

TERMS OF REFERENCE FOR AN INDEPENDENT REVIEW OF HEALTH AND SOCIAL CARE NEED, PROVISION AND GOVERNANCE IN ALDERNEY

Background

The Committee for Health and Social Care, the States of Guernsey and the Policy and Finance Committee, the States of Alderney wish to jointly commission an independent review for publication in a final form to be agreed, comprising:

- *an analysis of the current and future health and social care needs of the people of Alderney, engaging the States of Alderney and local people;*
- *an assessment of current health and social care provision by The Committee for Health and Social Care, the States of Guernsey to Alderney, including costs and outcomes; exploration of the potential to develop cost effective and sustainable alternative forms of health and social care delivery that might improve outcomes for the people of Alderney, e.g., tele-health and tele-care, reviewing the support available from Guernsey for specialised services and emergencies; and*
- *an assessment of current governance arrangements for health and social care services delivered to the people of Alderney.*

A non-exhaustive list of the stakeholders who will be consulted during the review are included in Appendix 1.

Review Aim

The aim of the review is to ***deliver evidence-based practical information for cost-effective recommendations to improve the health and well-being outcomes of the Alderney public.*** This will be achieved through the production of a report, with engagement of professionals and the community in Alderney.

Review Elements

The review will dovetail with a separate piece of work which is currently in progress on the care and support services for adults in Alderney. This was commissioned by the Alderney Chief Executive, Mr Victor Brownlees from Stephen Taylor and is expected to be completed by the end of the May. It should also take into account recent costing and benchmarking exercises of health and social services in the Bailiwick.

In addition, the review must include the following elements:

- 1. A needs assessment;**
- 2. Assessment of current health and social care provision;**
- 3. Assessment of current governance arrangements; and**
- 4. Prioritised recommendations for improvement.**

The review **must** note **funding constraints and be commensurate with the population and geography of Alderney when compared with the level of services provided in Guernsey, as equity of service provision is an important consideration.** It is noted however that due especially to geographical considerations, parity of services between Guernsey and Alderney will not be achievable.

It is acknowledged that data collection and analysis may be required where gaps are identified, which cannot be filled in by local work.

The table in Appendix 2 details the specific elements of each component part of the review.

Community Engagement

Community participation will be an important part of this review. It is important that the residents of Alderney have confidence in its contents. In particular, views of the community will be sought early and systematically using recognised methodology, and must be a key influencer of the outcome of this review. The community will include the general public, politicians, and health and social care professionals who provide services on or to Alderney.

Review Recommendations

The report must propose prioritised evidence and risk-based recommendations for change, leading to improved outcomes. This will be in the context of:

1. the independent review and needs assessment;
2. the Committee *for* Health and Social Care, the States of Guernsey's overarching priority setting framework;
3. the States of Guernsey's strategic and financial planning framework and related strategies, including Supported Living and Aging Well Strategy (SLAWS), Children's Plan, Healthy Weight Strategy, 20 20 Vision, Mental Health and Well- being Strategy, Disability and Inclusion Strategy etc;
4. the Good Governance Institute recommendations as part of the 'Lyons Report'; (Good Governance Institute (GGI 2016). Butler M, Smith C, Cockayne D, (2016). Independent Review of the Health and Social Services Department's actions in relation to Dr Rory Lyons Report of Findings;
5. Policy Council paper and States of Deliberation resolutions regarding the financial relationship between Alderney and Guernsey (including the Stephen Taylor review and Terms of Reference for a review of financial arrangements, February 16th 2016.
6. the best evidence on provision of healthcare to remote communities, including through digital solutions; and importantly,
7. the collected views of the Alderney public;
8. BDO Cost and Benchmarking Review; and other relevant documentation

To realise their full potential and value, these recommendations must also be easily translatable into a new fit- for- purpose strategy and plan for improvement in Alderney.

In addition, the review should be evaluated through debriefing interviews with the review team as well as independent peer-review to determine how well the review was undertaken, considering what went well and what did not go so well, and any lessons to be learnt from the process for adoption in other reviews undertaken in the future.

