

TELFORD & WREKIN COUNCIL

CABINET - 22 SEPTEMBER 2011

**TELFORD AND WREKIN'S JOINT MENTAL HEALTH AND WELL-BEING
COMMISSIONING STRATEGY 2011-2015**

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PART A) – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

- 1.1 This joint strategy and associated action plan sets out how Telford and Wrekin Council and NHS Telford and Wrekin plan to commission services to improve the mental health of people living in Telford and Wrekin and to improve outcomes for those with poor mental health.
- 1.2 It is structured around six shared, cross Government and multi-agency objectives. These are consistent with outcomes set out in social care, public health and NHS outcomes frameworks. Further information regarding objectives and outcomes can be found in the Executive Summary (Appendix One) or within the body of the main document. The associated action plan can be found in Appendix Two.
- 1.3 The joint strategy was developed in consultation with a range of stakeholders including third sector organisations, service users and carers. Monitoring of progress will be undertaken by the Mental Health Partnership Board.
- 1.4 The joint strategy supports the Councils' priority objectives within Adult Care and Support:

2. RECOMMENDATIONS

- 2.1 **That Cabinet endorses the Joint Mental Health and Well-Being Commissioning Strategy.**

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	<p>Adult Care & Support Priority Plan:</p> <ul style="list-style-type: none"> • Adults who are old, ill, disabled, or vulnerable have choice and control over their lives • Vulnerable Adults are safe from harm
	Will the proposals impact on specific groups of people?	
	Yes	<p>The whole joint strategy is focused on a model of personalisation which is centred on individual need. In addition, services are no longer structured around age but on need.</p> <p>Although the joint strategy focuses on mental health, it takes a universal approach to mental wellbeing and prevention. On this basis, the joint strategy has population wide impact.</p>
TARGET COMPLETION/DELIVERY DATE	This is a 5 year joint strategy; the implementation of which will be monitored by the Mental Health Partnership Board on a quarterly basis. In addition the joint strategy will be reviewed accordingly in light of any changes to related policy.	
FINANCIAL/VALUE FOR MONEY IMPACT	Yes	<p>The strategy does not make further financial commitments. It is written on the basis of a constant review of existing services to ensure we continue to meet need, and that any new services can only be delivered by readjusting current allocations.</p> <p>However all Council services are facing the impact of Government grant cuts requiring at least 20% reductions in service spending so the strategy will need to be kept under close review to ensure affordability. In particular the Council will need to</p>

		monitor the impact of the changes to ensure that there is no unintentional transfer of funding responsibility from the NHS to the Local Authority without matching funds transfer.
LEGAL ISSUES	No	<p>The Local Authority's statutory duties are as set out in Schedule 1 to the Local Authority Social Services Act 1970. In relation to mental health, the primary legislation is set out in the Mental Health Act 1983 [as amended], with Regulations made there under and issued guidance, including the revised 2008 Code of Practice.</p> <p>The Regulatory Impact Assessment published on 2nd February 2011 in relation to the "No health without mental health" cross Government strategy at Annex 1 indicates that no legislation is proposed.</p>
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	This joint strategy demonstrates the commitment of both Telford & Wrekin Council and NHS Telford & Wrekin to promote wellbeing, support a preventative approach to poor mental health, encourage the early detection of mental health issues and to improve the quality of mental health services.
IMPACT ON SPECIFIC WARDS	No	Borough-wide impact

PART B) – ADDITIONAL INFORMATION

4. INFORMATION

- 4.1 This information below sets out how the attached joint mental health strategy and action plan has been developed. Development has included user and carer feedback; stakeholder feedback from the public consultation and the national direction as outlined in the national mental health strategy 'No Health without Mental Health'. The draft joint strategy was also presented to the Mental Health Commissioning Partnership Board for their support.

Stakeholder Feedback – including service user and carer feedback

- 4.2 A range of stakeholder events took place in 2010/2011 in order to gain the views and opinions of users, carers and other stakeholders to shape the development of the joint mental health strategy and action plan. These included a large scale consultation event as well as a series of engagement and consultation sessions that were regularly attended by local service users.
- 4.3 As part of the development of the joint strategy, a public consultation ran for 13 weeks between September 2010 and December 2010. This gave an opportunity for the general public and other stakeholders to comment and give their views on the joint strategy as well as on the Shropshire-wide mental health modernisation proposals to strengthen community services and redesign inpatient services.
- 4.4 Consultation feedback relating to the joint mental health strategy included strong local support for:
- Improved access to counselling and psychological therapies
 - Ease of access into services and support for ‘a single point of access’ into mental health services. This included the desire for a single assessment followed by appropriate care and support
 - Intensive support within an individual’s permanent home rather than the need for a residential placement in providing rehabilitation.
 - Equity of care and support for those living in rural areas
 - Improved community services for dementia care including support for those in residential care
 - More support for carers
 - Training of staff
 - Larger, integrated teams with services delivered and configured locally in Telford & Wrekin
 - Services more closely aligned to GP practices
 - Stronger links to the voluntary sector such as satellite working and shared premises in order to streamline the care pathway.

National Mental Health strategy ‘No health without Mental Health’

- 4.5 The joint mental health strategy has been informed by a new national strategy for mental health: *No Health Without Mental Health: a cross-Government mental health outcomes strategy for people of all ages (DH: 2011)*. This is a cross-government strategy that focuses on the future for mental well-being and mental health care. It is built around a two-track life course approach that aims to improve outcomes for people with mental health problems and build individual and community resilience and wellbeing in order to prevent illness

- 4.6 The strategy is structured around six shared, cross Government and multi-agency objectives. These are consistent with those set out in the social care, public health and NHS outcomes frameworks.
1. More people will have good mental health
 2. More people with mental health problems will recover
 3. More people with mental health problems will have good physical health
 4. More people will have a positive experience of care and support
 5. Fewer people will suffer avoidable harm
 6. Fewer people will experience stigma and discrimination
- 4.7 The Mental Health Commissioning Partnership has the responsibility for overseeing the implementation and monitoring the progress of the Joint Mental Health Strategy and associated action plan.

