

## How Lighthouse has Transformed Learning Disability Pathways

Lighthouse Healthcare is a provider of individually tailored specialist pathways of health and social care for people with learning disabilities and mental health issues, with complex and multiple needs.

Lighthouse became part of Elysium Healthcare in August 2017 and Elysium Learning Disabilities and Autism will continue to develop services and grow within the social care sector.

In response to Transforming Care Lighthouse has worked hard to change and develop our learning disability provision to ensure that services are provided in the right place at the right time, and people are cared for in the least restrictive setting possible, enabled to live ordinary lives in the community.

We have continued to **reduce hospital beds for people with learning disabilities and length of stay in hospitals**, alongside developing our pathway of specialist services into the community. We continue to review our provision and adapt services accordingly, with a number of further changes to our hospitals and new community based developments underway.



Since 2012 we have reduced our hospital beds by 15% and now have just 96 beds within our three specialist locked rehabilitation hospitals and two Low Secure services, across the East and West Midlands.

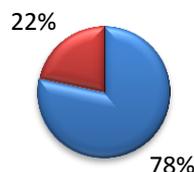
## 2012/13

■ Hospital beds ■ Residential beds



## 2016/17

■ Hospital beds ■ Residential beds



### Transforming Hospital Care

All our hospitals are small, non-ward based services which have offered a unique apartment based model of care for over 16 years. We continue to adapt all our hospital settings to small shared apartment's, flats or cottages to ensure that hospital treatment is provided in the best possible setting to facilitate rehabilitation and progression towards independent living.

We are in the unique position of offering the only low secure learning disability service working with women in Yorkshire and Humber and one of only a handful of women's locked rehabilitation hospitals in the North.

Lighthouse has a niche position in the learning disability hospital market providing specialist, bespoke services for those individuals who do require a hospital admission to enable their treatment journey to be progressed in a safe and structured setting. We have been successful in supporting people where other providers have been unable to meet their complex, interconnected needs and challenging behaviours. These individuals have profound and severe needs and risks in relation to challenging behaviours related to Autism and learning disability, personality disorder, self-injury, self-harm and aggression towards staff and others.

Lighthouse works hard to ensure that length of stay in hospital is kept to a minimum by proactive discharge planning in conjunction with case managers and working with Care and Treatment Review teams. All of our service users have discharge plans in place developed on admission, which identify their pathway out of hospital and the timescales to achieve this

The organisation used its many years of experience of working with this client group to develop bespoke solutions to case managers and commissioners for individuals who have been significantly difficult to place, and have often been accommodated in inappropriate and costly placements for some time. This model is provided through our award winning **High Intensity Service** within our specialist hospitals at Healthlinc in Lincolnshire and The Woodhouse in Staffordshire.

Our **High Intensity Services** are recommended for:

Individuals with a learning disability and / or autism spectrum disorder:

- ✓ Who present with high levels of challenging behaviour
- ✓ Whose challenging behaviour is unpredictable
- ✓ Where their challenging behaviour poses a significant risk to them, others or property
- ✓ Who require access to a skilled staff response at all times
- ✓ Who require a robust, bespoke environment

## Our Approach:

- Treatment and care is provided which reflects the individual's unique needs by understanding the functions of their behaviours.
- Strengths based model which recognises the individual's needs, aspirations, experiences and strengths so their quality of life is enhanced.
- Positive risk taking within robust risk management plans.
- A high level of MDT input daily.
- Positive and trusting relationships are developed between the staff and the individual by providing a dedicated staff team.
- Safe and responsive service provision focusing on the least restrictive environment and practices at all times.
- Families and carers are involved at all stages of care, in line with the individual's wishes.
- Values of care and compassion, dignity and respect are paramount.
- Close partnership working with the individuals care team to proactively plan their package of care and their discharge pathway.

High Intensity Services are offered at:

**Healthlinc House, Welton, Lincolnshire** - The hospital has eight single person apartments and one registered care apartment within the social care service. All of the apartments are individually designed and tailored to suit the needs and requirements of individuals, with several of them having been commissioned directly and developed for identified individuals.

**Kingsley Apartments at The Woodhouse, Cheadle, Staffordshire**- This service has four individual apartments within the hospital site, with shared living and cooking spaces.

