonathan Milburne Manager Access Harrow Harrow Council	Additional investment

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(contd)

RECOMMENDATION	The council and the PCT should urgently strengthen the processes for undertaking risk assessments and protection planning. Compliance with expectations should be monitored and reported to senior managers
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To continue to provide a range of Safeguarding Training to Council and PCT staff	<ul style="list-style-type: none"> • 85% of staff to be trained • Staff will feel more equipped to assess and manage risk • Further improve Harrow's response to allegations and suspected abuse in line with timescales in policy 	<p>April 09 and ongoing</p> <p>September 09</p>	<p>LSAB/Seamus Docherty</p> <p>Safeguarding Adults Manager</p>	Existing resources
To monitor the training and report to LSAB, LSAB to maintain a strategic view	LSAB will lead on developments and improvements and maintain governance of training related issues	March 09 and ongoing	LSAB/Seamus Docherty Safeguarding Adults Manager	Existing resources
To review Safeguarding Training Programme to learn and develop from stakeholder feedback To develop more specific training around risk identification, assessment and management	Service users and carers will say that improving safeguarding processes help them to feel safe, in a satisfaction survey in September 09	Survey Sept 09	LSAB/Seamus Docherty Safeguarding Adults Manager	Existing resources
<p>To incorporate risk identification, assessment and management into Self Directed Care agenda</p> <p>The SDS team will introduce the risk assessment format, developed in HLDT, following the joint review</p> <p>SDS team will further develop a quality assurance questionnaire specifically related to their service users and carers.</p> <p>Written guidance will be given to users and providers of self-directed support in accessible format.</p>	<ul style="list-style-type: none"> • 100% of staff to be trained in risk assessment and management. SDS will take full account of risk issues at each stage of SDS process. • 100% service users will have risks identified and managed using the risk assessment format as a tool resulting in strengthened protection plans for service users. • Quality assurance questionnaire will be analysed and comments and feedback will be used to develop service provision. • Service users and carers will receive information regarding self-directed support so that they are well informed. 	<p>April 2010</p> <p>Feb 09 and ongoing</p> <p>March 09</p> <p>March 09</p> <p>Sept 09</p>	<p>David Fabbro</p> <p>Project Officer</p> <p>Self-directed Support</p> <p>Harrow Council</p>	Existing resources

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To share the council's approach with PCT	Staff will feel more equipped to assess and manage risk	March 09 and ongoing	LSAB/Seamus Docherty Safeguarding Adults Manager	Existing resources
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(contd)

RECOMMENDATION | The council and the PCT should ensure that assessor led reviews take place and lead to amended care where needed

ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
<ul style="list-style-type: none"> To ensure that reviews are scheduled for 6 weeks after needs are identified and met, and yearly thereafter To ensure care plans are updated to reflect amended care as appropriate To ensure reviews are carried throughout the year and capacity within the team is maintained to respond to demand. To ensure reviews are offered outside normal working hours to meet the needs of users and carers who are not available during the day To ensure that carers reviews are scheduled for carers in receipt of services <ul style="list-style-type: none"> To ensure that each team manager audits 6 case files per month to monitor quality of casework using the Auditing tool. To ensure that Service managers audit 2 case files per month. To ensure that Divisional Director and Corporate Director undertake audit of case files. <ul style="list-style-type: none"> To ensure the Care management manual is updated and effectively used by staff. 	<ul style="list-style-type: none"> 100% of users and carers will receive updated care plans to confirm eligible needs, and reflect any changes, Ensure suitability of care provision and make any necessary adjustments Respond to changing circumstances All users and carers who work during the day will have opportunity to have their review at a more convenient time <ul style="list-style-type: none"> Ongoing monitoring of casework to ensure quality of assessments, care plans and reviews Audit tool is used in supervision to maintain Pis and quality standards. Service manager addresses any performance management issues within team. Divisional director and Corporate director will have audited 12 files by April 09 and feedback findings to Service Manager. <ul style="list-style-type: none"> 100% staffs are trained and working is accordance with the Care management manual. 	<p>Feb 09 and ongoing</p> <p>March 2009</p> <p>April 2009 then quarterly thereafter.</p> <p>February 2009</p>	<p>Doris Sheridan Service Manager HLDT Harrow council</p>	<p>Existing resources</p>
<p>To ensure the PCT review all continuing care clients within 3 months of being first approved for CC and annually thereafter</p>	<p>100% of clients receive reviews in the indicated timescale, so that and services can be tailored to meet needs</p>	<p>March 10</p>	<p>Angela Newitt Lead Nurse for Continuing Care Harrow PCT</p>	<p>Existing resources</p>

