

Oxfordshire Clinical Commissioning Group  
Board Meeting

**Date of Meeting:** 26 January 2017

**Paper No:** 17/08

**Title of Presentation:** Oxford Health NHS Foundation Trust bid for Specialist Learning Disabilities Health Services Contract

**Is this paper for** (delete as appropriate)

**Discussion**

**Decision**



**Information**

**Purpose and Executive Summary:**

In March 2016 the OCCG Board approved proposals to manage the transfer of specialist learning disability health services from Southern Health NHS Foundation Trust (SHFT) and noted that Oxford Health NHS Foundation Trust (OHFT) had been identified as OCCG's preferred provider.

In January 2017 OHFT submitted a bid for the learning disability service. This was supplemented with a presentation to an invited audience and clarification questions. The evaluation panel (comprised of OCCG, Oxfordshire County Council and expert by experience representatives) unanimously agreed that the bid passed and therefore met the requirements of OCCG's Most Capable Provider process.

On 13<sup>th</sup> January 2017 the Transforming Care Partnership Board formally endorsed the OHFT bid and recommended that OCCG enter into contract negotiations with OHFT, with a view to signing a contract by 1<sup>st</sup> March 2017.

**Financial Implications of Paper:**

The current value of the contract is £5,518,559. OCCG has additionally agreed to fund full time programme director and project manager posts and a part time clinical lead and communications manager post to support the transition of services.

**Action Required:**

OCCG Board is asked to

1. Note OHFT's successful bid for the provision of specialist learning disability health services.
2. Approve the proposal to enter into a contract negotiation with OHFT with the intention of agreeing a contract for future provision of these services with the intention that OHFT assume responsibility for delivery of these services by 1<sup>st</sup> July 2017.

<b>NHS Outcomes Framework Domains Supported</b> (please delete tick as appropriate)	
✓	Preventing People from Dying Prematurely
✓	Enhancing Quality of Life for People with Long Term Conditions
✓	Helping People to Recover from Episodes of Ill Health or Following Injury
✓	Ensuring that People have a Positive Experience of Care
✓	Treating and Caring for People in a Safe Environment and Protecting them from Avoidable harm

<b>Equality Analysis completed</b> (please delete tick and attach as appropriate)	Yes	No ✓	Not applicable
<b>Outcome of Equality Analysis</b>			

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# Oxfordshire Transforming Care Plan

## 1.0 Introduction

In March 2016 the OCCG Board approved proposals to manage the transfer of specialist learning disability health services from Southern Health NHS Foundation Trust (SHFT) and noted that Oxford Health NHS Foundation Trust (OHFT) had been identified as OCCG's preferred provider.

During the period March-October 2016 MBI Health Group (independent consultants funded by OCCG) facilitated a Learning Disabilities Transition Task and Finish Group. This Group was comprised of representatives of SHFT, OHFT, OCCG, NHS England (NHSE) Specialised Commissioning and Oxfordshire County Council (OCC). The purpose of the group was to:

1. Oversee the novation of the SHFT contract for provision of specialist learning disability health services from OCC to OCCG; and
2. Develop sufficient business intelligence to allow OHFT to conduct a due diligence exercise into the learning disability service.

This work informed the development of OHFT's bid for the learning disability service which was submitted in January 2017. In line with the approach agreed by the Oxfordshire Transforming Care Partnership Board, this will involve an initial "lift and shift" of the current service. This will be followed by a more fundamental transformation of the service, developed through a co-production approach with experts by experience and other key stakeholders and delivered over the next 3-5 years.

The current SHFT contract for the provision of specialist learning disability health services formally novated from OCC to OCCG on 1<sup>st</sup> December 2016. The contract expires on 31<sup>st</sup> December 2017.

## 2.0 Evaluation of OHFT bid for Learning Disability Health Services

### 2.1 Process

As part of OCCG's Most Capable Provider process OHFT were asked to:

1. Submit a written bid providing responses to 10 key questions developed and agreed by OCCG, OCC and experts by experience ([appendix 1](#));
2. Present highlights of the bid to the evaluation panel and an invited audience of experts by experience;
3. Respond to questions from the panel and an invited audience and provide further clarifications through a supplemental question and answer session.

Responses to the questions were evaluated by the panel using a 0-4 scoring system (0: no response / information – 4: superior response). The initial scores were moderated and subsequently reviewed in the light of the presentation and clarification questions.

The invited audience included:

- Three family carers of people with learning disabilities, two of whom had experience of their family member being in an assessment and treatment unit for a significant length of time;
  - Four service users from *My Life My Choice*;
  - NHSE Transforming Care Assurance Manager for the South (Central) region.
- The evaluation of the bid was completed on 13<sup>th</sup> January 2017.

## 2.2 The Evaluation Panel

The evaluation panel was comprised of:

- Ian Bottomley, Head of Mental Health & Joint Commissioning, OCCG
- Dr David Chapman, Clinical Lead for Mental Health, Learning Disabilities & Autism, OCCG
- Gail Hanrahan, Expert by Experience, Real People Real Voices<sup>1</sup>
- Natalia Lachkou, Commissioning Manager, Joint Commissioning, OCC
- Jan Sunman, Expert by Experience, Real People Real Voices
- Sula Wiltshire, Director of Quality/Lead Nurse, OCCG
- Ian Winter CBE, Independent Chair, Oxfordshire Transforming Care Partnership Board

## 2.3 Outcome of the Evaluation Process

The Evaluation Panel jointly passed the OHFT bid with the feedback and support of the invited audience who endorsed this decision.