**Whiston Apartments at The Woodhouse, Cheadle, Staffordshire** - in response to demand, a further four apartments are being developed within The Whiston unit at The Woodhouse Hospital to meet the ever increasing demand for this provision in this area.

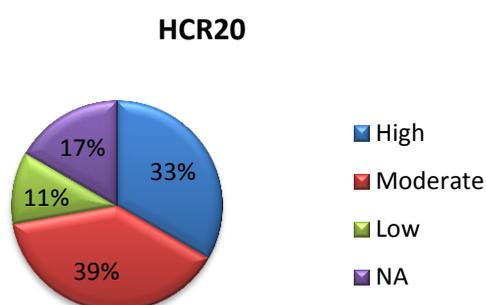


## Delivering Positive Outcomes

During 2016 we evaluated the High Intensity Service and assessed the effectiveness of our model.

At that date we had supported / are supporting 18 people in these services:

- Roughly half have been male and half female.
- The average age of patients we have supported is **36**. The oldest person we have supported was 70 and the youngest is 21.
- The majority, **70%**, have a **moderate or severe learning disability**. Nearly half also have a diagnosis of **Autism Spectrum Disorder** which is often their main support need.
- The majority of people have been supported under **Section 3** of the Mental Health Act, however we have also supported people who have not required detention, but have needed the input of a specialist multi-disciplinary team. These people have been supported under a Deprivation of Liberties Safeguard.
- Most of those we support continue to be assessed as **Moderate to High** risk using the HCR20 tool.



- Nearly **70% are staffed on a 2:1** ratio during daytime hours to reflect their needs. In many cases the individual came to the High Intensity Service on much higher levels of staffing, some requiring four or five members of staff and Lighthouse has been able to reduce the staff through a combination of an appropriate environment, specialist staff team and individual programme of care.
- Our service users have been placed on **average 80 miles** from their home area, with some up to 200 miles away due to the lack of services of this kind locally.

Lighthouse High Intensity Services aim to deliver the following outcomes:

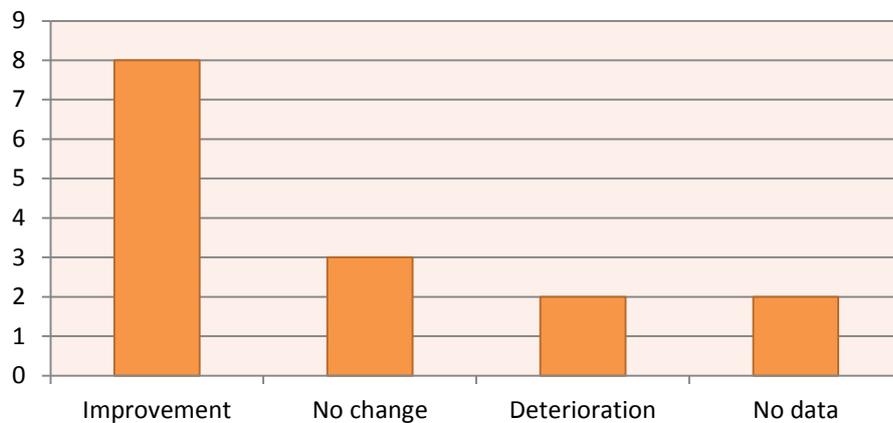
- A reduction in the severity, frequency and duration of behaviours that challenge.
- Improved adaptive functioning, including communication skills.
- Decreased distress.
- Improved mental and psychological health.
- Improved quality of life.
- Increased service user and carer satisfaction.

