

**Update on Implementation of Modernisation in Day Services****Report by Eibhlin McHugh, Acting Director Communities & Wellbeing****1 Purpose of Report**

The purpose of this report is to relate improvement achieved through service redesign, including positive feedback from regulators and service users. This improvement arises from the modernisation of Midlothian Council's day service provision for adults with learning disabilities following a reconfiguration of services in October 2011.

**2 Background**

**2.1** The reconfiguration of services in October 2011 built on work over a number of years to shift the balance of support to greater community-based provision (see Appendix 1). The reconfiguration saw a shift from a model of two resource centres delivering universal provision to a model of one more-specialised resource centre and one community-based service, delivering more targeted, outcome-focused provision.

Accompanying this were plans for expansion of the Adult Resource Team into a new Shared Lives Service, where community carers support adults with learning disabilities on a one-to-one or two-to-one basis (see Appendix 2). The new services have continued to develop since October and it is anticipated that the development of a Midlothian Learning Disability Strategy for 2013-16 will articulate longer-term plans to ensure services continue to best-deliver outcomes for individuals.

**2.2** Both new services described in Appendix 1 were subject to inspection by the Care Inspectorate in July 2012, some nine months after reconfiguration. Feedback from the Care Inspectorate has been very positive, illustrated by an improvement in grades to the highest level ever enjoyed by Midlothian Council's day services. Consultation with service users around the changes has also evidenced a high degree of satisfaction with the process.

The Care Inspectorate reports highlight significant successes achieved through the modernisation process, with the overall grades for the services exceeding grades achieved by services in the past. The Care Inspectorate uses a six-point grading system (from '1' – '*unsatisfactory*' to '6' – '*excellent*'). CAT achieved '4s' ('*good*') across all four quality themes measured, while Cherry Road achieved three '4s' and one '5' ('*very good*').

**Community Access Team:**

The CAT report describes improvement to services, stating that provision has 'progressed greatly' following modernisation.

Integral to the development of CAT was a desire to work closely with and within communities, as part of the Council's strategic direction towards more locally-accessible services and community capacity-building. The report states that "*...links with the community are developing well*" and that "*...people are seen as valued in these communities*".

The report also highlights what it describes as "*...major strengths*" in ensuring environments are safe and service users are protected.

#### Cherry Road Resource Centre:

The Cherry Road Resource Centre report highlights the implementation of change as having occurred '*...very well*'.

Similarly to CAT the report highlights "*...major strengths*" in ensuring environments are safe and service users are protected.

The report particularly highlights the clarity of purpose around how the management team wish to develop the service further, building on the initial successes.

- 2.3** Consultation took place with service users following the reconfiguration. Questionnaires were issued in easy-read format and independent advocacy was made available to support their completion (approximately one-third of respondents used this service).

Feedback was very positive. From the 20 questionnaires returned:

- 75% of respondents thought the changes had been implemented successfully, with a further 15% identifying a number of positives arising from the change.
- Commonly-related themes around the changes included a sense of more choice and a wider range of activities for people, and also more space and calmer environments for people.
- Where people had identified that they felt the changes had not been implemented successfully, people were encouraged to explain why they felt this way. Responses centred on the fact that not all renovation work had been completed at Cherry Road and that transport remained an issue. While the renovation work has been completed transport (as described in Appendix 2) remains a prominent area of concern in relation to supporting social inclusion for adults with learning disabilities.

### **3 Report Implications**

#### **3.1 Resource**

This report provides an update on progress around day service modernisation. There are no direct resource implications arising from this report.

In the longer term the Shared Lives Service is expected to support sustainability by offering options for service provision that maintain quality standards but are more cost-effective than traditional purchased provision.

#### **3.2 Risk**

This report provides an update on progress around day service modernisation and as such does not identify any new risks to those identified in previous reports.

#### **3.3 Policy**

##### **Strategy**

This report provides an update on progress around day service modernisation and as such does not identify any new links to those identified in previous reports.

##### **Consultation**

This report provides an update on progress around day service modernisation and as such there was no consultation required for this report. The report does describe feedback from service users about the changes that have taken place however (Appendix 3).

##### **Equalities**

This report provides an update on progress around day service modernisation and as such, there was no need for any equalities assessment.

##### **Sustainability**

This report provides an update on progress around day service modernisation and as such does not identify any sustainability issues new to those identified in previous reports.

#### **3.4 IT Issues**

There are no IT issues arising from this report.

## 4 Summary

- 4.1 Day services were reconfigured in October 2011, moving from a two-centre model to a model of one centre and one community-based team, with new, specific roles for each.
- 4.2 The regulatory body for these services, the Care Inspectorate, has inspected both new services and graded them as improved from the previous services. The changes to services have been received very positively by the vast majority of people using services. Where the changes have not been as well-received, work has been done to identify and resolve the issues.
- 4.3 Work around improving the quality and value of services will continue, aligned to the development of a new local learning disability strategy.

