

HEALTH OVERVIEW AND SCRUTINY COMMITTEE 9 DECEMBER 2015

ADULT MENTAL HEALTH TRANSFORMATION – EMPLOYMENT AND REABLEMENT PATHWAY

Summary

1. The Health Overview and Scrutiny Committee (HOSC) is to consider information provided in relation to Adult Mental Health Transformation – Employment and Reablement Pathway.
2. Members have always taken a keen interest in mental health services and have received a number of briefings. This meeting will specifically focus on developments associated with the Employment and Reablement Pathway and specifically the Vocational Centres redesign.
3. In January 2016, the HOSC will consider information in relation to Primary/Secondary Care Services and Inpatient Provision.
4. Representatives from Worcestershire Health and Care Trust and Worcestershire County Council have been invited to attend.

Background

5. Adult Mental Health Services are currently provided by Worcestershire Health and Care Trust (WHCT) and commissioned by Worcestershire County Council (WCC) and the 3 Worcestershire Clinical Commissioning Groups (CCG).
6. In this current fiscal climate both commissioners and providers are faced with really difficult decisions around how resources are used to best effect. Combined financial pressures across the system means that there will be a reduction in how much money is spent on mental health services across Worcestershire over the next few years. However, all stakeholders are committed to offering the very best services we can and modernising these within the constraints we have.
7. There are a range of changes and developments taking place:
 - a) **Primary Care Mental Health Services (PCMHS)**
The new model will see the development of a Wellbeing Hub. People who are recovering from a mental health crisis will be cared for in primary care and have access to services to help them live well in the community and move towards self-management of care and improving wellbeing. £500,000 of existing funding from secondary care services will be reallocated to support delivery of the new service.

NB: Proposed national cuts to the Public Health Ring-fenced Grant could significantly impact on these developments. The 16 July 2015 Cabinet paper references £960,000 of savings relating to Primary Care Mental Health services. While funding is secure until 2016/17, withdrawal of funding after then is a significant risk to this redesign and to the sustainability of mental health services for patients. The Cabinet Member in November 2015 reconfirmed that the Council would maintain funding for these services until October 2016 as a minimum and consider whether it could maintain funding until the end of 2016/17. Funding and sustainability is therefore uncertain after this time.

b) Secondary Care Services

A further £500,000 savings from mental health budgets is required for the national efficiency programme, which will be met through the redesign of secondary care. An update on these developments will be provided to HOSC in January 2016.

c) Employment and Reablement Pathway

The Trust currently runs three vocational centres (Link Nurseries in Powick, Orchard Place Workshop in Redditch and Shrub Hill Workshop in Worcester). The budget to run these is circa £700k and a savings target of £250k has been set by commissioners, which they expect to be released through a new delivery model of vocational support from 2016/17.

d) Inpatient Provision

The Trust's long-term vision for inpatient care is to move towards a centralised (Centre of Excellence) service based on the Newtown site in Worcester, which could mean some of the inpatient beds the Trust has in other localities move onto this site. Resources will be diverted into more recovery-focused community based service. An update on these developments will be provided to HOSC in January 2016.

Development of the Employment and Reablement Pathway

Approach

8. The aim of the Employment and Reablement service is to help service users in their recovery from severe mental ill health, through engagement in meaningful roles and activities. These include employment, education, volunteering and other community roles and activities.

9. Within the Employment and Reablement Pathway, Vocational Centres provide activities within a supported setting for those not yet ready to access mainstream community based groups.

10. To ensure that all the views expressed by service users, staff and other interested groups of Vocational Centres were listened to and taken into account; the Trust ran a co-production approach to the redesign during November to understand:

- what works well and why
- what we need to do more of or what new things we need to do make things even better
- work out how all our ideas are going to fit together.

11. The report of the co-produced Re-design of Vocational Centres in Worcestershire is included at Appendix 1.

Outcome

12. The intention is to provide a modern hub and spoke model across the county for Vocational Centres which will provide a range of activities to support people to get into work, volunteering or education.

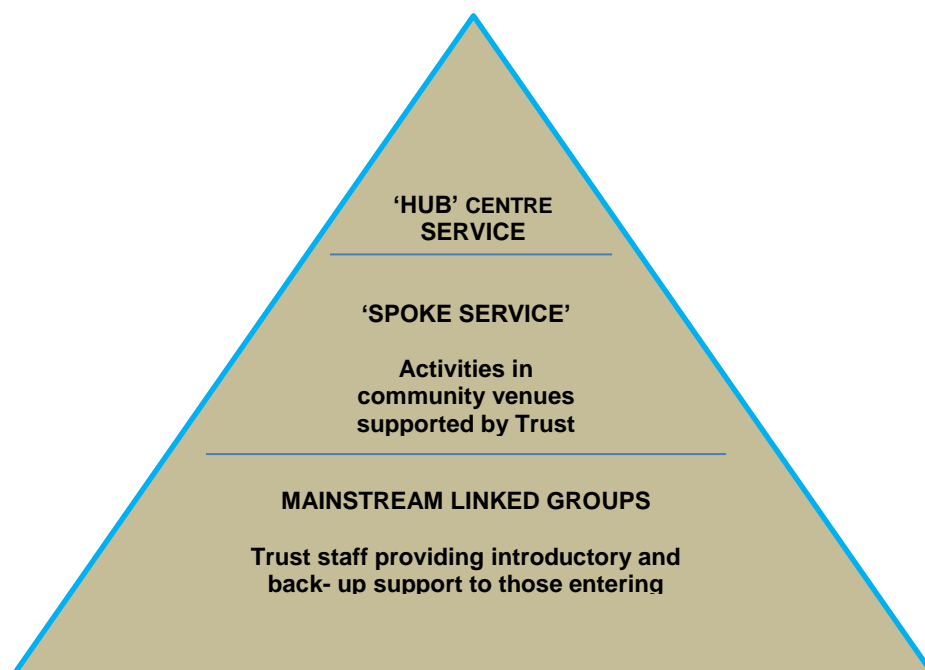
13. Through the co-production approach, service users have told us what is important to them and the service has been redesigned to ensure the mode:

- offers some centre based activities to those earlier in their recovery journey, with a higher degree of staff presence in a safe environment
- focuses more activity in community venues
- ensures Trust staff will support and help maintain current community resource
- focuses on access to non-mental health specific groups in the community
- supports the continuity of community groups
- offers an office base for a staff team who would need to work closely together, but who would spend a significant amount of time in outreach projects
- has less investment in the estate, with financial resource focused on staff.

Proposed Service Model

14. The service will develop a clear pathway promoting integrated working with the Individual Placement and Support Employment (IPS), Job Retention and Reablement services. Community based alternatives will be considered as a first option, although the service will continue to offer a more specialised route to those needing greater support, assisting service users to improve skills, gain confidence and improve concentration to enable them to move direct into mainstream activities or progress into other parts of the pathway.

Fig 1.



15. As depicted in Fig 1, a hub-centre option has been proposed which will offer an initial assessment in order to establish need, and on-going review to facilitate responsive treatment plans and promote coordinated discharge. Treatment plans will be based on clearly defined goals that will promote independence and be achieved through a set of activities which are targeted towards those most in need.

16. A range of activities will be offered suitable for engaging a variety of service users, for example:

- manual (e.g. woodwork, horticulture)
- creative (arts and crafts)
- desk based activity (e.g. IT and office skills).

17. To facilitate move on and provide better geographical reach, the team will support and initiate outreach projects including:

- activity sessions led by the core Centre's team, located in community venues in different localities, and
- activities led by community based groups, who have a special focus on supporting people with additional needs.

18. The groups will be supported and linked to the Centre, with Peer Workers potentially providing additional support to the instructors leading these groups. This will build strong links with the Wellbeing Hub being implemented as part of the Primary Care Mental Health Service redesign work, building on their knowledge of local resources as well as forming a signposting option.

19. For those in outlying areas, support with accessing transport may be required. This will form part of a treatment plan based on assessed need and would not be long term, as throughput to more locally based outreach projects would be the norm.

20. Based on transport links and the currently available estate the service will continue to operate from the current Shrub Hill workshop site. This will minimise any potential loss from terminating the existing lease and allow the Trust to locate a suitable alternative base within Worcester City as part of the Estates Strategy.

Next Steps and Timescales

21. Commissioners have agreed to extend the timescales to robustly complete this work. A further co-production event has been scheduled for the 10th December and everyone who was at the previous workshops and meetings has been invited. The purpose of the meeting is to explain to attendees the work that was done at the steering group and initial assurance meeting, and to check everything has been captured in the emergent model, and identify any final refinements.

22. During December the Trust will be mapping the alternative options with partners to centre based services to ensure there is a breadth of offer, access, choice and equity.

23. The Trust will also work through the links to the other redesign work taking place through the Primary Care Mental Health Service developments and joint working with Reablement in its role initiating peer supported activities to ensure maximum benefits are released.

24. Some of the staff at Link Nurseries have expressed an interest in exploring the potential viability of a Social Enterprise to support delivery of some of the activities being undertaken. The Trust is keen to support staff and other interested parties to work up options with key experts in this field, including the potential future use of the building to support the business case.

Purpose of the Meeting

25. Members are asked to consider the information provided and determine whether the HOSC has any comments on the proposals. Members may wish to consider the following:

- current and future service provision and performance
- impact on service users, including numbers affected
- how service users and other stakeholders have been involved
- next steps

26. In May 2010, the Secretary of State for Health set out four key tests for service reconfigurations, requiring them to demonstrate:

- support from clinical commissioners
- strengthened public and patient engagement
- clarity on the clinical evidence base
- consistency with current and prospective patient choice

27. The Centre for Public Scrutiny suggests a number of questions to ask when scrutinising NHS service redesign or reconfiguration:

- what is the purpose of the proposed redesign or reconfiguration?
- how extensive, inclusive and adequate is the consultation process?
- how will access to services be affected?
- what demographic assumptions have been made in formulating the proposals?
- what provisions are being made for the effects on patient flow of initiatives around choice and commissioning?
- what is the clinical evidence on which the proposals are based?
- how will proposed reconfigurations contribute to joint working?
- how will the proposals help the NHS achieve its health improvement goals and reduce health inequalities?
- what infrastructure will be available to support redesigned or reconfigured services?

Supporting Information

- Appendix 1 - Report of the Co-Produced Re-design of Vocational Centres in Worcestershire.

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Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

- Agenda and Minutes of Cabinet on 16 July 2015 – available on the Council's website [here](#)
- Report and Decision Notice of the Cabinet Member for Health and Well-being on 20 November 2015 – available on the Council's website [here](#)
- Agenda and Minutes of the Health Overview and Scrutiny Committee's discussion of mental health services on 5 November and 9 December 2014 and the 3 March and 4 November 2015 – available on the Council's website [here](#)