The Panel identified the following areas of strength in the bid:

- OHFT's appetite to take on and develop services for people with learning disabilities and to involve service users and family carers in the future delivery and development of services;
- Recognition of the potential to deliver significantly better mental health outcomes for people with learning disabilities through (i) the provision of more efficient and effective mental health services through a single mental health / learning disabilities provider, and (ii) better transitions from CAMHS to adult services;
- Demonstration of innovative thinking in a number of areas, for example exploring extending the mental health *Recovery College* model into learning

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<sup>1</sup> Real People Real Voices is a partnership between Oxfordshire Family Support Network and My Life My Choice, to facilitate the involvement of experts by experience in the Oxfordshire Transforming Care programme.

disabilities and considering the role of locality and neighbourhood approaches to improving the accessibility of primary care;

- Evidence that the services will be embedded in OHFT with appropriate clinical leadership and governance structures;
- Commitment to effectively integrating and developing the learning disabilities and wider OHFT workforce;
- Effective systems to manage serious incidents and clinical risks.

The following areas were identified which will need to be addressed in the proposed contract negotiation:

- More detail in relation to current and future demand for the service;
- Greater detail in relation to the staffing teams delivering services (roles and full time equivalents) and how these will be able to meet demand;
- Whilst OHFT has a great deal of experience in delivering partnerships in its mental health work, there will need to be a plan to develop relationships with the wider learning disability provider market
- Clarifying how OHFT will deliver specialist health services alongside OCC's locality structure for social care;

There were a number of other implementation issues that will also need to be clarified and will be taken forward by a Service Transition Project Board. This has been established from learning from the second Verita report and the recent transition of learning disability services in Buckinghamshire. The Project Board will be led by OCCG and oversee the delivery of a number of work streams jointly delivered by SHFT and OHFT operational staff (e.g. Finance & Estates; People; transfer of records).

The transition process will have a number of specific deliverables for OHFT which will also be addressed in the contract negotiation.

The bid proposed that the management of a cohort of patients with profound and complex needs be led by Oxford University Hospitals FT (OUHFT). The Panel will be seeking clarification around this proposal and considering the implications both for patient care and future contracts both with OUH and OHFT. In principle the panel were supportive of the model. The bid did not identify any additional resource issues regarding this proposal.

## **2.4 Priorities for Negotiation**

The recommended priorities for negotiation are:

- i. Clarity on proposals for how the service will be delivered from day one, including detailed staffing structures and evidence that capacity will be sufficient to meet demand;
- ii. Commitment to the ongoing transformation and co-production of learning disability health services;
- iii. Clarification of the role of the service in supporting people with learning disabilities to access primary, secondary and tertiary care;

- iv. Clarification of the interface between specialist learning disability health services and adult social care;

### **3.0 Endorsement of the Transforming Care Partnership Board**

The Transforming Care Partnership Board oversees the delivery of the [Oxfordshire Transforming Care Plan 2016-19](#). The Transforming Care Plan sets out how Oxfordshire will deliver the national [Building the Right Support](#) plan and forms the learning disabilities workstream of Oxfordshire's Sustainability and Transformation Plan (STP).

On 13<sup>th</sup> January 2017 the Transforming Care Partnership Board formally endorsed the OHFT bid and recommended that OCCG enter into contract negotiations with OHFT, with a view to the new service commencing on 1<sup>st</sup> July 2017.

### **4.0 Risks**

OHFT gave its commitment to the future delivery of specialist health services to the Panel. The Panel and OHFT identified two key risks to the process of negotiation:

1. The satisfactory agreement of a financial envelope for the services. This has already been agreed as part of the tri-partite contract agreement between OCCG OHFT and OUHFT as follows:

There is an assumed £1m pressure in 2017-18 of recurrent and non-recurrent costs and this will be managed as a separate contract and the value evaluated.

Parties will work together to secure any national monies that may be available to support this

2. The need for OHFT to reach agreement with OCC regarding the arrangements for managing the interface between specialist health services and social care. Both OHFT and OCC have signalled their commitment to work this through.

### **5.0 Conclusion**

OCCG Board is asked to:

1. Note OHFT's successful bid for the provision of specialist learning disability health services.
2. Approve the proposal to enter into a contract negotiation with OHFT with the intention of agreeing a contract for future provision of these services from 1<sup>st</sup> July 2017.

## Appendix 1: Specialist Learning Disability Health Services Bid Questions

1. How will the provider ensure effective working relationships within Oxford Health FT internal services and with external services to provide integrated specialist healthcare for people with learning disabilities?
2. How will the delivery model for community and in-patient services meet the required outcomes from day one of the service post transition?
3. Does the provider clearly articulate how the service model might be developed to meet the requirements of the *Oxfordshire Transforming Care Plan*?
4. Does the proposal demonstrate innovative thinking and ability to be dynamic and flexible to achieve the required outcomes?
5. Does the submission clearly explain what will be different/improved going forward for the patient/user and commissioner and provider organisation(s)?
6. Does the submission demonstrate how the provider will address the significant technological/IT infrastructure and information governance requirements to support:
  - case management and recording
  - reporting and assurance of data
  - communication to referrers

and how it will address the data migration issues from the previous to new provider?

7. Does the proposal outline how the workforce might change to deliver the contractual outcomes and support delivery of the *Oxfordshire Transforming Care Plan* over time?
8. What clinical governance arrangements are in place that assures the quality of care for community and in-patients, including those living out of county?
9. Has the provider clearly set out the process by which the service transfer process will be implemented and managed within the organisation to ensure continuity of care and effective services from day 1 after transition?
10. Does the proposal include a sound communication plan for internal use within Oxford Health?