

**Report of the co-produced  
Re-design of Vocational Centres in  
Worcestershire**

**20<sup>th</sup> November 2015**

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## 1. Executive summary

At the time of writing, a total of 216 responses were received in connection with this project. Some respondents gave their views by attending a workshop or through the assurance meeting, or by completing a questionnaire. Others gave their views through email, letter or other correspondence. The numbers responding to each engagement opportunity are below:

- Malvern Workshop – 26
- Worcester Workshop – 34
- Bromsgrove Workshop – 36
- Email, letter or other correspondence – 98
- Online questionnaire – 1
- Steering workshop – 11
- Assurance meeting – 10
- Wider Assurance meeting – numbers as yet unknown

The principle themes emerging from the engagement activity are as follows:

- The need for a safe, supported environment
- The need for confidence building activity
- A service that is accessible to the majority
- A service that is flexible
- A service that offers more peer support
- A service that offers social connectedness
- The need for more choice and opportunities
- A service where staff are more mobile
- A service that works to develop more partnerships and community links.

Based on this feedback, the model that is being proposed would provide a single, Worcester city venue for the most vulnerable, and a number of safe, supported environments across the county. This would help ensure that the service is accessible to the majority. The intensive support necessary to build self-confidence would be provided at the city centre site, and more vocational activities would be delivered in the community, offering service users a range of options and greater social and community connectedness, provided through the Trust partnering with a range of organisations and initiatives. These outreach sites will focus on preparing service users for work, education or volunteering. All activities will be supported by Occupational Therapists and Peer Support Workers.

The model would see the closure of Link Nurseries and Orchard Place Workshop from April 2016. A new city centre venue would be sought for the longer term, with Shrub Hill Workshop being utilised in the short term, until such a site can be found.

## **2. Background**

Worcestershire Health and Care NHS Trust is the main provider of mental health NHS services in Worcestershire. Employment and Reablement services are part of Adult Mental Health. These services help people who have experienced serious or long-term mental health problems to either stay in their job or to get back into employment, education, volunteering or other community activities.

Included in Employment and Reablement services are our three Vocational Centres – Link Nurseries in Powick, Orchard Place in Redditch and Shrub Hill Workshop in Worcester City. People attend these centres if they need a more supported environment before progressing to other community activities. Within the centres they can take part in activities such as arts and crafts, woodwork, horticulture, photography and office skills.

Over the last five years, there have been some significant and successful changes made to the Employment and Reablement pathway - for example, the closure of day centres as part of a move to provide more support in local communities, designed around the individual needs and wishes of service users. The aim of this latest project was to re-design the Vocational Centre service through building on this previous work, whilst recognising a savings target of £250k which commissioners expect to be released from the vocational centre budget.

## **3. The services included in the project**

The project was focused on the three Vocational Centres:

- Shrub Hill Workshop in Worcester City
- Orchard Place Workshop in Redditch
- Link Nurseries in Powick.

## 4. The Approach

The co-produced re-design approach is as follows:

Early patient experience feedback



Three workshops



A Steering Workshop



An Assurance Meeting



Wider Assurance Meeting

The initial patient experience feedback collected from service users in the summer of 2015 provided some preliminary, broad themes that indicated that there were some aspects of the service that were working really well but that there was also room for improvement and change. The work that was undertaken at this stage, and the numbers of people who engaged with it, are listed below:

- The Choice Checkers Peer Review Team (part of the County Council Joint Commissioning Unit) facilitated three focus groups – one at each vocational centre. The total number taking part in the groups was 30.
- Choice Checkers also interviewed 31 service users across the three centres.

The findings from this patient experience work are included as **Appendix 1**

Following this feedback a decision was made to engage with stakeholders using the co-production methodology of Appreciative Inquiry (AI). AI is a positive and affirming approach that looks to take the best of what is, envisage what could make it better, and work on designing something that is meaningful. This may be achieved by doing more of some things or by introducing new ideas. The three workshop sessions were therefore focused around these three areas, and their aim was to understand what current activities in vocational centres work well and why; how to make the service even better through understanding what we need to do more of or include; and what the new service could look like and what alternative, non-NHS funded options could be explored.