## 5 Recommendations

- 5.1 Cabinet is asked to note the changes that have taken place through the programme of day service modernisation
- 5.2 Cabinet is asked to note the very positive feedback from external regulators and service users in relation to the changes.
- 5.3 Cabinet is asked to note the intention to continue developing day services to deliver best outcomes for service users and ensure quality and value in provision for adults with learning disabilities.

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**Background Papers:**

**Appendix 1 Background to day service modernisation**

**Appendix 2 Reconfiguration of day services**

## **Appendix 1 Background to day service modernisation**

Prior to October 2011, Midlothian Council provided day services for adults with learning disabilities operating from two buildings: the John Chant Centre in Penicuik and Cherry Road Resource Centre in Bonnyrigg. Both services provided a range of centre-based and community-based day activities across a wide range of need, with activities planned around meeting agreed outcomes for individuals. The service delivery also allows an element of respite for family carers, where the service user lives in the family home.

Both centres offered services over Mondays to Fridays, John Chant for 64 individuals and Cherry Road for 80 individuals, with people accessing the centres from between half a day a week, to five days a week.

In November 2006 Cabinet agreed to a process of redesign for these services, with an aim of shifting the balance of service provision to a more community-based position, in line with national policy. In 2010, it was agreed to take further steps in modernising day services, notably by closing the John Chant Centre and reconfiguring provision around Cherry Road Resource Centre and a number of community-based services. This reflected the success of work to shift the balance of provision; positive feedback from users and carers; and the lack of value in maintaining two resource centres.

## Appendix 2 Reconfiguration of day services

- a. In October 2011, the John Chant Centre was closed and simultaneously, the new service configuration was launched. The new design saw Cherry Road Resource Centre changing provision to encompass three specific and distinct areas of support for adults with learning disabilities:
  - i. One element focuses on supporting older people, particularly older people with dementia, linking in to Midlothian's national status as a Dementia Demonstrator site
  - ii. A second element focuses on support for young people (currently all male) with autism and behaviours that are perceived as challenging. This service is primarily delivered by external providers in a specific and specially-designed area within Cherry Road, but with support from Midlothian day service staff.
  - iii. A third element focuses on people with complex health care and physical support needs. This part of the service works closely with NHS primary care colleagues in improving health outcomes and also works in partnership with external providers, notably Artlink, around developing best practice in supporting people with sensory impairments.

Work in all three areas has progressed, with strong partnerships being developed across sectors to work towards delivering best outcomes for individuals. The development of a Midlothian Learning Disability Strategy for 2013-2016 is expected to commence in the next few months and it is anticipated that the Strategy will describe the continuation of work at Cherry Road to attain a position as a 'centre of excellence' in these areas.

- b. In addition to changes at Cherry Road, the Midlothian Community Access Team (MCAT) was established. This provides access to community-based day opportunities from five community bases, or 'hubs', located in Penicuik, Mayfield (2), Dalkeith and Bonnyrigg. MCAT's provision focuses on skills development for adults, along with strengthening links to natural communities, and supporting community capacity-building. This service also works closely with NHS primary care colleagues, as well as colleagues in adult learning and supported employment services.

Again, MCAT's ongoing development and continued community partnership approach will be embedded in the new local Strategy.

- c. Planning work around extending and enhancing the role of the Adult Resource Team also began. This service is based around community carers being supported to offer day opportunities and short breaks (and in some cases, long-term care) to adults with learning disabilities on a one-to-one or two-to-one basis. Two additional support worker posts were established to allow the recruitment of an increased number of carers, the support worker posts being filled in June 2012. The Adult Resource Team will also change its name to 'Shared Lives Service', in line with national policy.
- d. In order to ensure effective and efficient service delivery, some changes to the staffing structure were agreed with Trades Unions and implemented, introducing Support Worker posts, working alongside existing Day Service Officers. Staffing structures remain under active review in order to ensure they are in the optimal position to deliver quality and value.
- e. Work around developing the community 'hubs' was also identified at the outset and this work is ongoing, with an emphasis on ensuring that day service provision aligns with, and supports, broader strategic aims around community capacity-building and constructive partnership with the voluntary sector.
- f. The transition from a two-centre model to a more dispersed set of arrangements understandably created a more complicated picture in relation to transport arrangements. Close working with the Midlothian Travel Team has helped address the challenges posed by this although it should be noted that access to appropriate transport continues to be a major factor in the success or otherwise of social inclusion for adults with learning disabilities.