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard: Sharing and using information more effectively
Outcome: Local authorities and their partners apply the principles of *Putting People First* so that information about people with learning disabilities and complex needs is shared across agencies and used to deliver improved, personalised services and supports, tailored to people's expressed needs and wants.
(contd)

RECOMMENDATION	The Council and the PCT should work with partners both within the council and other agencies to ensure a range of universal services is increasingly offered to people with learning disabilities and complex needs
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To ensure NRCs start operation in agreed timeframe	<ul style="list-style-type: none"> • Greater choice of activities in line with ethos of NRCs • Increase in number of users accessing mainstream community activities. 	July 09	Keith Holmes NRC Project Manager Harrow Council	Additional investment
To jointly promote the range of services available across the Council and PCT	<ul style="list-style-type: none"> • Greater choice of activities and health and well-being • A healthy walks co-ordinator, who will be linked to NRCs, to be operational in July 09. • Green gyms will open in March 09. • A project worker will be recruited to promote free adult swimming for LD users 	July 09	Carol Yarde Head of Adults & Housing Transformation Project Plan Harrow Council	Additional investment Additional investment
To produce an integrated commissioning strategy with PCT, to include commissioning of preventative services and services to self-funders	<ul style="list-style-type: none"> • Greater range of services available to users with LD and complex needs • Further development of information and advice services • Development of catalogue of services for users and self-funders 	April 09	Mark Gillett Div. Director Commissioning and Partnerships Harrow Council Mary Cleary Head of Integrated Commissioning Harrow PCT	Temporary additional investment
To develop a joint strategy for health and well-being for Harrow	<ul style="list-style-type: none"> • Publication of strategy • An overarching view of vision and targets contained in the LAA, Transformation Plan, and PCT commissioning plans, to inform service development • Improved health and well-being of people with LD 	September 09	Andrew Howe Director of Public Health	Existing resources

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard: Assuring high quality providers for all services

Outcome: People with learning disabilities and complex needs have services and support in place that are personalised according to their needs and reflective/sensitive to changes in their requirements.

RECOMMENDATION	The council and the PCT should use strengthened joint commissioning arrangements to secure an increased range of supported living services
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To jointly re-commission residential services for people with LD currently provided through by Support for Living	<ul style="list-style-type: none"> Reduce by 3 (from 8 to 5) the number of registered care homes within the re-provided service leading to increase range of living arrangements for people with LD Number of people with LD supported to live independently will continue to increase (107 directly provided in 08 to 252 directly provided in 09) 2010 LAA target of 2785 service users supported to live independently will include LD 	<p>April 10</p> <p>March 10</p> <p>March 10</p>	<p>Mark Gillett Div. Director Commissioning and Partnerships Harrow Council</p>	<p>Reinvestment of existing resources</p>
To complete the transfer of responsibility and funding for the social care of people with learning disabilities from the NHS to the Council	Health care flexibilities will be used to maximise the alignment of health and social care budgets to provide enhanced streamlined support to users	<p>April 09</p>	<p>Mark Gillett Div. Director Commissioning and Partnerships Harrow Council</p> <p>Mary Cleary Head of Integrated Commissioning Harrow PCT</p>	<p>Transfer of existing resources</p>

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard: Assuring high quality providers for all services
Outcome: People with learning disabilities and complex needs have services and support in place that are personalised according to their needs and reflective/sensitive to changes in their requirements.
(contd)

RECOMMENDATION (contd)	The council and the PCT should use strengthened joint commissioning arrangements to secure an increased range of supported living services
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To develop an accommodation strategy as part of transformation project, to include LD	<ul style="list-style-type: none"> • Needs assessment • Launch of strategy • Define the Council's need for accommodation solutions for the next five years, including accommodation for people with LD 	February 09 June 09	Nick Davies Service Manager Supporting people, Contracts & Brokerage Harrow Council	Additional investment

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard: Assuring high quality providers for all services
Outcome: People with learning disabilities and complex needs have services and support in place that are personalised according to their needs and reflective/sensitive to changes in their requirements.
(contd)