- Stabilisation and preparation for a move to a bespoke community based setting as appropriate.
- Decreased need to move placements

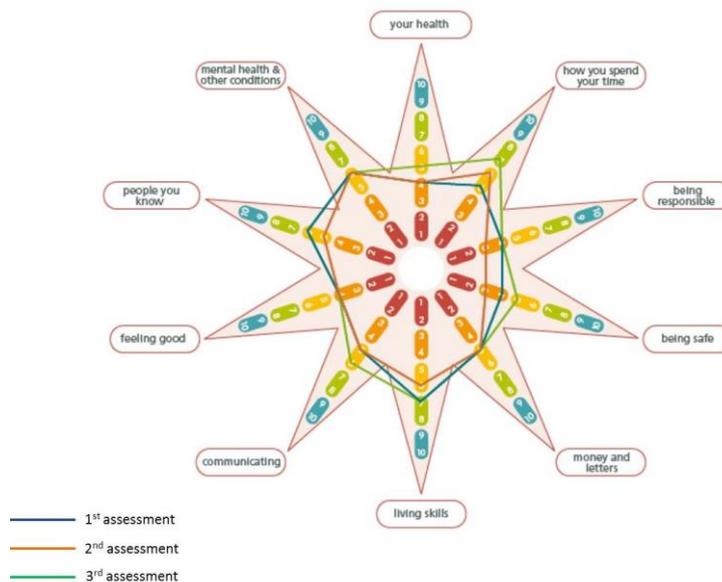
These outcomes are measured through successful discharge into the community, HONOS (Health of the Nation Outcomes Scale) LD, the Outcomes Star, incident analysis.

To date we have discharged five people, three of whom have successfully moved on to bespoke services designed to meet their needs within the community. We a further three patients now awaiting discharge whilst appropriate community based placements are sourced.

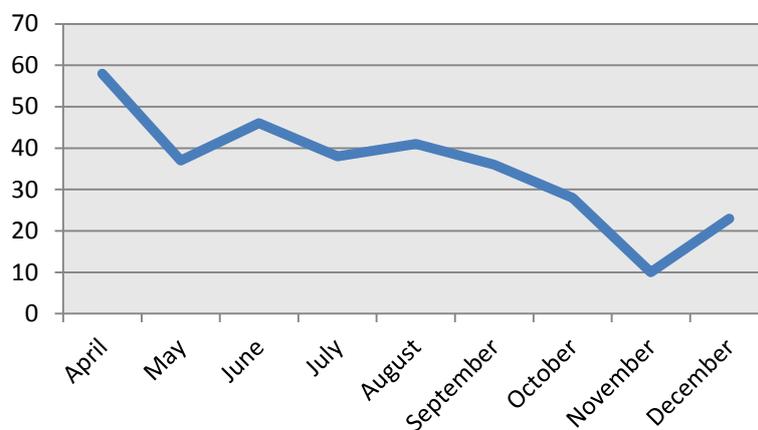
In terms of HONOS assessments, the majority of people within the High Intensity Services have shown improvement in their scores, demonstrating an overall improvement in their health and social functioning.



Assessments using the Outcomes Star demonstrates that 80% of those who have been assessed have shown an improvement overall in the majority of the domains. Areas where particular improvements have been seen are in; people spending their time more constructively, living in a safe and supportive setting and improvements in their communication skills and general health.



When analysing incidents it can be seen that overall, the level of incidents are decreasing for the individuals currently in our High Intensity services, demonstrating that behaviours that challenge are stabilised and improved through the High Intensity Service.



This chart from April to December 2016 shows an overall decrease in incident levels.

### Enhanced Social Care Services

Lighthouse has developed new Enhanced Social Care services to support individuals with significantly complex and challenging needs. The Enhanced Social Care services are able to support individuals with learning disabilities to enable them to successfully move out of hospital into the community, many of whom have had significantly long stays within hospital settings, including secure hospitals and have been difficult to place elsewhere. The services are also able to support people who are currently living in the community who, due to a crisis, require a period of intensive and focused care and support to enable them to return back to their home environment.

Enhanced Social Care services creatively meet the priorities identified in Building the Right Support (October 2015) around **resettling people who have been in inpatient care** for a long period of time and also the need for services which are able to provide a period of **intensive support to prevent unnecessary hospital admissions**.

These social care services are specialist provisions with enhanced levels of support which allow people with continuing challenging behaviour and high support needs to be cared for in the least restrictive setting possible, but within a service which is robust and structured enough to meet their ongoing needs and risks. Although many individuals with learning disabilities will be able to move on into supported living or mainstream care services, there is a small group who will continue to require a very specialist provision.