Modernisation of mental health services

- 4.8 In line with the direction of the mental health strategy, the modernisation of mental health services is a programme of transformational change across Shropshire and Telford & Wrekin that will lead to a significant improvement in clinical care.
- 4.9 The aim of the programme is to enable earlier, preventative interventions carried out by strengthened and integrated community teams. This enables a more co-ordinated and effective response to users and carers and better control over care planning, thus reducing the need for inpatient stays. When inpatient stays are needed, a new, purpose-built inpatient facility 'The Redwood Centre' will provide a safe, therapeutic environment for care that promotes dignity and respect. This site is due for completion by Autumn 2012.
- 4.10 The programme will see an additional 35 staff working in the community in Telford & Wrekin supporting people with mental health issues. The majority of these roles will be to support older adults and people with dementia. Twenty two beds will be commissioned in this facility for use by people of Telford & Wrekin. Twelve beds will continue to be funded at Castle Lodge, which is an inpatient facility in Dawley.
- 4.11 A package of efficiencies and remodelling of services were approved in January 2011 by the NHS Telford and Wrekin Board which enables strategic investment in the modernisation programme over the next three years.
- 4.12 The Mental Health Modernisation Sub Committee, established by both PCT Boards, with membership from the Local Authorities and both LINKs continue to oversee implications of changes locally and nationally relating to the health and care economy, partner organisations, local authorities and other governmental policy drivers. It is believed that the proposals remain the most resilient way of responding to mental health demands.

- 4.13 The Joint Health Overview and Scrutiny Committees (JHOSC) also have a role in providing a statutory oversight and scrutiny in relation to the modernisation programme. At the July 2011 JHOSC, an update was provided by Telford and Shropshire commissioners and South Staffordshire & Shropshire Healthcare NHS Foundation Trust (SSSFT).
- 4.14 There are currently five work stream leads who each co-ordinate and manage the modernisation of service provision. These leads are in place against Primary Care Mental Health, Community Care, Acute Care, Dementia Care and Rehabilitation and Recovery, however, all work stream programmes are inter-linked.
- 4.15 Progress has been made with regards to the building of the new inpatient facility and, in line with the bed reductions planned on the Shelton site, staff have been systematically deployed into specific areas of in patient and community mental health. Additional investment has been made into Acute Care, the Crisis Resolution/Home Treatment (CR/HT) service and Services for Older People (SfOP) teams. A specialist Dementia Care service is now established within the Telford and Wrekin area. Ongoing service development is planned across Telford and Wrekin with work stream leads remaining in place who will continue to manage and co-ordinate the process of change. This is in order to provide care which is closer to home and to reduce the average length of hospital stay.
- 4.16 Many of teams providing these services are integrated with Council Mental Health staff working alongside SSSFT staff. These arrangements will be subject of Care & Support's phase 2 service redesign and staffing proposals to be launched on 13 September 2011. Integrated working is considered best national practice and is the preferred local option.

Risks and Mitigation to the modernisation of mental health services

- 4.17 Risks identified within the modernisation of mental health services are included within a risk register with the SSSFT and include buildings, clinical, operational, reputation and financial risks. The risks are monitored closely. An update is provided below:
- Improved community services - Improved links between SSSFT and SATH, GPs and Telford LINK have been developed so that feedback can be given directly, or issues can be raised and responded to immediately.
 - Timeliness of bed reductions - the project plan ensures that this is scheduled appropriately to ensure community teams are strengthened prior to linked bed closures. At each stage clinical sign off will be required from the relevant consultant for that practice area.
 - Workforce development - Assurance checks were carried out by both PCTs regarding the Management of Change plans to confirm that the

changes were in line with agreement made by SSSFT in the Full Business Care.

- Care beds and domiciliary care services – direct discussions with SSSFT are taking place regarding access to care beds and domiciliary care. There is ongoing commitment by all stakeholders to pathway improvement across the local health and social economy.

4.18 At the July 2011 JHOSC, an update was provided by commissioners and SSSFT. The Committee concluded that they were able to continue to support this programme and were assured that the commitments given following consultation are being fulfilled.

5. IMPACT ASSESSMENT – ADDITIONAL INFORMATION

5.1 There has been significant engagement and consultation undertaken in the development of this joint strategy. We have made use of national guidance and policy as well as evidence-based best practice. We have used local population data as evidenced by the Joint Strategic Needs Assessment (JSNA)

5.2 An Equality Impact Assessment screening has also been undertaken and no negative or adverse impacts were identified.

5.3 The approach of the joint strategy is that mental health services focus on the needs of the population and a personalised approach. On this basis, no individual should be disadvantaged based on age, disability, gender, or religious belief for example.

6. PREVIOUS MINUTES

6.1 Cabinet – 27 April 2010 - Shelton Modernisation
<http://apps.telford.gov.uk/demservice/agenda.asp?reference=793>

6.2 Joint Health Scrutiny – 8 October 2010 – JHOSC7 – Next Steps for Mental Health Care in Shropshire, Telford & Wrekin
<http://apps.telford.gov.uk/demservice/agenda.asp?reference=844> _

6.3 Joint Health Scrutiny – 11 February 2011 - Next Steps for Mental Health Care in Shropshire, Telford & Wrekin
<http://apps.telford.gov.uk/demservice/agenda.asp?reference=881>

7. BACKGROUND PAPERS

7.1 An Executive Summary is included in Appendix One; the Action Plan is included in Appendix Two.

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