Three workshops saw a range of stakeholders coming together to explore these important questions. Feedback from the discussions was analysed, shared with attendees at the workshops, and was then taken forward to a steering workshop. The initial work of the steering group involved considering all the feedback received from all sources, including the workshops, letters and emails. They then undertook a triangulation of the feedback, and a sharing of the key themes emerging for each member resulted in the identification of nine common principles that were recognised as central to the new model. From discussions around these key themes, the group were able to identify a framework for an emergent model. The model was then presented to an Assurance Group of patient representatives, who considered the model alongside the raw data. This provided an invaluable opportunity to ensure the model reflected what respondents said was important to them.

## 5. The Engagement Process timeline

Date	Activity
7 <sup>th</sup> October	Invitation to attend workshops was circulated to key stakeholders
28 <sup>th</sup> October	Malvern Workshop
4 <sup>th</sup> November	Worcester City Workshop
5 <sup>th</sup> November	Bromsgrove Workshop
13 <sup>th</sup> November	Steering Workshop
17 <sup>th</sup> November	Assurance Meeting
10 <sup>th</sup> December	Wider Assurance Meeting

## 6. Key Themes

### 6.1 Workshops

Three workshops were held. All took place from 9.30am until 1pm. Details of the three venues are as follows:

- 1) Malvern Health Centre, Prospect View, 300 Pickersleigh Road, Malvern, Worcestershire WR14 2GP
- 2) King George V Community Centre, Brickfields Park, Ash Avenue, Worcester, WR4 9TL

3) Spadesbourne Suite, Burcot Lane, Bromsgrove, B60 1AA

All key stakeholders were invited. The invitation is included at Appendix 2. A total of 96 people attended across three workshops. A full list of invitees and attendees for all workshops and subsequent events is included at **Appendix 3**. All attendees were sent an agenda, an example of which is included at **Appendix 4**

The workshops began with a presentation which is included at **Appendix 5**. The presentation looked to provide attendees with context: the aims, objectives and principles of the service, the service framework and pathway, and an explanation of what is changing and why. It was then explained to all attendees that the project offered both opportunities and was subject to a number of givens or constraints. These were outlined as follows:

The opportunities

- A more modern service
- A co-produced service model that offers the activities that respond to what people say they need
- More services out in the community
- An estates solution that responds to service need
- More work with other partners and groups

The constraints

- Less funding – a 1/3 reduction in budget
- The need for equitability across the county
- The need for accessibility
- The need for the new service to be live from April 2016

Following an opportunity to ask questions, the attendees engaged in the group AI activities. Each activity posed a series of different questions, which are listed below:

- What about the current service works particularly well and why? What current activities best meet the aims of the service? Why do they work so well? What is about these particular activities that make them so helpful?
- How can we build on this? What do we currently do that we need to do more of? What else should we be doing to help people move forward in their recovery?

- From all this discussion, what key things should be taken forward? Given the constraints and your discussions, what should the new service look like? Could there be other, non-NHS funded options to offer services?

Each group was facilitated and conversations were recorded and later shared with the whole group to check for accuracy. The feedback is included at **Appendix 6**.

## 6.2 Other correspondence

There were 98 other pieces of correspondence, which were in the form of letters, emails or comments from workshop attendees that were given after the close of the workshops. Of the 98 received all, apart from 2, were from service users or supporters of the Link Nurseries, and who were concerned about possible closure. All feedback was analysed for key themes which, in order of frequency of recurrence, were as follows:

- Horticultural therapy benefits
- Local community links and the importance of patient interface with the public/opportunities for social interaction
- General feelings of loss of a service
- Ease of access of the site
- A rural and calm setting being conducive to recovery
- The value of the Friends in supporting the work of the Link

The summary of this additional feedback is included at **Appendix 7**.

## 6.3 Steering workshop

The steering workshop members met on Friday 13<sup>th</sup> November. A list of attendees is included at **Appendix 3**.