Enhanced Social Care services utilise the company's unique apartment based and small group living model to ensure that individuals are not living in large institutional settings and are living in as close to an 'ordinary living environment' or their own home, as possible. Small apartment based living allows people to develop and maintain their independent living skills and the model also allows challenging behaviour to be more positively and safely managed. Individuals are supported to access mainstream community facilities, resources and services to ensure real social inclusion.

The Enhanced Social Care services are also able to provide clinical input such as psychology, psychiatry and speech and language therapy, should this be required as an add on to the package. although using community teams is priorities. This would be provided by specialist clinicians with experience of working with people with challenging behaviour and complex needs. Many individuals

require this ongoing support, usually for a fixed period of time, to enable them to safely step down into the community and often this is either unavailable or difficult to access through stretched community services.

Lighthouse's Enhanced Social Care services are staffed by a workforce which is trained in working with people with challenging behaviour and complex needs with a learning disability and or autism, over and above national minimum standards. All staff are trained to a BILD accredited model and framework of positive behaviour support and management.

Our service users have a range of complex needs including forensic issues such as sexual offending histories which mean that they require supervision to allow them to live safely in the community. Many have associated mental health conditions or personality disorder which may result in them displaying challenging behaviour, or self-injurious and self-harming behaviour. Many of the individuals we support have significant histories of aggression and violence towards others and many have past histories of trauma and abuse.

The individually tailored packages of care provided include nursing and social support and a focus on community presence. Our approach centres on ensuring people lead good and meaningful everyday lives, where they have choice and control, accessing mainstream services and facilities, engaging in work and training, in leisure opportunities, hobbies and areas of personal interest and taking holidays. They are supported through person centred care which enables them to live in the least restrictive setting with the least restrictions possible.

Lighthouse has recently developed:



**Bradley Apartments**- this apartment based service in Grimsby, North Lincolnshire is able to offer placements in two or three bedroom apartments for up to 12 people. The registered care service with nursing is also able to provide robust single person placements for those who are unable to live with others.



**Healthlinc Apartments** – the small group living residential service in Welton, Lincolnshire provides accommodation and individually tailored packages of care for up to six people.



**The Cottage** – this four bedroom detached house in Welton, Lincolnshire provides support to four men who are able to live more independently. The service is registered care and non-nursing and is an ordinary house in a residential area.

All these services are close to Lighthouse hospitals so benefit from access to the full multi-disciplinary team for tailored packages of clinical input and also support in a crisis situations, should this be required.

Lighthouse already had in place two other six bed registered care services, **Chesterfield House** in Lincolnshire and the **Woodlands** in Staffordshire, set up specifically to support individuals stepping down from hospital.

### High Intensity Services in the Community

Lighthouse is now developing high Intensity provision within the community for those individuals who do not require hospital treatment, but need a single person, low stimulus and robust environment within a community setting to allow their ongoing needs and risks to be supported. These are developed on a bespoke basis tailored to the individual needs in partnership with commissioning teams. Currently our community based high intensity provisions are located in Lincolnshire within Bradley Apartments and Healthlinc Apartments.



### Partnership working with commissioners

Elysium Learning Disability and Autism is currently working with a number of local authority and CCG commissioners taking the Lighthouse models forward, exploring opportunities to develop innovative new services targeted specifically for people leaving hospital with complex, ongoing needs to be repatriated to a local area and who continue to require intensive support in the community, as well as care services to act as a viable alternative to a hospital admission.

These new specialist person centred services will provide homely individual and shared apartments, with individual staff teams and access to shared and communal facilities. Developing services specifically to meet the needs of an individual or a small group of individuals ensures that both the environment and the package of support is truly person centred and individualised.

### Success since Transforming Care

*74% of patients discharged from hospital*

*48% moved into the community*

*41% stepped down from secure services or across to*

*8 other inpatient services*

*16% stepped down into Lighthouse own community based services*

We have also supported a further number of individuals from the community; supported living and residential services, who due to crisis or an increase in needs, were unable to maintain their placement, who otherwise would have been admitted to inpatient facilities.