LIST OF STAKEHOLDERS (As at 1st June 2016-Non- exhaustive)

ALDERNEY	GUERNSEY	EXPERT ADVISORY GROUP
<ol style="list-style-type: none"> 1. Alderney Politicians 2. Alderney Civil Service Chief Executive 3. Alderney Residents 4. Alderney GP practices 5. Alderney Pharmacy practice, dentists, optometrists 6. Alderney Mignot Hospital Manager and lead nurse 7. Alderney service users reps 8. Alderney Voluntary Sector 9. Alderney Emergency Services 10. Alderney New Connaught Care Home Manager 11. Alderney St Johns Ambulance 12. Aurigny (Transfers) 13. SENCO 14. Headmaster Alderney School 	<ol style="list-style-type: none"> 1. Guernsey politicians 2. Guernsey Civil Service Chief Executive 3. Chief Secretary, Committee for Health and Social Care 4. Hospital Services Clinical Staff 5. Communities Services Clinical Staff 6. Public Health Services Staff 7. Medical Specialist Group Clinical Leads 8. Off-Island Team, SoG 9. Committee for Employment and Social Security Representative 10. SoG digital lead 11. CHSC Corporate Management Team 12. CHSC staff providing or commissioning services for Alderney 	<p>The review team may set up an expert advisory group to advise them, for instance:</p> <ul style="list-style-type: none"> • Tele-medicine expert • Medical Director/Director of Social Services/DPH from Islands • Remote medicine expert • Professional Regulator (s) • Health economist • Governance Advisor • Health Service Management Advisor



15. Youth Action in Community in Alderney 16. Age Concern 17. Others to be advised by Alderney Chief Executive	13. Committee for Home Affairs staff, 14. Policy and Resource Finance Team 15. St John's Ambulance 16. 16. Voluntary Sector 17. Others to be advised by Guernsey Chief Executive	
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REVIEW ELEMENTS: DETAILED AREAS

Detailed Areas for Review	
1)Needs Assessment	
Specific Elements	Details
Epidemiological	<ol style="list-style-type: none"> 1) Death and births (Public Health) 2) Cause of death (Public Health) 3) Lifestyle data (Public Health) 4) Incidence and prevalence of disease (to the extent that this is available from GPs or other systems)
Comparative	<ol style="list-style-type: none"> i) A comparison of health and social care services in Alderney to other small islands/remote locations (External reviewers, with local data provided for the review team) <ol style="list-style-type: none"> 1) Use 2) Quality 3) Risks 4) Logistics, such as access to suppliers, support from hospitals/laboratories etc. 5) Agreements with GPs, pharmacist, optometrists, Guernsey Physiotherapy Group, etc
Corporate	<ol style="list-style-type: none"> ii) Consultation with Stakeholders (External reviewers – NB: Some limited data is available from recent consultation exercises: i) as part of the SLAWS exercise and ii) the Alderney review) <ol style="list-style-type: none"> 1) At the earliest stage, engagement will be undertaken with <ol style="list-style-type: none"> a) The Alderney community to find out their views on current strengths, weaknesses and priorities for change b) Different pressure and interest groups <ol style="list-style-type: none"> i)Patient groups ii)Professional groups iii)Alderney States Members and civil servants

	iv)Guernsey Providers of Services on Alderney Details
2) An assessment of current health and social care provision, focusing on recommendations to improve services in future in Alderney;	
	<ul style="list-style-type: none"> i) A baseline description of Health and Social Care services currently provided by all sectors to Alderney residents both on and off island, including medical transfers (Alderney Rep – ST) ii) Taking into account the financial costs of providing the above services on and off island (HSSD finance) iii) Exploration of alternative and innovative ways of providing health and social care, e.g. tele-health care, support from specialist services and emergency care (External Reviewers) iv) Effectiveness and cost-effectiveness of potential future service options (External Reviewers – e.g. comment on more visiting clinics, tele-health care, and staffing e.g. extra doctors) v) Quality metrics (including service access times), outcomes and targets (External Reviewers to comment on appropriate measures for future services. This should inform the Service Level Agreement to be developed as part of the Guernsey/Alderney Financial Review) vi) Further local analyses as agreed between the Lead Reviewer and SoG/SoA project lead
3) An assessment of current governance arrangements for health and social care delivered for the residents of Alderney, with recommendations to improve in future, taking into account relevant States Resolutions (e.g.¹; (External Reviewers	
	<ul style="list-style-type: none"> a) On-island quality control b) Priority-setting c) Regulation and inspection of services d) Workforce stability and training

¹ 11. Health and Social Services Department – Amendment of the Regulation of Health Professionals (Medical Practitioners) (Guernsey and Alderney) Ordinance, 2015, p. 1566 12. Health and Social Services Department – Revision of Criteria for General Practitioners to be Given Access to Pathology and Radiology Services Provided by HSSD, p. 1583



