

London Borough of Hounslow

Appendix 2

LEARNING DISABILITIES AND AUTISM SUPPORTED ACCOMMODATION SERVICE

49c Star Road

2018

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1. Introduction and context

1.1 Purpose

This appendix sets out the care and support requirements for delivery of the 49c Star Road scheme. The scheme is comprised of two self-contained units, developed for adults with learning disabilities and/or autism. The schemes must meet the needs of people with behaviours that challenge and/or people with complex needs – including complex health needs. One unit is to provide long-term care and support and one unit is to provide emergency short term care and support.

This appendix should be read in conjunction with the main Hounslow Learning Disabilities and Autism Supported Accommodation Service specification and any other related appendices. Unless stated otherwise, expectations outlined in the main specification apply to this appendix. This appendix additionally details specific requirements expected of care and support at 49c Star Road which may be different owing to the nature of the Service Users and their needs, and the units' strategic purpose.

As with the main specification, the conditions set out in this appendix may be subject to change and innovation throughout the lifetime of the Contract, in line with local needs and strategic priorities. This may include the designation of the schemes (i.e. long-term vs short-term support).

1.2 Context

In common with other areas across the country, Hounslow has historically had limited in-borough long and short-term accommodation based support available for adults with learning disabilities and/or autism with behaviours that challenge. Consequently:

- Too many Service Users who could live in the community with the right support have been inappropriately placed in specialist out of borough settings
- Too many Service Users in specialist settings have stayed for too long when they could return to the community
- Too many Service Users have been hospitalised inappropriately
- Too many Service Users' and Carers' have had respite time reduced or cancelled due to crisis situations.

Moreover, lack of in-borough provision is problematic because:

- Out of borough facilities leave Service Users isolated from their communities, support networks, and local public services
- Out of borough facilities are more difficult for the Authority to contract manage (e.g. via audit visits) meaning it can be less confident in the value for money it is securing

- Out of borough facilities pose challenges for social care teams to assess Service User needs on an ongoing basis to ensure support offered is most appropriate.

To remedy this situation, and in line with the national Transforming Care agenda, the Authority has embarked on an ambitious transformation programme to offer Service Users and their Carers a wider range of local high-quality care and support options in-borough; the LIFE Programme.

As part of LIFE, the Authority has jointly invested with NHS England to develop two additional self-contained units on the 49c Star Road site. Building works are due to start in December 2018 and commissioners expect the building works to be complete by April 2019. This may be subject to change and commissioners will liaise with the successful provider as required.

49c Star Road is co-located with two other schemes within the scope of the LIFE Learning Disabilities and Autism Supported Accommodation tender (49a and b, respectively).

1.3 Provider requirements

In addition to the provider requirements outlined in the main specification, to effectively deliver the required care and support at 49c Star Road we are seeking a Provider that:

- Is able to inspire confidence in stakeholders, including the Authority and local Carers, through its significant relevant experience of successfully caring for and supporting people with behaviours that challenge
- Has a robust track record in effectively managing emergency short-term accommodation based provision
- Has a clear understanding of the Transforming Care agenda, and the challenges and opportunities associated with reintegrating Service Users into the community after a period of prolonged absence.

2. Service description

2.1 Overview

The Authority is seeking to commission care and support for two self-contained units at 49c Star Road as part of the wider LIFE Learning Disabilities and Autism Supported Accommodation Service.

2.2 Service User profile

The Provider will be expected to meet a wide range of care and support needs, in accordance with the eligibility criteria outlined in the main specification. This may include people with complex health needs.

Behaviours that challenge

Across both units, the Provider must be able to effectively meet the care and support needs of Service Users with behaviours that challenge, including those with:

- Self-injurious behaviour (intentionally or otherwise)
- Destructive behaviour (e.g. towards fixtures and fittings)
- Aggression or lack of inhibition towards other people (e.g. verbal abuse)

In short, challenging behaviours are ones that place the Service User and/or other people at risk of harm.