***“Lighthouse as a company has made significant changes to their provision for people with Learning disabilities, mental health needs and autism. They are part way through an evolving and developing programme of improving and modernising care for the client groups. They have a person centred philosophy and will develop collaborative approaches to care to ensure that this is reflected in the outcomes for their patients.”***

Head of Commissioning, local CCG

**“People [are] supported to celebrate their individuality and to pursue their hobbies and interests”**

The Cottage CQC Report, November 2015

**“Staff supported people to be as involved as possible in all stages of preparing meals from shopping, cooking and laying the table to clearing away afterwards. This helped to engage people in taking care of themselves and in addition it contributed to catering being enjoyed as a shared activity.”**

Healthlinc House CQC Report, December 2015

**“Staff actively supported patients to develop their independent Living skills as part of their recovery-based rehabilitation”**

The Woodhouse CQC report, May 2017

**“Bradley Woodlands Low Secure Service has succeeded where other care homes, social services and hospitals have given up and pushed him onto someone else. They have challenged my son’s behaviour in a fair manner with earned incentives which, he has lost on occasions but then earned back. He feels safe, supported and listened too, he still has a long way to go but for the first time in his life I feel we are on the right path. His physical health as well as is mental health has greatly improved and I know my son has learned a lot about his challenges and how to deal with them”**

Mother of Service User at Bradley Woodlands, Bradley, Grimsby

## Case Studies

### High Intensity Hospital Service

Paul was referred to Lighthouse's High Intensity Service from another locked rehabilitation service as his behaviour had become difficult to manage there. He was detained under Section 3 of the Mental Health Act and has a diagnosis of moderate learning disability, epilepsy and challenging behaviours. His risk behaviours at this time included; physical aggression, slapping, punching, biting, throwing items; property damage and self-harm; biting himself and banging his head. Paul also has a diagnosis of depression and did not like to interact with other people.

Lighthouse worked closely with Paul's commissioners to develop the service to meet his needs. He was provided with his own bespoke apartment, designed to meet his needs and ensure it was safe, robust and low stimulus. As Paul's challenging behaviours such as biting and aggression towards staff could be serious, the apartment was designed to provide space for Paul but with staff observation facilities, exit routes for staff and staff were given specialist bite resistant protective clothing which is non-threatening and looks like ordinary clothing.

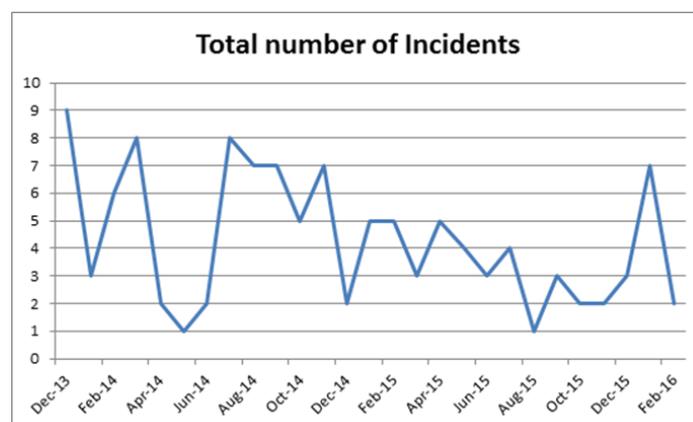
#### *The programme*

The focus of Paul's care is on the maintenance of a safe environment with controlled access to harmful objects, development of a structured activities programme and daily routine, consistent approach from the skilled and experienced support team, daily input from the full MDT, development of an individualised positive behavioural support plan based upon his psychological, emotional, social, physical and spiritual needs; continued access to independent advocacy services, ability to provide a care pathway within a service as his behaviours and risks reduce in frequency and severity.

The MDT provides a continued assessment of Paul's mental state and how this affects his mood and behaviours in order to review and refine existing formulations. This includes assessments of his current medication regime and psychological needs and the re-development of his care plans. Paul is staffed 2:1 during the day to support his challenging risk behaviours and his night time staffing has been able to reduce to 1:1 due to the progress he has made.

#### *Progress towards outcomes and discharge plan*

Since Paul came on to the programme, through the provision of a bespoke living environment and a staff team who are trained in working using the programme, Paul has been able to settle more effectively and has made significant progress. The frequency of episodes of severe destructive and assaultive behaviour have reduced.