The work of the group began with each member summarising what for them were the key themes emerging from the feedback. This information was collated and the recurrent themes were noted and became the nine key principles. From the ensuing discussions, the group began to formulate a model that it believed best reflected all of these principles. It was believed that a safe, supported environment was needed for those considered most vulnerable, and that the focus of their work would be assessment and confidence building. The view of the majority was that a Worcester based centre, and outreach work, would provide an accessible service to the majority. More outreach would provide more choice and opportunity, and would promote partnership and community links, and that this would support service users in greater social connectedness and their move back



into their communities. It was agreed that the work needed to be undertaken by Occupational Therapists and that there needed to be a greater role for Peer Support Workers. This work is included as **Appendix 8**.

#### 6.4 Assurance meeting

The assurance meeting members met on Tuesday 17<sup>th</sup> November. A list of attendees is included at **Appendix 3**.

The work of the group began with a verbal presentation from the Chair of the steering workshop. During the presentation, members heard a full explanation of the work that had been undertaken by the steering workshop members, and the process through which the group had come to their conclusions. The work of the steering group was circulated, along with the framework of the emergent model. The group was then invited to consider the model in the light of the original feedback, to ensure it reflected the things that people had told us. A number of questions and comments followed. These are summarised below:

- The importance of integration within and beyond the organisation
- The need to clarify the referral process
- The importance of ensuring people can access opportunities to gain formal qualifications, within the community
- The need for well-motivated, trained staff
- Questions over whether a main centre was needed
- An exploration around how community links would be developed and the importance of not duplicating this work
- A discussion around what the Trust would be doing to support the most vulnerable service users through the transition
- The importance of clear communications around the changes
- The importance of supporting volunteers

Following these discussions, the group confirmed they were comfortable with the emergent model being taken forward to the next stage of the process.

#### 6.5 Questionnaire

The questionnaire was placed online from 22<sup>nd</sup> October, to correspond with the day that the first agendas were circulated to those attending the workshops. The questionnaire comprised the same questions that were used for the workshop activities and gave those who were unable to attend a workshop, the opportunity to give their view.

Only one person completed an online questionnaire. The views expressed echoed those of many who attended the workshops, with the respondent maintaining that the opportunity to develop vocational and personal skills was invaluable, and that more of this work and partnership working should be provided.

## **7. Communications**

A briefing was prepared for each centre to distribute and share as appropriate with staff and service users. It explained what needed to change and why, provided background on the service and explained the co-productive approach being applied. This was distributed through centres and made available to current and potential service users as well as Staff. We also prepared and issued a Frequently Asked Questions sheet for staff which explained the restrictions i.e. need to make efficiency savings of £250k. The documents are included at Appendix 9.

There was interest in the project from the local media who covered the issue and the subsequent campaign which was launched. Their coverage also included publishing details of the workshops

[http://www.malverngazette.co.uk/news/13923726.Workshop\\_on\\_future\\_of\\_endangered\\_Link\\_Nurseries\\_produces\\_positive\\_response/](http://www.malverngazette.co.uk/news/13923726.Workshop_on_future_of_endangered_Link_Nurseries_produces_positive_response/)

[http://www.malverngazette.co.uk/news/13886671.MP\\_calls\\_for\\_meeting\\_over\\_Link\\_Nursery\\_closure\\_fears/](http://www.malverngazette.co.uk/news/13886671.MP_calls_for_meeting_over_Link_Nursery_closure_fears/)

## 8. Appendices

**Appendix 1:** Summer 2015 Patient Experience Work



Appendix 1 Summer  
2015 Patient Experier

**Appendix 2:** Invitation to attend the workshops



Appendix 2  
Invitation to attend tl

**Appendix 3:** Circulation and attendee lists for all workshops and events



Appendix 3  
Circulation and attenx

**Appendix 4:** Agenda



Appendix 4  
Agenda.pdf

**Appendix 5:** Presentation



Appendix 5  
Presentation.pdf

**Appendix 6:** Feedback from workshops



Appendix 6  
Feedback from works

**Appendix 7:** Summary of additional feedback



Appendix 7 Summary  
of additional feedbac

**Appendix 8:** Output from the steering workshop & Vocational Centre Model



Appendix 8 Output  
from the steering wor



Appendix 8  
Vocational centre mox

**Appendix 9:** Staff / Service User Briefing and FAQ



Appendix 9  
Re-designing Vocatio



Appendix 9 Redesign  
Vocational services F