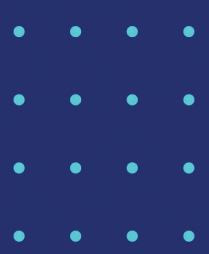


Cheshire West & Chester Council

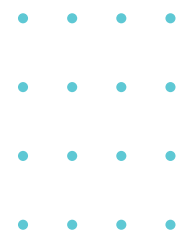


In-house mental health review consultation



Cheshire West
and Chester

What is this consultation about?



In October 2020, Cheshire West and Chester Council began a review of its In-House Mental Health Provider Service. We are now considering a number of proposed changes to this service.

The changes proposed would deliver a modern and effective service that is able to meet the challenges of growing demand, increasing complexity and rising costs in mental health services.

We would like to hear the views of all residents 16 and over on the proposed changes to the service. We are particularly interested to hear the views of people that use the service, their families and carers, other people with lived experience and the staff and volunteers that work in the service.

Feedback from this consultation will be used to inform decisions on how we deliver the service in the future.



What is our Mental Health In-House Provider Service?



This In-House Service delivers direct support to people with severe and enduring mental health needs. Support is provided via day centres, supported living accommodation and outreach support in the community. Individuals are able to access the service following an assessment by a qualified professional, usually a Social Worker or NHS Care Coordinator.

The service is described as an In-House offer as it is managed and operated by the Council. It is one of a range of options available to Social Care and NHS professionals when looking at the most appropriate mental health support for an individual. As well as the In-House service, there is also support available from external service providers which we 'buy in' to meet the needs of individuals. Decisions about whether to refer an individual to the In-House service or to an external provider will depend on a range of factors, including the complexity of the individual's needs, the availability of support from the In-House service and the locality the service user lives in.

Due to changes in demand for mental health support services, the volume of individuals receiving support from external providers has increased in recent years, particularly where it is provided via supported living accommodation and outreach support in the community.

Why has our Mental Health In-House Provider Service been reviewed?

To ensure our services are providing the best quality of support to service users and residents it is important to carry out service reviews, so that we can make sure that our services are modern and meet the needs of residents effectively whilst providing value for money.

Our In-House Service has not been reviewed for many years, during which time significant legislation has been introduced (The Care Act 2014) and social care services have seen increasing demand, both in terms of the volume of people needing support and the complexity of the type of support needed. These pressures have seen the amount of money that we spend on mental health support increasing year on year, with the situation further compounded by the COVID-19 pandemic.

It became clear that there is some duplication between the service we offer and services offered by external providers, with the external providers often also able to offer these services at lower, more competitive prices when compared to the In-House service and how it currently operates. There are also some gaps in outreach services, especially in more rural parts of the borough, and for people with more complex presentations.

The review found that the In-House Service could deliver support to individuals more effectively by improving processes, making better use of technology, and reducing the amount of time staff have to spend carrying out administrative tasks, thereby increasing the amount of time that staff are able to spend with service users providing support. Improving our processes would also enable the service to produce better information about what is working well and where ongoing improvements can be made.

The review found that our In-House Service has been fundamental in supporting individuals over many years, with dedicated staff that are flexible and able to meet a variety of challenges. However, when taking into account the increasing demand for mental health services, and the need to deliver improved outcomes for people through a broader service offer within the context of financial pressures, it is clear that the service cannot continue operating as it currently does.

How does the Council's Mental Health In-House Provider Service currently work?

The In-House service includes three distinct, but connected, teams made up of Day Services, Outreach and Accommodation. The In-House Service provides direct support to service users, with the aim of supporting and enabling individuals to manage their mental health, reach their full potential and achieve their aspirations. The service can help prevent hospital admission and re-admission and offer appropriate support to step-down from hospital. The service is open to all adults aged 16 years or older.

There is no direct access to our In-House Service, a referral must be made by a Social Worker in our Mental Health Adults Social Care team, or a Care Coordinator in the NHS Community Mental Health Team. The professional making the referral will then discuss the best approach to supporting the individual. Historically, the In-House Service has supported individuals over lengthy periods of time, sometimes stretching over several years.

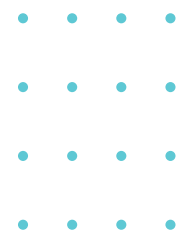
Day Services

The Day Service provides structured and unstructured approaches to supporting individuals who can attend day centres to take part in planned activities or on a drop-in basis. However, in recent years the drop-in approach has stopped to accommodate COVID-19 safety procedures and service users were asked to book on to sessions in advance. The activities offered at the day centres are often therapeutic and focus on life skills and socialisation, for example art classes, baking, music appreciation and relaxation. There is also a cafe in each centre providing hot and cold lunches each day, offering nutritionally balanced meals.

