

## DECISION RECORD <sup>1</sup>

Officer Key Decisions are subject to the Council's Call-In Procedure (Annex 9 of the Council's Constitution <https://www.hertfordshire.gov.uk/about-the-council/freedom-of-information-and-council-data/open-data-statistics-about-hertfordshire/who-we-are-and-what-we-do/who-we-are-and-what-we-do.aspx>)

**Subject: Extension of the Occupation Therapy Contract until September 2019.**

*(Please use the same title as provided in the Forward Plan)*

Staff Contact: Julie Reddish  
Tel: 01438 843873

Executive Member: Teresa Heritage  
Portfolio: Children's Services

### 1. Decision

Hertfordshire County Council, East and North Hertfordshire CCG (ENCCG), and Herts Valleys CCG (HVCCG) have developed an integrated therapies offer for children and young people. This offer includes Speech and Language Therapy and Occupational Therapy. The purpose of this offer is to manage the needs of children and young people holistically, whilst also identifying the most efficient way of commissioning the provision, to ensure the biggest possible spend on therapy and reduce spend on contract management.

The decision is to extend the current Speech and Language Therapy and Occupational Therapy contracts for 6 months, whilst Hertfordshire County Council tenders the Integrated Therapy service.

### 2. Reasons for the decision

Hertfordshire County Council and both CCGs have shared a commitment to provide an integrated therapies offer since 2015. In summer 2017 commissioning agencies agreed to align all extant Occupational Therapy and Speech and Language Therapy contracts to enable a future commissioning opportunity. There is now an agreement to deliver an integrated offer by September 2019. The short-term objective which commissioners are working to is to put in place a clear whole-system offer which includes Speech and Language Therapy (SALT) and Occupational Therapy (OT). CCGs decided to exclude physiotherapy. In the longer term there is a vision for a holistic model of care with embedded integrated practice. This vision is outlined in this report.

The proposed commissioning model is the result of activities which have transformed and reviewed the models of care in the SALT and OT services.

The model of care in the SALT service has been subject to a transformation process since September 2015. As a result of this process the service has introduced and embedded the three tier approach to delivery. This model is delivered across the CCG and Local Authority funding streams. The SALT service was reviewed in 2016 and findings from this review (including parent feedback) have been factored into an on-going improvement process. In April 2018 HCC introduced a revised service specification in order to codify the service model which had emerged.

The OT service was reviewed in early 2017/18. This review identified areas for improvement in the service model; and parent feedback was similar to that captured through the SALT review. As a result of this review an improvement plan was introduced with HCT. The service delivers to one service model across CCG and Local Authority funding streams.

As a result of this activity commissioners have robust relationships with HCT, and are engaged in constructive dialogue to improve the service offer. Furthermore, commissioners are assured that both

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SALT and OT are integrated at point of delivery. This means that both services have one service model funded by CCGs and the local authority.

The Provider will be required to deliver a service that is evidence-based, effective and efficient and consistent with national and local policy, clinical guidelines and NHS standards. The Provider is expected to comply with all relevant legal and policy guidance, including but not limited to:

- Children and Families Act 2014
- SEND Code of Practice 2014
- Equality Act 2010
- The NHS Five Year Forward View 2014
- Hertfordshire County Council Special Educational Needs and Disabilities Strategy 2015-2018
- A Healthier Future, improving health and care in Hertfordshire and West Essex, 2016-2021
- Hertfordshire Health and Wellbeing Strategy, 2016-2020.
- NICE guidelines
- Royal College of Speech and Language therapy guidelines

The Provider must provide a countywide service and will operate within a 'whole systems approach' delivered across the range of universal, targeted and specialist tiers. The provider must adopt a child/young person and family-centred approach and each child or young person will have a service experience which is co-produced and reflects their needs. This requires an integrated approach, considering health and education needs holistically.

Commissioners agree that there should be one whole-system model of SALT and OT provision. By September 2019 all commissioners will work to one set of specifications. This means there will be one model of care for SALT and one model for OT, monitored by one set of Key Performance Indicators shared across the system. The models of care which commissioners have developed are evidence-based best practice models, which achieve strong outcomes for children and young people whilst achieving improved value for money. Key features of this integrated model will include:

- One management structure will oversee both SALT and OT – Management Cost Staffing
- Both services will work in the three-tier model of support (universal, targeted, and specialist levels). At the universal level both services will focus on upskilling the wider workforce to make the environment around a child safer and more accessible.
- That at the universal level the service provider will adopt a skills mix approach to achieve increased value
- That both services will introduce the episodes of care approach, to that therapeutic interventions are goal oriented and time limited.
- Families will have a single point of contact for both services.
- There will be one monitoring regime led by HCC for the whole service offer, with an agreed set of performance indicators.

### 3. **Alternative options considered and rejected** <sup>2</sup>

Hertfordshire County Council and the Clinical Commissioning Groups will continue to contract their Speech and Language and Occupational services separately. This will bring none of the advantages of an Integrated Therapy Services as highlighted above.

### 4. **Consultation**

(a) **Comments of Executive Member** <sup>3 4</sup>

(b) **Comments of other consultees** <sup>5</sup>  
Presented to School's Forum, SEND Executive Group and CYPICE (Papers enclosed).

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5. **Following consultation with, and the concurrence of the Executive Member, I am proceeding with the proposed decision.**

Signed: \_\_\_\_\_

Title: Operations Director Specialist Services      Date: 21st February 2019

6. Copies of agreed document to:

- All consultees
- Chairman, and Vice-Chairmen of the Overview and Scrutiny Committee
- hard & electronic copy (for public inspection both at County Hall and on Hertsdirect) Democratic Services Manager - Room 213 County Hall.

<sup>1</sup> for guidance see Chief Legal Officer's note "Taking Decisions"

<sup>2</sup> details of any alternative options considered and rejected by the officer at the time the decision was made

<sup>3</sup> record any conflict of interest declared by any Executive Member consulted. If an Executive Member declares a conflict of interest DO NOT PROCEED without seeking advice from the Chief Legal Officer

<sup>4</sup> If the matter has general significance for the Council and/or is, or is likely to be, controversial, then the officer shall consult the appropriate Executive Member before proceeding. In some cases it will be necessary to consult more than one Executive Member, and in some cases the Leader of the Council will need to be consulted

<sup>5</sup> If the matter has local significance, but no general significance for the Council and no controversial aspects, the officer shall consult or inform the local member in writing (or by e mail) and proceed. It is essential that all officers responsible for delivering services ensure that local members are kept well briefed on issues affecting their areas.

