

WEST DUNBARTONSHIRE COUNCIL

Report by the Director of Community Health and Care Partnership

Community Health and Care Partnership Committee: 22nd August 2011

Subject: WD CHCP Commissioning Strategy For Adult Mental Health Services: 2012 – 2021

1 Purpose

- 1.1** The purpose of this report is to present the attached CHCP Commissioning Strategy and to seek its approval.

2 Recommendations

- 2.1** Audit Scotland has recently re-emphasised both the importance and the technical complexities of strategic commissioning, alongside the heightened challenges posed by a challenging financial climate coupled to changing demands and expectations.
- 2.2** Robust commissioning is essential to ensure that high quality and sustainable services are available to those who need them. The attached document makes important statements about the commitment of the CHCP to outcome-based strategic commissioning; and delivering effective and sustainable over the next decade. The strong track record of the CHCP, supported by a positive history of good partnership working locally, provides a robust foundation for realising these ambitions going forward.
- 2.3** This commissioning strategy provides a framework through which the CHCP will drive further detailed work (both internally and increasingly with partners) as well as shaping the substance of relevant operational service plans (and attendant financial and procurement plans) on an on-going basis, within the context of CHCP's wider set of development priorities as set within its annual CHCP Strategic Plan.
- 2.4** The CHCP Committee is therefore asked to approve the West Dunbartonshire CHCP Adult Mental Health Service's Commissioning Strategy.

3 Background

- 3.1** The Institute of Public Care (IPC) has defined a commissioning strategy as "a formal statement of plans, for specifying, securing and monitoring services to meet people's needs at a strategic level. This applies to all services, whether they are provided by the NHS, the Local Authority, other public agencies or by the voluntary and private sectors".

- 3.2** Audit Scotland have emphasised their expectation that good commissioning of these services is essential to ensure that high quality sustainable services are available to all those who need them; and that NHS boards and councils need to work together to agree strategic commissioning plans.
- 3.3** An explicit local action identified following the last Social Work Inspection Agency (SWIA) assessment undertaken of the former Social Work and Health Department was the production and approval of a range of commissioning strategies to span the breadth of service delivery responsibilities. This is an action that the successor Care Inspectorate have sought evidence of material progress on during their on-going and routine assessment of the CHCP (as previously reported to Committee).
- 3.4** As part of an explicit commitment within the CHCP Strategic Plan 2012-13 the CHCP has developed a schedule for the delivery of commissioning strategies across the breadth of its service delivery responsibilities; all of which will be completed and presented to the CHCP for approval by the end of the March 2013. This commitment was reinforced as an objective within the West Dunbartonshire Council Assurance and Improvement Plan 2011/12.
- 3.5** The attached Commissioning Strategy is one of a suite of commissioning strategies that have been and are being produced in line with the above requirements.
- 3.6** This Commissioning Strategy is presented to the CHCP Committee for approval.

4 Main Issues

Commissioning

- 4.1** There are four core values that have been identified to underpin all of the CHCP's approach to strategic commissioning across the breadth of its service delivery responsibilities, namely:
- Quality
 - Fairness
 - Sustainability
 - Openness
- 4.2** These values will be manifested through a systematic concern for the following principles ensuring:
- Optimal outcomes for individual service users.
 - A client-centred approach appropriate to individual needs through an emphasis on informed self-care, co-production and personalisation of services.
 - Effective and safe services that draw upon the best available evidence and local feedback from service users.
 - Equalities-sensitive practice.
 - Acceptability of service provision informed through constructive engagement with local stakeholders – including staff, community groups and elected members.

- Affordable and efficient services that continue to be reflective of the relative demands across the West Dunbartonshire population as a whole.

4.3 In keeping with best practice, all CHCP commissioning strategies are and will be key components of an on-going process of commissioning as advocated by the IPC and illustrated within the attached document (page 4). The Audit Commission has emphasised three particular strengths of this model:

- The cyclical nature of the activities involved, from understanding needs and analysing capacity to monitoring services.
- The importance of meeting needs at a strategic level for whole groups of service users.
- The importance of commissioning services to meet the needs of service users, no matter who provides them.