In this context, behaviours that challenge may be long term and enduring – for example, because they are linked to cognitive impairments which affect judgement, risk assessment and decision making skills. In other instances, behaviours that challenge may be temporary and/or short-term, linked to distressing circumstances, crisis, or sudden change.

The severity and presentation of behaviours that challenge will vary between individual Service Users and the Provider must ensure its provision is personalised and proportionate to reflect this.

Long-term unit

Initially, it is expected that the long-term unit will meet the needs of a Service User returning from a prolonged period in a specialist out of borough facility. Please see below an example case study for this type of client:

Alex

Alex is a 33-year-old male from Brentford with a diagnosis of severe autism and severe learning disability. Since 2009, he has lived in a specialist 24/7 placement in Lincolnshire but his family are keen for him to move back into Hounslow if possible. The Local Authority have assessed Alex as being able to live in the community. Alex presents with limited verbal communication skills – and is able to use 2-3 word sentences. He has difficulties expressing his emotions and requires positive behavioural support. Alex has impaired cognitive skills and functioning which means he requires staff prompting, supervision, and assistance with day to day living tasks. Alex enjoys participating in a range of activities with staff support, such as walking, swimming, music events, and meeting new people. He also enjoys family contact.

Alternatively, the Authority may utilise the unit to meet the long-term needs of other Service Users with behaviours that challenge, for example, those transitioning into adulthood.

Emergency short-term unit

The emergency short-stay unit will meet the needs of Service Users who are at risk of being left without an appropriate level of care and support due to an acutely unstable and unplanned for situation in their usual living arrangement. This could include (but is not limited to):

- Service Users whose Carers have an unplanned hospital admission
- Service Users whose Carers require an immediate break in order to prevent placement breakdown
- Service Users in crisis – particularly linked to their social and emotional wellbeing
- Service Users who decide they do not want to continue living in their current accommodation/care and support arrangement

For avoidance of doubt, the term emergency does not relate to a medical emergency, which should be dealt with in the appropriate medical setting.

2.3 Long-term unit

Care and support will be provided to one unit on a long-term basis. In this context, long-term means open ended i.e. Service Users nominated to reside in it would do so without a fixed end date until the placement is no longer suitable (e.g. due to a change in their physical health needs.)

As reflected in the main service specification, long-term units should provide a level of care and support which is appropriate to the needs of the person, helping them to live active, healthy, socially responsible and socially inclusive lives as part of their local communities. This will include supporting people to identify risks and develop strategies that help them to keep safe in the community.

In addition to the aims outlined in the main specification, care and support provided at this unit will seek to:

- Facilitate Service Users' successful transition from an out of borough specialist placement back into Hounslow
- Support Service Users to reconnect with local support networks as appropriate – including family, friends, cultural or heritage groups, and local public services
- Empower Service Users to make new connections and to pursue relevant opportunities and ambitions through meaningful day activities and appropriate leisure and learning activities

- Ensure as far as possible that the placement is a sustainable solution that enables the Service User to be as independent as possible in their community.

To aid successful transition and reintegration into the community, it is expected that the Provider will work closely with partners (as relevant), including:

- The Service User transitioning
- Their Carers and/or family
- Their current care and support provider
- Hounslow health and social care professionals and teams (including CLDT, primary care services, and Joint Commissioning)
- Other relevant organisations (please see suggested partnerships in the main specification).

Transition support must be bespoke and person centred, taking an empathetic and empowering approach to support Service Users to navigate the risks and challenges of change as well as to embrace new and exciting opportunities. This will be underpinned by a positive approach to risk taking, as detailed in the main specification.

To minimise Service User and/or Carer anxieties about the change, the Provider will work closely with partners to ensure as much continuity for the Service User as possible (e.g. in daytime activities.) Moreover, the Provider will adopt an Asset Based approach – focusing on Service User strengths, interest, and aspirations in addition to managing risks and vulnerabilities.

Throughout the Service Users' transition and subsequent tenure, the Provider will be proactive and solutions focused to ensure the sustainability of their tenancy (as appropriate) and will work with professionals as relevant to intervene early when problems arise.