RECOMMENDATION	The PCT should strengthen the commissioning of health care specialist services including assessment and treatment, forensic services and the accessibility and responsiveness of primary health care services.
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To review current specialist health provision as part of development of separate provider organisation, with a view to tendering out the community health and mental health provision	Redesigned care pathways and better commissioned health services	March 10	Mary Cleary Head of Integrated Commissioning Harrow PCT	Additional investment
To fully implement LD DES	All LD users on the Council register are identified on the GP LD register, and 80% of those on the GP LD register receive an annual health check	March 10	Mary Cleary Head of Integrated Commissioning Harrow PCT	Additional investment
Use DES to develop Health Action Plan for 50% of people with LD on council register by March 2010	50% of people with LD on council register will have a Health Action Plan	March 10	Mary Cleary Head of Integrated Commissioning Harrow PCT	Additional investment

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard: Assuring high quality providers for all services
Outcome: People with learning disabilities and complex needs have services and support in place that are personalised according to their needs and reflective/sensitive to changes in their requirements.
(contd)

RECOMMENDATION | The council should ensure that the vision and aspirations of the Transformation Plan are cascaded effectively to frontline teams

ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To develop a joint communication strategy with PCT that will include effective cascade of information to frontline staff	<ul style="list-style-type: none"> • To recruit a project manager • Communication following monthly TPP programme board meetings • Two-monthly newsletter for frontline staff • Frontline staff will have a greater understanding of TPP, which will enable them to communicate to users information about new services, measured through annual staff surveys • Users and carers will have better understanding of services and ability to access them, measured through annual user surveys 	<p>Feb 09</p> <p>April 09</p> <p>April 09</p> <p>April 09</p> <p>May 09</p>	<p>Carol Yarde Head of Adults & Housing Transformation Project Plan Harrow Council</p>	<p>Existing resources</p>

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard: Assuring high quality providers for all services
Outcome: People with learning disabilities and complex needs have services and support in place that are personalised according to their needs and reflective/sensitive to changes in their requirements.
(contd)

RECOMMENDATION	The council and the PCT should produce a detailed and funded joint commissioning plan for people with learning disabilities, including those with complex needs, and their carers
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To jointly develop an Integrated Commissioning Strategy	<ul style="list-style-type: none"> • Publication of strategy • Commissioning reflects the identified needs of people with LD and identifies the funding to meet those needs • Commissioned services promote independence, well-being and choice • Market management secures increased range of services and greater choice for individual service users 	April 09	Mark Gillett Div. Director Commissioning and Partnerships Harrow Council Mary Cleary Head of Integrated Commissioning Harrow PCT	Temporary additional investment

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard: Assuring high quality providers for all services
Outcome: People with learning disabilities and complex needs have services and support in place that are personalised according to their needs and reflective/sensitive to changes in their requirements.
(contd)

RECOMMENDATION	The council and the PCT should ensure that robust clauses within provider contracts in relation to adult safeguarding issues are monitored and performance reported in a structured way
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To include Safeguarding clauses in new residential spot contracts	<ul style="list-style-type: none"> • All new residential spot contracts have a safeguarding clause • Users and carers feedback that they feel safe in a satisfaction survey 	<p>March 09</p> <p>September 09</p>	Nick Davies Service Manager Supporting people, Contracts & Brokerage Harrow Council	Existing resources
To monitor the safeguarding clause through the volume of service failure rates, CRIII safeguarding information, and safeguarding strategy meetings	<ul style="list-style-type: none"> • Impact of safeguarding clause is monitored • Users and carers feedback that they feel safe in a satisfaction survey 	<p>April 09</p> <p>September 09</p>	Nick Davies Service Manager Supporting people, Contracts & Brokerage Harrow Council	Existing resources

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard: Assuring high quality providers for all services
Outcome: People with learning disabilities and complex needs have services and support in place that are personalised according to their needs and reflective/sensitive to changes in their requirements.
(contd)

RECOMMENDATION (contd)	The council and the PCT should ensure that robust clauses within provider contracts in relation to adult safeguarding issues are monitored and performance reported in a structured way
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To benchmark across providers and issue default notices if appropriate	<ul style="list-style-type: none"> Importance if safeguarding is reinforced to providers Users and carers feedback that they feel safe in a satisfaction survey 	<p style="text-align: center;">June 09</p> <p style="text-align: center;">September 09</p>	<p style="text-align: center;">Nick Davies Service Manager Supporting people, Contracts & Brokerage Harrow Council</p>	Existing resources

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard: Assuring high quality providers for all services

Outcome: People with learning disabilities and complex needs have services and support in place that are personalised according to their needs and (contd) reflective/sensitive to changes in their requirements.