Adult Mental Health Services

4.4 The aim of this Commissioning Strategy is to project how the local provision of adult mental health services will need to be developed over the course of the next decade (i.e. to 2021) and provide a strategic framework for on-going activity to address changes in demand, development of policy, emergent best practice and available resources.

4.5 It reflects the requirements of Scottish Government as reinforced by the local priorities and concerns of West Dunbartonshire Council and NHSGGC (including the NHSGGC Clinical Services Review). It has also benefited from comments and contributions from local stakeholders, particularly those CHCP staff planning and delivering our local services.

4.6 This strategy has a particularly important reciprocal relationship with the previously approved West Dunbartonshire CHCP Older People's Services Commissioning Strategy (in relation to dementia).

4.7 It reinforces the CHCP's commitment to the key principles set out nationally within *Delivering for Mental Health* (2006), namely to promote good mental health and mental prevent illness; and where illness occurs to treat it or minimize the damage that it causes through:

- Improving patient and carer experience of mental health services.
- Responding better to depression, anxiety and stress.
- Improving the physical health of people with mental illness.
- Better management of long-term mental health conditions.
- Early detection and intervention in self-harm and suicide prevention.
- Managing better admission to, and discharge from, hospital.
- Improving child and adolescent mental health services.
- Enhancing specialist services.

4.8 During 2012/13, the Scottish Government is expected to bring forward a new Mental Health Strategy setting out its priorities for the next four years. In its consultation for that new national strategy, the Scottish Government identified four areas where focusing time and effort to make improvement is likely to deliver better outcomes across the whole pathway of care:

- Improving access to psychological therapies.
- Implementing the National Dementia Strategy.
- Examining the balance between community and inpatient provision and the role of crisis services.
- Preventing suicide.

4.9 The CHCP has already made considerable progress in taking forward action in relation to the above, not least through building on the scope for and opportunities presented by integration across local health and social care services. Notable examples include:

- Consolidation and consistency of approach in the key service units, e.g. Primary Care Mental Health Teams (PCMHT); Community Mental Health Teams (CMHT); Older Adult's Community Mental Health Services; Crisis Services; Hospital Services; Mental Health Officer Services; Acquired Brain Injury Services; and Health Improvement Services (including Mental Health Improvement & Suicide and Self Harm Prevention).
- Investment in service user vocational skills training and employability services.
- Promoting the Recovery Approach.
- Embedding a service evaluation and improvement culture within the service.
- Promoting Releasing Time to Care (RTC) programme in hospital wards and the development of an RTC model for Community Mental Health Services.

4.10 The issues and priorities set out within this Commissioning Strategy are not unique to West Dunbartonshire and are very much reinforce national analysis and imperatives. That said, it reflects a necessarily ambitious agenda that should provide legitimately challenge to all those involved in the leading, management and delivery of local mental health services.

5 People Implications

5.1 This strategy will inform workforce planning and development activities. The Joint Staff Forum will be engaged in any material impacts on staff that emerge.

6 Financial Implications

6.1 This strategy will inform financial planning and procurement arrangements to ensure effective delivery within available resources.

7 Risk Analysis

7.1 This strategy is an important element to ensuring that the CHCP is able to provide services in an effective, relevant and sustainable manner as advocated by Audit Scotland. Moreover failure to deliver, approve and implement commissioning strategy creates risk in relation to the requirements of external scrutiny bodies, most notably the Care Inspectorate and Audit Scotland.

8 Equalities Impact Assessment (EIA)

- 8.1 An Equalities Impact Assessment (EIA) undertaken on the Strategy indicated no significant negative issues; and the person-centred element of the model in particular was suggestive of the Strategy having a positive impact in these regards.

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Date: 30 July 2012

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Appendix: WD CHCP Commissioning Strategy For Adult Mental
Health Services: 2012 – 2021

Background Papers: Institute of Public Care (Oxford Brookes University)
(2007), adapted by SWIA in *Guide to strategic
commissioning: taking a closer look at strategic
commissioning in social work services*, Social Work
Inspection Agency, 2009.
*Improving Social Work in Scotland: A Report on SWIA's
Performance Inspection Programme 2005-1009*, SWIA,
2010.
Commissioning Social Care, Audit Scotland 2012.

Wards Affected: All