2.4 Emergency short-term unit

In the second unit, care and support will be provided on an emergency short term basis. In this context, short term means for no longer than three months – although it is expected that most Service Users should move on much quicker and the Provider must ensure the goal of timely move on to a sustainable long-term placement is at the heart of all care and support.

Emergency in this context relates to Service Users who are at risk of being left without an appropriate level of care and support due to an acutely unstable and unplanned for situation in their usual living arrangement. Accordingly, the Provider will be expected to commence placements as soon as practically possible but no later than 24 hours of the referral being made.

In addition to the aims outlined in the main specification, the aims of the emergency short term unit are to:

- Provide a safe space with appropriate care and support for Service Users in unexpected/unplanned for situations that disrupt their usual caring/accommodation situation
- Stabilise Service Users in crisis, working in close partnership with relevant teams, including the CLDT to implement and refine positive behavior support strategies
- Support and facilitate assessment of Service User needs when their usual living and/or caring situation appears to be untenable.

This should:

- Provide reassurance for Carers and Service Users during potentially distressing situations
- Reduce the number of Carers and Service Users having respite time reduced and/or cancelled
- Improve quality of life and outcomes for Carers and Service Users
- Reduce instances of Carer/placement breakdown
- Reduce hospitalisations of Service Users
- Enable Service Users, Carers, and the Authority (as relevant) to co-develop the most suitable long-term care, support, and/or accommodation plans.

To ensure the successful delivery of these aims, the Provider must work closely and proactively with clinical and social care colleagues:

Aim	Provider role	LBH/CLDT role
Offer safe and appropriate response to unexpected/unplanned for situation	<ul style="list-style-type: none"> • To respond to referrals within 4 hours • To propose a care and support plan to the Authority before the Service User is placed • To commence care and support within 24 hours 	<ul style="list-style-type: none"> • To make appropriate referrals • To provide relevant information on referral to ensure care and support is safe and proportionate
Stabilise Service Users in crisis	<ul style="list-style-type: none"> • Contribute to positive behaviour support planning as relevant • Implement positive behaviour support strategies developed by CLDT 	<ul style="list-style-type: none"> • To develop and iterate positive behaviour support plans

	<ul style="list-style-type: none"> Proactively manage risks, including liaising with clinical teams as relevant 	<ul style="list-style-type: none"> To be responsive to Provider feedback and queries
Offer assessment and planning space for Service Users whose usual living and/or caring situation appears untenable	<ul style="list-style-type: none"> To contribute to assessments as relevant (e.g. providing feedback when requested) To be proactive in supporting move on, as relevant 	<ul style="list-style-type: none"> To lead on developing and agreeing the most appropriate long- term plan with the Service User, Carer(s) and Provider as early as possible within the 3 month timeframe

As in the long-term unit, to minimise Service User and/or Carer anxieties during what is likely to be a distressing time, the Provider will work closely with partners to ensure as much continuity for the Service User as possible (e.g. in daytime activities).

2.5 Hours of service delivery

Services in 49c Star Road will operate seven days per week, 365 days of the year.

The Provider must ensure adequate staffing arrangements are in place to ensure safe delivery of a high quality service.

It is expected that the Provider will work flexibly with the Authority to ensure best use of the facilities that delivers maximum value – particularly when the emergency short stay unit is not occupied.

2.6 Pathway

The Authority will manage access to the Service and will have 100% nomination rights for both units.

Emergency short-term:

Referrals for emergency short-term placements will be treated as a priority by the Provider, who must respond to referrals within 4 hours and commence the placement within 24 hours.

The Authority will provide relevant information to the Provider on referral to ensure placements are safe and appropriate – this should include (as relevant) the Service User’s

care and support plan and positive behaviour plan. In exceptional circumstances where plans cannot be provided there will be at least a verbal discussion regarding the needs and risks of the client.

It is expected that the Provider will accept all referrals when the unit is vacant. Should the Provider disagree with a referral they should appeal to the Authority and collectively co-develop an alternative plan.

Placements in the short-term emergency unit will be no longer than 3 months. It is the Authority's responsibility to develop a move on plan to the most appropriate and sustainable long-term solution for Service Users – this may be to return to their usual care/accommodation arrangement or may be to move to a suitable alternative. The Provider will support this planning and transition period as required.