There are three day centres located in Cheshire West and Chester:

- The Locks in Chester
- The Old Vicarage in Northwich
- Pathways in Ellesmere Port.

Support provided by the Day Service aims to increase confidence and independence, as well as reduce the risk of crisis and social isolation. The Day Service offers a range of support opportunities to encourage individuals to manage their mental health needs and create a safe environment where they can feel comfortable.



Accommodation

The Accommodation Service supports individuals living at two properties:

1. Shorter-Term accommodation in a shared, six bedroom house with support
2. Longer-Term accommodation in nine self-contained flats with a lower level of support

The aim is to support individuals back into the community, often after a hospital admission, with the long-term aim of service users regaining their independence and moving to independent living. The Accommodation Service has adopted a rehabilitative approach and looks to build an individual's skills, confidence and knowledge, so that when appropriate, they can transition to more independent living arrangements. The time spent within the Accommodation Service varies, in some instances taking several years, and is dependent on the needs and abilities of each service user.

The support provided at each site differs in the level of intensity, with the shorter-term accommodation offering the most intensive regular support. Historically this service has helped meet the needs of individuals that may benefit from a more supportive service, perhaps following a stay in hospital, or after experiencing a crisis. The other service offers a longer term, more settled living situation.

Outreach

The Outreach Service provides community-based support across the borough with the aim of supporting service users in regaining confidence and skills for more independent living. Staff will work with service users in their homes and in the community to support socialisation and reduce isolation, as well as aiding them with regular tasks such as shopping, attending appointments, visiting the gym, help with benefits and providing advice with family issues. More recently the Outreach Service has focused increasingly on delivering short-term re-ablement support, with time-limited support intended to help individuals achieve their agreed outcomes and goals, as well as providing longer term support where needed.

External Support

As well as our In-House Service, many individuals also receive support from external providers across Cheshire West and Chester, which we commission or 'buy in'. For example, around 90% of the individuals requiring supported living, whereby additional mental health support is provided to individuals to allow them to remain independent within their own homes and communities, is commissioned from external providers.

We also arrange packages of community outreach support from external providers, similar to that offered by our own In-House Service, often lasting for many years. It is also not uncommon for a service user to transfer between our In-House Service and an external provider, based on their individual circumstances and the type of support required.

What are the proposed changes?

The review recommended that we keep our In-House Service. However, we are proposing to change the way the service operates, to help meet the growing demand for Mental Health services and the changing needs and complexities of people referred to the service.

The proposals build upon the current service to deliver appropriate continuity of support for existing service users. However, the focus will be on an individuals' personal recovery, to bring about long-term benefits, which give them the tools and techniques to manage their mental health.

The proposed changes will help us better manage the year-on-year increase in demand for mental health services. We would be able to support more people for a time-limited period, support people to achieve improved outcomes and reduce the amount of support needed in the longer term.

The In-House Service will continue to provide outreach support, day services and accommodation to individuals over the age of 18, although the type of support that people receive would be different. The service would introduce a strong focus on providing short-term, recovery focused, intensive support. The service would work with service users to set meaningful goals and provide support that focuses on the strengths of an individual to prevent, reduce or delay long-term needs.

The In-House Service would also seek opportunities within local community and voluntary organisations that are suitable and of interest to individuals, to help them with social isolation and confidence. This fits with our Adult Social Care service's aims to make the most of community support and to enable individuals to use their strengths to address their needs and aspirations.

New service users would access the service through our Mental Health Social Work Team and this would include a Care Act assessment. Individuals that are already using the service would have their support package reviewed to ensure they are receiving the right type of support. Historically individuals may have been referred to the service directly from the NHS, where this is the case a Care Act assessment would be carried out by our Mental Health Social Work Team to fully assess their needs.

If the individual has eligible needs under the Care Act, then a financial assessment may be required and charging for services may apply. This is in line with the Council's existing non-residential charging policy.

The tables over the following pages explain the proposed changes to each of the current In-House Services.

Proposed Day Centre Services

It is proposed that the day service continues to support people at the current locations, as well as offering activities and groups at satellite locations across the borough. Support will include a mix of therapeutic and wellbeing focused activities, alongside support aimed to help individuals develop skills to take care of their mental health. The service would continue to provide a lunch service.

Individuals new to the service would agree a recovery-focused support plan that contains a set of goals and outcomes over an initial 12 weeks. If ongoing support is needed, a less intensive, medium-term day service offer would be available for up to 12 months, dependent on the individual's circumstances and in consultation with the social work team. A long-term, ongoing tier of support would also be available, primarily to support existing service users with chronic needs that require long-term stability to best manage their individual needs. All tiers of support would be in line with a support plan and subject to review.