RECOMMENDATION	The council and the PCT should develop a more service user orientated approach by strengthening quality assurance processes to ensure that managers know about the actuality of service users and carers experiences
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To develop the Quality Assurance Framework which sets out mechanisms to capture fully the views of people with LD and carers	<ul style="list-style-type: none"> • Managers will be informed by MORI survey of LD users and carers, by complaints data, and by feedback from the regular user forums established in provider services • Evidence of the impact of service user and carer views on service development, through user surveys 	April 09	Sue Conn Senior Professional Service Development Team Harrow Council	Existing resources
Establishment of a quarterly quality assurance board	<ul style="list-style-type: none"> • Views of service users and carers, and feedback from staff will be available to managers, to inform service planning • Evidence of the impact of service user and carer views on service development 	April 09	Sue Conn Senior Professional Service Development Team Harrow Council	Existing resources
To commission MORI to undertake surveys of service users with LD and their carers	<ul style="list-style-type: none"> • Baseline established of views of service users and carers with learning disability on the services they experience • Development of an action plan to improve service delivery and quality 	April 09 April 09	Paul Najsarek Corp Director Harrow Council Carol Yarde Head of Adults & Housing Transformation Project Plan Harrow Council	Additional investment

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard: Assuring high quality providers for all services
Outcome: People with learning disabilities and complex needs have services and support in place that are personalised according to their needs and reflective/sensitive to changes in their requirements.
(contd)

RECOMMENDATION (contd)	The council and the PCT should develop a more service user orientated approach by strengthening quality assurance processes to ensure that managers know about the actuality of service users and carers experiences
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
<p>Develop a carers' evaluation questionnaire to be used annually following a carers assessment</p> <p>Ongoing monitoring of casework to ensure Carers have been identified and offered a separate carer's assessment if they wish. Quality of carer's assessments to be monitored via Audit tool. Team managers to include in the 6 case files per month, 2 that include carer's assessments.</p>	<p>Ensure carers have positive outcomes from their assessments in line with the 7 health and social care outcomes</p> <ul style="list-style-type: none"> 100% Carers will be identified and supported and offered a separate carer's assessment if they wish. Carers will feel supported and valued. 100% Carers will be aware of quality assurance questionnaires and have an opportunity to influence service provision and commissioning. 	<p>April 09</p>	<p>Jasvinder Perihar Jasvinder Perihar Senior Professional well-being and carers strategy Harrow Council</p>	<p>Existing resources</p>

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard: Recognising the importance of good health services; recognising the interdependence between work, health and well-being; recognising human rights

Outcome: People with learning disabilities and complex needs have the right to live a fulfilling life with good, accessible health care, social care and employment opportunities close to home

RECOMMENDATION	The PCT should ensure that Health Action Plans are in place and of sufficient quality and detail to deliver structured and co-coordinated generic and specialist health care checks and services
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To implement Standardised Health Action Plans in conjunction with implementation of the LD DES	50% of people on Council LD register will have a Health Action Plan by Sept 09	September 09	Mary Cleary Head of Integrated Commissioning Harrow PCT	Additional investment

RECOMMENDATION	The PCT should ensure that secondary health care professionals have the skills and protocols in place to ensure an accessible and appropriate service for people with learning disabilities complex needs and their carers
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To develop Action Plan to deliver Valuing People Now, and respond to Death by Indifference, and Health Care for All, to be monitored by LDPB and PCT	More responsive and accessible health services for people with LD, to be measured against the baseline established by IPSOS Mori poll	June 09	Mary Cleary Head of Integrated Commissioning Harrow PCT	Existing resources

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard:	Recognising the importance of good health services; recognising the interdependence between work, health and well-being; recognising human rights
Outcome: (contd)	People with learning disabilities and complex needs have the right to live a fulfilling life with good, accessible health care, social care and employment opportunities close to home