Long-term unit

During mobilisation of the Service, the Authority will identify an individual currently placed out of borough to move into the long-term unit. The Provider will be informed of the Service User selected as soon as possible and is expected to proactively work with the Authority and their existing care and support provider to plan for their move in.

As the placement is open ended, the Service User is only expected to move on when it is no longer suitable. Should the Provider have concerns related to this, they should work proactively with the Authority to agree a plan.

2.7 Staff requirements and competencies

Service Users will be supported by high quality, experienced and knowledgeable support workers. Alongside the requirements outlined in the main specification, staff at 49c Star Road must:

- Have an excellent understanding of behaviours that challenge
- Be adequately skilled and experienced to manage risks associated with challenging behaviours and complex needs, both in long-term settings and in emergency short-term situations
- Have excellent personal judgement and decision-making skills with a clear understanding of when to ask for the advice and support of colleagues, line manager, or relevant partner agencies
- Be suitably trained in application of DoLS, Best Interest Decisions, Mental Capacity, restraint, and Strategies for Crisis Intervention & Prevention (SCIP)
- Have a good understanding of the opportunities, risks, and challenges of supporting Service Users to transition from out of borough specialist placements back into the community

- Be passionate about the Transforming Care agenda and supporting Service Users to build/rebuild their lives in their own community
- Be able to quickly and responsively adapt to new service users in a high turnover emergency short-term unit
- Be trained to a suitable standard on supporting people with specific health conditions as relevant to the Service User at the long-term unit.

3. Monitoring

3.1 Metrics

In addition to the performance measures outlined in the main specification, for the emergency short-term unit the Provider will report on:

- The length of time the unit is void
- Activities that occur in the unit during periods when it is void
- Number and % of referrals responded to within 4 hours
- Number and % of placements commenced within 24 hours
- Service Users length of stay in the unit
- Number and % of unit attendees who have personalised plan formed by MDT
- Time taken to form personalised plan

3.2 Performance standards

1	Service Users receiving emergency short-term care receive the same high quality service as permanent Service Users.
2	Service Users and their support networks receive all the necessary information about the service in order to jointly make an informed choice about receiving emergency short-term care in the setting.
3	Service Users' right to privacy and dignity is maintained during their emergency short-term break. Service Users preferences are documented in their records and are taken account of by all staff.
4	With the Service User's consent, Carers will be kept informed of the Service User's wellbeing and progress during their emergency short-term break. The Provider will work with Carers at commencement of the stay to

	decide and agree on the level of communication the Carer would like during the stay.
5	<p>The Provider will draw up an initial Care and Support plan on the first day of admission. A person-centred Care and Support Plan, proportionate to the length of stay and needs of the individual, will be drawn up by the Provider not more than two days after their admission with the following requirements:</p> <ul style="list-style-type: none"> • The plan will be drawn up with the Service User and their support network so they are encouraged to determine their own needs • The Plan will include the outcomes from the Service Users care plan and will describe in detail the way they are to be achieved • Attention will be given by the Provider to ensure the plan is person-centred on the needs of the Service User, reflecting their background, qualities, abilities, interests and preferences • The plan will also include risk assessments, risk management plans and mental capacity assessments as required.
6	The Provider ensures that Service Users staying for a time-limited period have the same opportunities as permanent Service Users to inform and influence service design and delivery.
7	Service Users will continue to be registered with their usual GP during the period of their emergency short-term stay. Where this is not possible, the Provider has an agreement in place with the local GP surgery to provide GP care for emergency short-term Service Users.
8	<p>The provider will ensure that Service Users are treated with dignity and respect and that risks are managed appropriately and that people are safeguarded from any form of harm or abuse. This includes:</p> <ul style="list-style-type: none"> • Provider being compliant with protecting adults at risk • Provider has clear quality assurance processes in place to ensure accurate and safe administration of medication, where applicable • Provider completes an assessment of risk for all Service Users, to include manual handling and health and safety assessments as required.