Paul actively engages in his structured activity programme and has shown development in his living skills. Paul maintains contact with his family, who are very supportive of his needs and fully involved in his care. His communication has improved with the support of Speech and Language Therapy. Paul is supported with boundaries and agreed plans clearly established upon this. He is being supported to identify meaningful goals which include independent living skills such as budgeting, shopping and cooking as part of his pathway to recovery. Paul is supported and encouraged to take part in the activities offered including social outings, educational, vocational and leisure activities. The range of activities is tailored to his needs and his future discharge pathway to equip him with the skills and strengths he needs to live a more independent life in the future. Paul enjoys watching DVD's and playing games. Paul is now cooking his own food and engaging in activities such as vacuuming which he enjoys immensely. Two portable, chargeable vacuum cleaners have been provided so that he is able to use them without causing harm, as often as he likes.

Paul has been encouraged to identify, plan and develop his own personal goals and how he intends to achieve these.

## **Enhanced Social Care Services**

Nigel is a 55 year old man with a mild learning disability, challenging behaviours and physical health needs. Nigel has spent most of his adult life within hospital settings, including a period in a high secure hospital, following an offence of arson which led to his detention under Section 37/41 of the Mental Health Act.

Nigel was admitted to a Lighthouse hospital from another hospital in 2009. Whilst there Nigel made good progress with his treatment and rehabilitation; incidents of challenging behaviour decreased considerably, however there were still times when he continued to display behaviours which challenge, including destruction to property, stealing others property and verbal aggression, and Nigel continued to require on-going support. Following this progress and a Care and Treatment Review which identified that, if the right service was available which could support Nigel's ongoing needs and risks, Nigel was ready to leave the hospital. Nigel was successfully discharged from his section.

As Nigel was getting older and has a degenerative physical condition and considering the length of his detention and time within services, it was identified that the Enhanced Social Care service would be ideal. Being next door to the hospital, the service ensured that Nigel would remain living in an area he has seen as his home for the past 6 years. This location is also accessible to his family who are used to maintaining contact with him in this area.

Nigel moved to the service last year and has settled well, he enjoys regular visits with his Mother. Nigel is very sociable and enjoys going to restaurants, trying new things and shopping. He also works in a local charity shop on a part time basis.

## High Intensity Services in the Community

Louis is a 19 year old young man who was transitioning out of children's residential services into adult services and because of his extremely complex needs required an individually designed service to be developed in the community

Louis has a diagnosis of learning disability, Autism and haemophilia. He continues to display frequent challenging behaviour and is unable to tolerate living with others.

Lighthouse was approached by his commissioning team to develop a service for Louis. The Lighthouse service was within a good distance to his family and the hospital in which he receives his medical treatment. The company worked closely with Louis's transition team, his current provider and specialist health services to design and build the apartment and develop a dedicated package of care for him. A single person environment was built within an existing Lighthouse service, with funds provided by the CCG. The apartment is robust, spacious and low stimulus and includes a bedroom, a lounge / diner, a clinic room, a bathroom with a bath, an en-suite shower room and an activity room. All furniture is fixed and robust. Due to Louis' haemophilia he requires constant supervision and a safe environment which minimises harm to himself. He also requires regular visits to a specialist local hospital clinic and daily administering of medication. The Lighthouse team developed a package which includes a dedicated nurse, weekly psychological, OT and SALT interventions. The nursing and support team are being trained to administer Louis' medication so this could be done on site and avoid the three times a week visits to hospital which creates anxiety for Louis.

Following a lengthy multi agency planning process and work with Louis' family and a planned transition, he successfully moved into his new setting. His initial admission was not without its challenges. Although Louis' environment had been carefully planned to meet his needs, when he started to live within the apartment some of it needed changing, which was evident by Louis' attempts to 'modify' his space. These changes were made and Louis has settled in well. He now enjoys regular activities within his apartment including posting, one of his favourite activities which meets his sensory needs and accessing the community to walk in the woods and on the beach and meeting with his family. Louis' medication was also reviewed and amended.

Louis enjoys a safe and meaningful life with support which meets his needs and minimises any harm, with access to community activities. Incidences of challenging behaviour have significantly reduced and the feedback from his family and commissioning team is extremely positive.