RECOMMENDATION	The council and the PCT should ensure that a high quality and flexible carer support service, including respite care, is available
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To develop plans for carer breaks jointly with PCT	<ul style="list-style-type: none"> • Increase the numbers of breaks provided to carers • Deliver outcomes of the National Carers Strategy: respect, a life outside of caring, financial support, mental / physical well-being, support for young carers 	April 10	Jasvinder Perihar Jasvinder Perihar Senior Professional well-being and carers strategy Harrow Council	Additional investment by PCT
Revise all SLAs to be outcome-focused	Clearer monitoring of activities and their outcomes provided by SLAs	April 09	Jasvinder Perihar Jasvinder Perihar Senior Professional well-being and carers strategy Harrow Council	Existing resources

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard:	Recognising the importance of good health services; recognising the interdependence between work, health and well-being; recognising human rights
Outcome: (contd)	People with learning disabilities and complex needs have the right to live a fulfilling life with good, accessible health care, social care and employment opportunities close to home

RECOMMENDATION (contd)	The council and the PCT should ensure that a high quality and flexible carer support service, including respite care, is available
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
Undertake joint pathway mapping for all care groups to inform the development of carers' services	Better targeting of training and breaks for carers, and development of services	Sept 09	Jasvinder Perihar Jasvinder Perihar Senior Professional well-being and carers strategy Harrow Council	Existing resources

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard:	Recognising the importance of good health services; recognising the interdependence between work, health and well-being; recognising human rights
Outcome:	People with learning disabilities and complex needs have the right to live a fulfilling life with good, accessible health care, social care and employment opportunities close to home

RECOMMENDATION	The council should ensure that better quality assurance processes are in place to ensure that day opportunities are increasingly person centered and routinely offer community based activities
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To ensure user and carer experience are central to the quality assurance framework	Evidence that user/ carer views are incorporated into service development	Apr 09	Sue Conn Senior Professional Service Development Team Harrow Council	Existing resources
Development of 3 NRCs to offer community based services	<ul style="list-style-type: none"> • New timetables based on one page profile outcomes developed with service users • Three month review to be carried out after opening of NRCs to measure activities against outcomes identified in profiles and previous activities prior to NRCs • Increase in the range and choice of opportunities available to service users • Increase in number of users accessing community based activities 	July 09 October 09 August 09 and ongoing August 09 and ongoing	Keith Holmes NRC Project Manager Harrow Council	Additional investment
To train all management staff in person-centred thinking	<ul style="list-style-type: none"> • All current day service users will have a one-page profile based on person-centred thinking. • New service users will have a plan developed as part of their induction 	April 09 April 09 and ongoing	Keith Holmes NRC Project Manager Harrow Council	Existing resources

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard: Recognising the importance of good health services; recognising the interdependence between work, health and well-being; recognising human rights

Outcome: People with learning disabilities and complex needs have the right to live a fulfilling life with good, accessible health care, social care and employment opportunities close to home

(contd)

RECOMMENDATION (contd.)	The council should ensure that better quality assurance processes are in place to ensure that day opportunities are increasingly person centered and routinely offer community based activities
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To develop monitoring systems based on QAF and training	Regular reporting on outcomes to senior management, to support planning and improvements in the availability of day resources	May 09	Nick Davies Service Manager Supporting people, Contracts & Brokerage Harrow Council	Existing resources

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard:	Recognising the importance of good health services; recognising the interdependence between work, health and well-being; recognising human rights
Outcome: (contd)	People with learning disabilities and complex needs have the right to live a fulfilling life with good, accessible health care, social care and employment opportunities close to home

RECOMMENDATION	The council and the PCT should ensure that the criteria used by the resource allocation panel, and the reasons for individual decisions, are communicated effectively to people who use services and their carers
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
PCT will develop easy read communications for each stage in the Continuing Care Assessment process	People with LD and their carers will have good quality information about how decisions are made	Dec 09	Mary Cleary Head of Integrated Commissioning Harrow PCT	Existing resources
HLDT will develop an easy read communication letters to inform service users about panel decisions.	People with LD and their carers will understand the outcome of the HLDT panel decisions.	May 09	Doris Sheridan Service Manager HLDT Harrow council	Existing resources

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard: Developing incentives for commissioning for health and well-being

Outcome: There is effective partnership working that results in the development of a health and social care market that puts people first, and delivers the kinds of services that are important to them.