Current	Proposal	Benefits
<p>DAY SERVICE APPROACH</p> <p>Therapeutic & wellbeing groups / sessions and individual skills support.</p>	<p>Recovery-focused support - offering therapeutic and skills-based activities in line with individual support plans.</p> <p>The support plans would contain goals and outcomes to be worked towards over an initial 12 weeks and would consider an individual's strengths and personal circumstances.</p> <p>Support would involve exploring wrap-around support from partner and community organisations to contribute to an individual's recovery.</p> <p>3 tiers of support offered depending on the individual's needs: Short term (Intensive) - 12 weeks, Medium term (if required - less intensive but still focused on recovery goals) - 12 months, Long term - Ongoing support primarily for existing service users with chronic needs</p> <p>Lunch service will continue.</p>	<p>Focused individual support plan based on individuals' strengths and personal circumstances.</p> <p>Intensive short-term support should reduce the need for long-term, ongoing support.</p> <p>Stronger links with community, charity and voluntary organisations would expand the range of available support options.</p>

Current	Proposal	Benefits
<p>ACCESS</p> <p>Drop in / Advanced booking.</p>	<p>Purposeful Visits in line with support plan - Booked in advance (as throughout the pandemic).</p>	<p>A more efficient and effective service, which provides a full programme of planned 'Purposeful Visits'.</p>
<p>OPENING TIMES</p> <p>Primarily Monday to Friday 9am-5pm - differs slightly across each location.</p>	<p>Day Service will still be primarily offered Monday to Friday 9am to 5pm; however, some centres may need to close during certain parts of the week (for example for an afternoon, or one day a week) to allow activities to take place at satellite locations.</p>	<p>A more efficient and flexible service, which enables support to be provided from a wider range of locations to meet demand for services across the borough.</p>
<p>LOCATIONS</p> <p>The Locks, Chester.</p> <p>The Old Vicarage, Northwich.</p> <p>Pathways, Ellesmere Port.</p>	<p>Day centre locations will remain the same:</p> <p>The Locks, Chester</p> <p>The Old Vicarage, Northwich</p> <p>Pathways, Ellesmere Port.</p> <p>Plus, satellite sites will be offered in other locations based on demand for service.</p>	<p>Offers continuity for existing service users and makes use of known, trusted locations.</p> <p>The additional locations will expand the reach of the service allowing Day Services to take place in locations where there is currently no offer.</p>

Proposed Short-Term Accommodation

It is proposed that the Short-Term Accommodation offer continues, but introduces a more structured recovery-focused offer, continuing to support people towards greater independence whilst building connections with other support providers and networks in the community.

Current	Proposal	Benefits
<p>SERVICE APPROACH</p> <p>Provides shorter-term support aimed at increasing confidence and independence, before helping individuals move on to more independent living situations.</p>	<p>Short-Term Accommodation will continue to be offered by the In-House service - but with a more structured approach to providing recovery-focused support over 12-18 months, until individuals are suitably confident to move to a more independent living arrangement.</p> <p>Service users would agree and work towards personal recovery goals with support from In-House staff and be encouraged to take part in meaningful support opportunities within the wider community.</p> <p>After the placement ends, any ongoing support would be provided by an external provider, organised by our social care and In-House teams.</p>	<p>Support focused on individual support plan and meaningful goals.</p> <p>Intensive short-term support should reduce the need for long-term, ongoing support.</p> <p>Stronger links with community, charity and voluntary organisations.</p> <p>Meets the needs of individuals that may benefit from a more supportive service.</p>

Proposed Longer-Term Accommodation

The overarching proposal for the In-House service is that it focuses on providing short-term support to aid recovery. In contrast the current Longer-Term Accommodation offer has provided support for residents who are relatively settled, over a longer time period, sometimes lasting many years. As such, it is proposed that support at Longer-Term Accommodation is provided by an external provider instead of the In-House service. Existing residents would see their tenancies and ongoing support continue at this location, but the provider of the support would change following a review of the individual's needs.

Current	Proposal	Benefits
<p>SERVICE APPROACH</p> <p>Offers longer-term support for residents who are settled.</p> <p>Residents will often live at Longer-Term Accommodation for many years, with a mix of structured and ad-hoc support available from In-House provider staff.</p>	<p>Residents would continue to be supported at Longer-Term Accommodation. Support would be provided by an external provider and not the In-House service.</p> <p>Current residents would have their arrangements reviewed to ensure they are receiving the right level of support.</p> <p>Current residents in Longer-Term Accommodation would continue living there, they would not be expected to move out of their properties because of this change.</p>	<p>Support will be based on an individual's personal requirements.</p> <p>There would be continuity of accommodation for long-term, settled residents.</p> <p>Allows Council staff to focus on providing recovery focused support within the wider In-House service.</p>

Proposed Outreach Services

The move to short-term recovery focused support would see the Council's In-House service providing up-front, intensive outreach support for up to 12 weeks. Where a service user requires ongoing, longer-term support past the initial 12 weeks then this would be met through an external provider or community organisation and would be based on the needs of the individual.

