

DATE: 1 October 2008

Report: **Merger of Younger Adults and Learning Disability Services
– Update briefing report**

Ward(s) All

Portfolios: Cllr Barbara McCracken – Social Care & Inclusion

Summary of report:

In February 2008 the Younger Adults & Disabled Services (YADS) were merged with the Integrated Learning Disability Service (LD) to form a new Division – Disability Services

The briefing report informs the Panel of progress to date in the merger.

Background papers:

None

Reason for scrutiny:

The merger of two high profile services presented a challenge to service delivery, use of resources and performance. The Panel required regular update reports on progress to discharge their governance role

Resource and legal considerations:

The merged service is responsible for a total of £42 million of Council and tPCT resources and employs over 500 staff. Within the merged service are two Section 75 Health Act Flexibility Partnership Agreements with the tPCT

Citizen impact:

The merged service delivers support to over 1500 Walsall citizens, supported by family and other carers. Many service users are vulnerable, have profound and high dependency support needs

Environmental impact:

None

Performance management:

The merged service contributes to an important range of Performance Indicators which are part the Council and tPCT assessed performance

Equality Implications:

There are underlying significant issues in meeting the needs of disabled people. The merger outcomes will be to strategically address equality of access and support for Walsall citizens

Consultation:

Consultation is ongoing and developing as the merger progresses. There is frequent contact and progress updates through Partnership Boards to users, carers and voluntary group stakeholders

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Report – Merger of Younger Adults (YADS) and Learning Disability (LD) Services - progress report

Progress from last report

The development of the new management structure has progressed and a number of significant management posts have been filled including:

- **Business Manager – Amanda Cater**

This is a 0.5 job share funded by and in partnership with other colleagues in Walsall Community Health. The post will provide performance management support and monitoring for the £17 million of health resources managed by Disability Services.

- **Operational Development Manager Assessment & Care Management – Stuart Fletcher**

Original proposals for the merger envisioned two Locality Managers supporting Service Manager Wendy Woodward in the management of 3 Assessment & Care Management Teams (LD Integrated Team, Physical & Sensory Impairment Team, YADS Social Work Team). Review of the proposed management structure sought to maximise efficiencies and the subsequent revision established this single post in place of the two planned posts.

- **Project Manager Modernisation of Day Services – Nigel Walsh**

This fills a vacant post in the Major Projects & Developments Team. Nigel is leading on the modernisation programme which seeks to offer more personalisation, choice and control in new 'township' based services replacing the traditional large Day Centres.

- **Project Manager Re provision of Long Stay Accommodation – Kirsten Moon**

This fills a vacancy arising from the retirement of the former post holder. The post leads on the NHS Campus Closure Programme which is a major national priority for the Council and NHS partners.

- **Project Manager Individualised Budgets – Maureen Goodin**

A new and fixed term post funded in part by Government Grant. The post leads on the development of Individualised Budgets, particularly for YADS & LD clients, which is a national priority for implementation by 2010/2011.

Implementation of the new structure has supported significant progress on a range of strategic objectives and underpinning significant management issues including:

- **Occupational Therapy (OT)**

The OT service has made significant performance improvements since April with recent improvements approaching required targets for Access to Service

Indicators. A review has been undertaken of future operational structures and is currently under discussion. LEAN management approaches to service efficiency are also in use to further address identified service improvements. Recently it has been agreed to second 2 OT's to Strategic Housing Services to improve arrangements for Disabled Facilities Grants (DFG).

- **Integrated Equipment Store and Service**

This joint service which is managed by health colleagues and the Pooled Budget managed by Disability Services is in a recovery period following a major overspend last Financial Year and management changes as a result. Currently the budget is under control and showing a small underspend and a range of management initiatives are beginning to address perceived service shortcomings. For the future a more fundamental review of function and operation will commence in late autumn.

- **Campus Closure Programme**

This major national initiative seeks to ensure closure of services designated as NHS Campuses, in Walsall this relates to 3 NHS units supporting 27 people with a severe/profound learning disability. A Project Plan is in place and the first 3 people have been resettled. Monitoring of the Project Plan indicates that the target of closure by March 2010 is achievable. This initiative is regarded as a joint NHS and Council responsibility and is subject to scrutiny by the Commission for Social Care Inspection (CSCI the Council external regulators) and the Healthcare Commission (external regulators of Walsall tPCT).

- **Rehabilitation & Reablement**

There is a need to improve rehabilitation and reablement services in Walsall for disabled people. A report has been submitted to Cabinet to facilitate the first steps on the care and support pathway in partnership with health colleagues. LD have commenced sharing skills with YADS colleagues to facilitate this process, examples include:

- Person Centred Planning
- Training by the Behaviour Support Service
- Shared approaches to Autistic Spectrum Disorders
- Cross service involvement by LD Medical Staff

New work streams commencing

- **Merger - Strategic vision**

To date the merger activity has concentrated on the practical aspects of bringing two differing work areas together. In addition there has been a focus regarding achieving balanced budgets, Performance Indicator targets and compliance with Policy & Procedure.

The next stage of the merger will address:

- **Vision** – what is the vision of the new and merged service
- **Mission** – a Mission Statement needs to be developed that can be shared and owned by all Stakeholders (Users – Carers – Staff – Partners – Others)
- **Strategy** – where should we be going, how will we know when we get there

This important piece of work will be constructed as a Project and supported by Project Manager Maureen Goodin. This development will need to engage all Stakeholders and be participative. Development events supporting this approach will need external facilitation which will be a combination of Council resources (Organisational Development) and partner resources (Consultant Psychologist – Management of Change specialist).

- **Carers Services**

A review undertaken by an external consultant funded by CSCI has recently reported and the recommendations will be formulated into an Action & Service Improvement Plan.

Summary

The merged service has begun to stabilise and develop as envisaged, the next stage is the important issue of developing a Strategy and culture that meets citizen needs and organisational aspiration