

Mental Health Redesign - Draft Business Case

Portfolio:	Adult Social Care
Outcome:	People are able to make informed choices and look after themselves People who need support get it
Project SRO:	Andrew Webb
Project Lead:	Mark Fitton

1. Executive Summary

This proposal will look to address the review of Mental Health Services that are commissioned by the Council but the approach will need clear sight of the work across strategic partners, including the Clinical Commissioning Group (CCG), Pennine Care and third sector organisations.

The review will also need to align to the National and Regional Mental Health Strategic priorities and local CCG investment plans to ensure there is an increased investment in Mental Health locally, which is driving towards parity of esteem for Mental Health provision.

The business case outlines the proposed review of services, staffing and functions, with the aim of realising efficiencies.

2. Case for Change

Mental Health Services are largely speaking provided by Pennine Care Mental Health Trust with Council staff seconded across to adults of working age and older peoples services teams. The Council also commission some Mental Health Services with the third sector, notably the Carers Assessment Service and a recovery service for people who have accessed secondary Mental Health Services. Historically, Mental Health Services have not had the level of investment required to keep pace with other service areas, although the Council currently spends circa £7.000m in Mental Health provision.

Currently, service provision across the Mental Health providers and commissioners is fragmented and there is a risk of duplication as a result of this.

However, the national and regional direction of travel is to secure greater investment in Mental Health Services and plans are being developed in line with the national & regional strategy for implementation between 2017 and 2021. Any review will need to have clear sight of the investment plan in order that there is a nett gain in the priority areas for Mental Health investment.

Some work has already stated to address the lack of charging policy within Mental Health Services but to also ensure that the Council is meeting its statutory duties of Care Act compliance through delivery of the service within Pennine Care Mental Health Trust.

3. Project / Programme Proposal

3.1 Project / Programme Vision

Whilst the investment priorities are fixed in terms of the national & regionally strategic plans, the local aspiration for Mental Health Services is to see greater alignment with the neighbourhood model for delivery of care going forward with good Mental Health Services being key to improving the Mental Health & Wellbeing of the Stockport population and less reliance on specialist acute Mental Health Services.

3.2 Scope

The scope of the review will be the entirety of the current Council commissioned Mental Health Services including adults of working age services and older people's services. The review will include compliance with Care Act (of which work is already underway), review of application of charging policy across mental health services, review of funding streams across Council, CCG and Pennine Care. There will be a specific review of the Mental Health Liaison Service which will need to align to the work within Greater Manchester and the Core 24 funding available for investment in mental health liaison services.

3.3 Delivery Model Options and Preferred Model

The desired model of delivery of mental health services into the future is to align as much service delivery as possible to the neighbourhood model of care, to ensure a greater acknowledgment of the impact of poor mental health and wellbeing on population needs in Stockport.

4. Objectives and Benefits

The primary objective of the review will be to ensure the Council is meeting its statutory responsibilities and any degree of duplication of provision is streamlined and aligned to a fully integrated neighbourhood offer.

The benefits will see an improved approach to the delivery of Mental Health Services in Stockport and population needs are served across both physical and mental health needs.

5. Initial Investment Return/Income Generation Analysis

	2017/18	2018/19	2019/20	2020/21
Net Service Budget	£6,004	£6,004	£6,004	£6,004
Cost of Change				
Financial Savings				
Transitional Funding				
In Year Position				
Cumulative Net Position				

This is the current net service budget held within the Adult Social Care Portfolio, however it is proposed that the review will encompass services more broadly across the council and CCG.

6. Key Timescales

Milestone Description	Date Expected	Output at Milestone
Initial engagement with strategic partners	January 2018	Agree initial scope across Council, Pennine Care and CCG
Review of the current service provision across adults of working age and older people's service. To inform scope of review.	March 2018	Clarity on the current statutory provision of mental health services in Stockport, funding streams and provision.
Align any review to the GM/Locality Mental Health Strategy and investment priorities.	March 2018	All partners working to the same priorities and long term model of delivery.
Understand the impact of fairer charging scheme in mental health services.	March 2018	Reach approval for introduction of charging in mental health services with a view to developing an implementation plan.
Any necessary consultation with staff and relevant stakeholders on the review of mental health services.	June 2018	Staff and stakeholders engaged in the review of mental health services.
Develop implementation plan	June 2018	Implementation plan completed.

7. Consultation and Engagement

Consultation and engagement will be required for this proposal with the following audiences:

- **Staff** – ongoing engagement to shape future offer as well as formal consultation if required;
- **Partners** - cross sector partnership engagement on a future offer. Initial engagement with the CCG and Pennine has been undertaken and there is a commitment to ongoing close partnership working throughout this review. This will include a joint agreement on scope and approach.
- **Communities** – engagement on future offer and development of asset based approaches.

8. Interdependencies, Constraints and Risk

Risk Description	Risk Owner	Broad Risk Response	H/M/L
Risk to partner organisation, Pennine have recruited to posts on a permanent basis which rely on continued ASC funding	Director of Peoples Services with relevant Heads of Services	Need to engage Pennine Care and other commissioners early in the process to be part of a wider review.	H
There may be a loss of direct referral route into specialist Mental Health Services from the neighbourhoods. This may have a negative impact on joint working, established relationships and ways of working holistically with individuals, there		Any revised model of delivery of care will need to be co-produced with current providers of Mental Health Services.	H

Risk Description	Risk Owner	Broad Risk Response	H/M/L
<p>may be a risk to existing plans to enhance the neighbourhood offer in line with the Stockport Together agenda to improve the role of enhanced case management.</p>			
<p>There may be a reputational risk to the Council, if seen to be withdrawing funding from an area which is being prioritised within the GM agenda and the CCG Mental Health Strategy.</p>		<p>Need to engage with the Mental Health investment strategy to ensure that this review does not undermine the increased levels of funding from Greater Manchester.</p>	H
<p>Future funding and restructures of Mental Health Services may not prioritise the Older population. This could result in older people in hospital having reduced access to Mental Health Services, if services are delivered as all age rather than a separation for Older People, in which case those adults presenting at A and E may take priority over those on admitted wards. This could have a direct impact on the discharge pathway from hospital for older people.</p>		<p>Any revision of Mental Health Liaison Service will need to ensure that Older Adults continue to receive the necessary level of priority and service provision, potentially from other funding streams.</p>	H
<p>Stockport ASC is likely to experience a significant challenge from carers and service user groups in relation to the introduction of a charging policy for non-residential, non S117 support.</p>		<p>Introduction of any charging policy would need full consultation with all groups likely effected.</p>	H
<p>Streamlined and revised approach may not achieve the target savings for the Council.</p>		<p>The review needs to focus on areas of duplication, alternative funding streams and increased income from charging.</p>	H

APPENDIX 1

EQUALITY IMPACT ASSESSMENT

Title: Mental Health Review	Date: 16/11/2017
	Stage: Draft
	Lead Officer: Mark Fitton

Stage 1: Do you need to complete an Equality Impact Assessment (EIA)?

Yes, an EIA is required as this proposal seeks to change the way a service is delivered.

Consideration of the following information will be undertaken as part of this EIA:

- Boroughwide demographics;
- Understanding of interactions and/or service uptake;
- Consultation and engagement feedback where appropriate;
- Workforce demographics;

Stage 2: What do you know?

This stage to be updated as part of the review of the service.

Stage 2a: Further Data and Consultation

Not applicable at this stage

Stage 3: Results and Measures

Not applicable at this stage

Stage 4: Decision Stage

This EIA will accompany the proposal through the decision making stages.