Current	Proposal	Benefits
<p>SUPPORT APPROACH</p> <p>The In-House Outreach service meets with service users in the community, offering both short and long term support.</p> <p>In some instances, support will involve working towards agreed goals and outcomes.</p>	<p>Outreach support in the community will focus on providing short-term, intensive support aiming to prevent, reduce or delay long-term needs for up to 12 weeks.</p> <p>Support will focus on goals and outcomes agreed at the start of the support period with the service user and will aim to promote and sustain an individual's personal recovery.</p> <p>The In-House service would stop providing longer term support needs - this would be met through an external provider or community organisation and would be based on the needs of the individual.</p>	<p>A clear focus on preventative techniques which will help the In-House service address, reduce or delay the long-term needs of individuals from developing.</p> <p>Focusing on short term support will enable the In-House service to meet the needs of a greater volume of individuals. This would improve outcomes for service users, improving confidence and independence in their daily lives.</p> <p>Service users will be supported through the transfer to an external provider who would be expected to continue working towards the individual's goals and outcomes identified at the outset.</p>

Current	Proposal	Benefits
<p>INITIAL SUPPORT - UP TO 12 WEEKS</p> <p>Service users receive a mix of reablement support that can last for 12 weeks, or ongoing support without an end date, from the in house service.</p>	<p>Individuals would be provided with personalised support plans that are time-based, lasting 12 weeks, with a review at six weeks, to check progress.</p> <p>Staff would encourage and enable individuals to undertake tasks for themselves such as socialising, managing finances, developing life skills and pursuing opportunities and activities that are important and meaningful.</p> <p>Support would be intensive - focusing on tasks that would contribute the most to an individual's recovery. At the end of the 12 week period, a review would take place to determine the next steps in an individual's recovery journey, and where appropriate transfer to a new provider or community resource.</p>	<p>The intensive up-front support should see improved outcomes for service users - achieving greater independence and accessing more informal networks and sources of support.</p> <p>Following the intensive period of support, it is hoped that the number of people requiring long-term, ongoing support will reduce, with some individuals being in a position where they no longer require structured ongoing support.</p> <p>Closer working with the organisations and groups in the wider community will expand the range of opportunities available for individuals needing longer term support.</p>
<p>ONGOING SUPPORT - AFTER 12 WEEKS</p> <p>Ongoing outreach support is provided by the In-House service to some service users without an end date.</p>	<p>Longer term support needs met by a mix of external providers, community organisations, with the In-House service ensuring there is a smooth transition to the new provider.</p> <p>Any external provider tasked with providing long term support needs would be asked to continue focusing on the individual's support plan to ensure continuity.</p> <p>Individuals currently supported by the In-House outreach team would be offered the opportunity to receive a period of intensive short-term support, prior to any transfer, aimed at reducing any ongoing needs.</p>	<p>Support focused on individual support plan and meaningful goals.</p> <p>Intensive short-term support should reduce the need for long-term, ongoing support.</p> <p>Stronger links with community, charity and voluntary organisations.</p> <p>Meets the needs of individuals that may meet the needs of individuals that may benefit from a more supportive service.</p>

How to share your views

We want to know what you think about our proposals and ambitions for the In-House mental health provider service, to help us improve the support available and ensure future services reflect people's needs. Our consultation runs from 11th July to 5th September 2022. Please note, respondents must be 16 years of age or older.

There are a number of ways you can take part and share your views:

- complete the survey at: www.cheshirewestandchester.gov.uk/adultmentalhealthconsultation
- complete a paper questionnaire and send your response back to us at the following address: NWA Research, FREEPOST RTSS-YBKX-LRGL, PO Box 309, Stockton-on-Tees, TS20 1XP.
- email your views to: norma.wilburn@nwaresearch.co.uk
- telephone **01642 360982, 07811 101585** and quote *'Mental Health In-House Provider Services Consultation'*
- request a copy of our consultation in alternative formats, including hard copy and easy read, using the contact details above.

What happens next?

Findings from this consultation will be used to inform and improve mental health services for service users across west Cheshire. The results from the consultation will help shape how we deliver the In-House mental health service in the future. The findings from this consultation will be available on the Council's website in Autumn 2022 alongside an update on the outcome of any decisions taken and the next steps.

Accessing Cheshire West and Chester Council information and services

Council information is also available in audio, Braille, large print or other formats. If you would like information in another format or language, including British Sign Language, please email us at:

equalities@cheshirewestandchester.gov.uk

Tel: 0300 123 8 123 **Textphone:** 18001 01606 275757

email: equalities@cheshirewestandchester.gov.uk

web: www.cheshirewestandchester.gov.uk