RECOMMENDATION	The council and the PCT should agree with providers the range of new support services required to deliver increasingly personalised support plans
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To monitor the impact of the brokerage pilots with 3 voluntary sector organisations and the work of the Independent Brokers	The pilot will inform service mapping and identify gaps in services	December 09	David Fabbro Project Officer Self-directed Support Harrow Council	Existing resources
To hold meetings with providers, and with voluntary sector, to discuss brokerage	Market management to provide a greater range of services	December 09	Nick Davies Service Manager Supporting people, Contracts & Brokerage Harrow Council	Existing resources
To develop the Integrated commissioning strategy, to include LD	<ul style="list-style-type: none"> • A framework to support the provision of flexible, responsive and equitable services to meet national and local key targets • Plans for securing, specifying and monitoring services provided by NHS, Council, other public agencies, and private and voluntary sector • Clarification of commissioning and decommissioning intentions of PCT and Council for 2009-2014 	April 09	David South Service Manager Commissioning Harrow Council	Temporary additional investment

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard: Developing incentives for commissioning for health and well-being
Outcome: There is effective partnership working that results in the development of a health and social care market that puts people first, and delivers the kinds of services that are important to them.
(contd)

RECOMMENDATION (contd)	The council and the PCT should agree with providers the range of new support services required to deliver increasingly personalised support plans
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To agree an approach to the development of joint and integrated commissioning structures	Publication of plan and timetable with clear milestones established	July 09	Mark Gillett Div. Director Commissioning and Partnerships Harrow Council Mary Cleary Head of Integrated Commissioning Harrow PCT	Existing resources

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard: Developing incentives for commissioning for health and well-being
Outcome: There is effective partnership working that results in the development of a health and social care market that puts people first, and delivers the kinds of services that are important to them.
(contd)

RECOMMENDATION | The council and the PCT should raise the profile of the new commissioning team with providers and establish formal and regular communication systems

ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To Establish provider fora for <ul style="list-style-type: none"> • Home care • Residential Services • 3rd Sector 	Improved communication between providers and commissioners/contract managers, to increase providers' awareness of commissioning priorities, key service developments, and commissioning opportunities, leading to more effective market management	Apr 09	Nick Davies Service Manager Supporting people, Contracts & Brokerage Harrow Council	Existing resources
Publication of Provider Update	Improved communication between providers and commissioners/contract managers, to increase providers' awareness of commissioning priorities, key service developments, and commissioning opportunities, leading to more effective market management	May 09	Nick Davies Service Manager Supporting people, Contracts & Brokerage Harrow Council	Existing resources

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard: Developing incentives for commissioning for health and well-being
Outcome: There is effective partnership working that results in the development of a health and social care market that puts people first, and delivers the kinds of services that are important to them.
(contd)

RECOMMENDATION | The council and the PCT should agree with providers a range of initiatives and incentives to develop a wide range of services

ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To continue to improve services with the 2 homecare providers on partnership boards,	Better outcomes and value for money	March 09	Nick Davies Service Manager Supporting people, Contracts & Brokerage Harrow Council	Existing resources
To start a pattern of regular meetings with residential and nursing care providers	Better quality assurance e.g. CRILL and performance ratings	March 09	Nick Davies Service Manager Supporting people, Contracts & Brokerage Harrow Council	Existing resources
To reduce unit costs	Measure against benchmarking with other Las as part of West London Procurement Group	April 2010	Nick Davies Service Manager Supporting people, Contracts & Brokerage Harrow Council	Existing resources

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard: Developing incentives for commissioning for health and well-being
Outcome: There is effective partnership working that results in the development of a health and social care market that puts people first, and delivers the kinds of services that are important to them.
(contd)

RECOMMENDATION (contd)	The council and the PCT should agree with providers a range of initiatives and incentives to develop a wide range of services
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To link incentives with quality, (using CRILL data) and y to reconfigure services in line with demand	<ul style="list-style-type: none"> Contracts will include quality incentive payments Provision will respond to and meet demand 	March 10	Nick Davies Service Manager Supporting people, Contracts & Brokerage Harrow Council	Existing resources
To develop new services in line with gaps identified in the integrated commissioning strategy, accommodation strategy and evaluation of SDS brokerage services	To meet the objectives stated in the accommodation strategy and integrated commissioning strategy	Feb 09	Nick Davies Service Manager Supporting people, Contracts & Brokerage Harrow Council	Existing resources
To use to 0.5% COUIN payment to incentivise quality outcomes with providers of LD services	Contracts will routinely include quality incentive payments	March 10	Mary Cleary Head of Integrated Commissioning Harrow PCT	Existing resources

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard: Developing incentives for commissioning for health and well-being
Outcome: There is effective partnership working that results in the development of a health and social care market that puts people first, and delivers the kinds of services that are important to them.
(contd)

RECOMMENDATION | The council and the PCT should streamline and make more timely the tendering process for purchasing health and social care.

ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To continue discussion to set up an integrated commissioning team	Integrated timetables and joint improved planning	March 11	Mary Cleary Head of Integrated Commissioning Harrow PCT Mark Gillett Div. Director Commissioning and Partnerships Harrow Council	Existing resources
To review procurement processes, particularly for the voluntary sector	Better quality services and value for money, with outcome focused SLAs	April 2010	Nick Davies Service Manager Supporting people, Contracts & Brokerage Harrow Council	Additional investment

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard: Making it happen: local accountability, capability and leadership

Outcome: People with learning disabilities and complex needs, their families and carers are aware of what services and support they can expect and have a right to receive from councils and the NHS.

Outcome: Commitment at a corporate, strategic and operational level means that local authorities and PCTs know what services need to be delivered and how to deliver them to improve the quality of life for people with learning disabilities and complex needs and their families.

RECOMMENDATION	The council and the PCT should ensure that the vision of the service is articulated in a set of monitorable and specific team and unit targets
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To update the service targets contained in the Learning disability Action Plan and translate to team level	Staff at all levels will be clear about requirements	Mar 09	David Harrington Service Manager-performance LBH	Existing resources
To translate the LD and MH targets in PCT CSP plan to team level	Staff at all levels will be clear about requirements	June 09	Mary Cleary Head of Integrated Commissioning Harrow PCT	Existing resources

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard: Making it happen: local accountability, capability and leadership
Outcome: People with learning disabilities and complex needs, their families and carers are aware of what services and support they can expect and have a right to receive from councils and the NHS.
(contd)
Outcome: Commitment at a corporate, strategic and operational level means that local authorities and PCTs know what services need to be delivered and how to deliver them to improve the quality of life for people with learning disabilities and complex needs and their families.
(contd)

RECOMMENDATION	The council and the PCT should improve the numbers of specific and personalised care plans for people who use services
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To ensure a project board meeting dedicated to PCP with attendance from all key personnel from day services takes place regularly	PCP project board meetings held every 2 months.	June 09	Doris Sheridan Service Manager HLDT Harrow Council	Existing resources
To ensure that all staff receive PCP (person centred thinking skills) training.	100 % of staff to have undertaken PCP training.	February 09. & Ongoing	Doris Sheridan Service Manager HLDT Harrow Council	Existing resources
To increase the number of users with a PCP in place	<ul style="list-style-type: none"> • PCP to be put in place for all service users who are reviewed or assessed • All users accessing NCRs will have a PCP in place 	March 09 and ongoing July 09	Doris Sheridan Service Manager HLDT Harrow Council Keith Holmes NRC Project Manager Harrow Council	Existing resources
To ensure that Framework-i is updated to accommodate a one-page profile to be completed at every review for individuals	Format of one page PCP profile is available on HOST to download in preparation for reviews.	August 2009	Doris Sheridan Service Manager HLDT Harrow Council	Existing resources

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard:	Making it happen: local accountability, capability and leadership
Outcome:	People with learning disabilities and complex needs, their families and carers are aware of what services and support they can expect and have a right to receive from councils and the NHS.
(contd)	
Outcome:	Commitment at a corporate, strategic and operational level means that local authorities and PCTs know what services need to be delivered and how to deliver them to improve the quality of life for people with learning disabilities and complex needs and their families.
(contd)	

RECOMMENDATION	The council and the PCT should extend training opportunities to a wide range of staff to increase specialist skills in meeting the needs of people with learning disabilities and complex needs
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To undertake a training needs analysis	• Identification of specialist training needs of staff	Mar 09	Mark Gillett Div. Director Commissioning and Partnerships Harrow Council	DOH Training grant
	• Publication of specialist training programme within Learning and Development Plans of Council and PCT	Apr 09		
	• Increased numbers of staff with specialist skills in meeting the needs of people with LD & complex needs	Mar 10		
	• Evidence of the impact of skilled staff on services for people with LD & complex needs	Mar 10		

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard:	Making it happen: local accountability, capability and leadership
Outcome: (contd)	People with learning disabilities and complex needs, their families and carers are aware of what services and support they can expect and have a right to receive from councils and the NHS.
Outcome: (contd)	Commitment at a corporate, strategic and operational level means that local authorities and PCTs know what services need to be delivered and how to deliver them to improve the quality of life for people with learning disabilities and complex needs and their families.

RECOMMENDATION	The council and the PCT should continue to develop and utilise emerging quality assurance processes and stronger business processes to secure better outcomes for people who use services and their carers.
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To develop integrated commissioning strategy with focus on commissioning for outcomes	<ul style="list-style-type: none"> • Publication of integrated commissioning strategy • Evidence of improved outcomes for service users 	Apr 09	Mark Gillett Mary Cleary Head of Integrated Commissioning Harrow PCT	Temporary additional investment
To develop quality assurance framework To establish a senior management monitoring board	<ul style="list-style-type: none"> • Publication of quality assurance framework, and board • Use and act upon the information to improve services 	April 09	Sue Conn Senior Professional Service Development Team Harrow Council	Existing resources

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard:	Making it happen: local accountability, capability and leadership
Outcome: (contd)	People with learning disabilities and complex needs, their families and carers are aware of what services and support they can expect and have a right to receive from councils and the NHS.
Outcome: (contd)	Commitment at a corporate, strategic and operational level means that local authorities and PCTs know what services need to be delivered and how to deliver them to improve the quality of life for people with learning disabilities and complex needs and their families.

RECOMMENDATION	The council and the PCT should speed up the process of strengthening the staffing and skills at middle management level to deliver the required improvements
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
Increase capacity at middle manager level within Adult Community Care services	<ul style="list-style-type: none"> • Recruitment of 1 Head of Service, 1 Policy Development Officer, and 3 Personalisation officers • Enhanced ability to improve quality of life for people with LD • Enhanced ability to lead the workforce through the modernisation agenda 	Jun 09	Bernie Flaherty Divisional director Community care Harrow Council	Growth revenue
Increase capacity within the Adult Commissioning team	To increase the team by one new commissioner to a total of 3 ensure services are commissioned and delivered in a timely way	June 09	Mark Gillett Div. Director Commissioning and Partnerships Harrow Council	Additional investment
To undertake a training needs analysis	<ul style="list-style-type: none"> • Identification of specialist training needs of managers • Publication of specialist training programme within Learning and Development Plans of Council and PCT 	April 09	Mark Gillett Div. Director Commissioning and Partnerships Harrow Council	Existing resources
To provide facilitated action learning sets for middle managers	Managers will have tools for the successful implementation of projects within time and budget	December 09	Carol Yarde Head of Adults & Housing Transformation Project Plan Harrow Council	Additional investment (funded by Joint Improvement Partnership)

Harrow Council and Harrow PCT - Joint Action Plan

Joint Review – commissioning services and support for people with learning disabilities and complex needs

Standard:	Making it happen: local accountability, capability and leadership
Outcome: (contd)	People with learning disabilities and complex needs, their families and carers are aware of what services and support they can expect and have a right to receive from councils and the NHS.
Outcome: (contd)	Commitment at a corporate, strategic and operational level means that local authorities and PCTs know what services need to be delivered and how to deliver them to improve the quality of life for people with learning disabilities and complex needs and their families.

RECOMMENDATION (contd)	The council and the PCT should speed up the process of strengthening the staffing and skills at middle management level to deliver the required improvements
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ACTION	MEASURE / OUTCOME	WHEN	LEAD	RESOURCE
To continue to organise workshops for all programme managers or programme leads in the TPP, so that training and development requirements can be identified and addressed.	Programme managers and leads will have tools for the successful implementation of projects within time and budget	Ongoing	Carol Yarde Head of Adults & Housing Transformation Project Plan Harrow Council Head of Integrated Commissioning Harrow PCT	Existing resources
PCT to appoint 1 new team manager for health element of HLDT	Strengthened leadership in the health element of HLDT	June 09	Mary Cleary Head of Integrated Commissioning Harrow PCT	Existing resources
PCT will enhance commissioning capacity for LD	More senior management and director level input to reflect the degree of priority given to commissioning in PCT plans	March 09	Mary Cleary Head of Integrated Commissioning Harrow PCT	Existing resources