

Developing a Mental Health Commissioning Vision in Kent

Summary of Programme and Summary of the Feedback From Events

The Purpose Of these Events Was Two Fold:

- To engage and consult with relevant stakeholders, including service users and their carers, to determine what a primary wellbeing offer to enable people to live well in their communities might look like, and
- To engage with stakeholders regarding what a model for a strategic partnership service delivery model should look like and how such a partnership could work collaboratively with others.

Advertising Events

- An advert was placed on the Kent Business Portal between the 13th June 2014 and 27th June 2014.
- An email was also sent to existing mental health community support providers, carers services, mental health user forums and colleagues within the CCG's

The Advert Stated

‘The vision for the future is to commission a simplified care pathway including a range of core services that are delivered through a new model of strategic partnerships. These service will be integrated across health and social care and will present choice and diversity, challenge the stigma of mental health and create the environment where people with mental health needs will recover, thrive and are accepted in their communities’

10th July Event at Lenham Community Centre

- 92 individuals contributed to the engagement event at Lenham Community Centre with 45 organisations represented.
- A full list of organisations represented overall is provided as appendix A

15th July Event at The Ark Dover

- 76 individuals contributed to the engagement event at the Ark Dover with 52 organisations represented.
- A full list of organisations represented overall is provided as appendix A

Programme

- Kent Transformation Programme
- Developing a Mental Health and Wellbeing Vision in Kent – Core Offer
- Kent Mental Health Needs Assessment
- Mental Health Community Insights
- Overview of Procurement
- Workshop 1 – The Community Offer
- Workshop 2 - Model of Strategic Partnerships

Workshop 1 – The Community Offer

Tables were asked to identify a primary mental health and wellbeing offer that would enable people to live well in the community in terms of a range of Essential services and a range of Aspirational services

Workshop 1 Results

- The results of workshop 1 are presented as themes which emerged from event discussions

Workshop 1: Essential

Communication

- Services that listen
- Properly find out needs
- Knowledge of where to help
- User forums
- One contact point

Workshop 1: Essential

Engagement

- Dynamic + Joined up
- Easy access – named individual
- Open access – one stop shop
- Flexible support
- Single point of access
- Reduce social isolation

Workshop 1: Essential

Information

- Sign posting
- Integrated provision not co-location
- Support at the right time
- Role of social media

Workshop 1: Essential

Networking

- Creation of individual networks
- Community networks
- Key connector
- Linking to communities
- Community engagement
- Linking with IAPT

Workshop 1: Essential

Peer Led Group

- Peer led groups
- Brokerage services
- Volunteering opportunities
- Befriending opportunities
- Health trainers

Workshop 1: Essential

Employment

- Maintain work retention
- Employers mental health aware
- Voluntary work
- Mentoring

Workshop 1: Essential

Ethos of Service

- Mental Health Friendly Communities
- Prevention and early intervention

Workshop 1: Essential

Additional Themes

- School engagement
- Awareness raising
- Quality services
- Equitable
- 6 Ways embedded
- Address stigma
- Address physical health

Workshop 1: Aspirational Themes

- Community Chest
- Wellbeing app
- Wellbeing clinics/centres in every town
- Integrated services
- Leisure centre prescriptions
- On-line assessments

Workshop 2

Workshop 2:

Models of Strategic Partnerships

- Tables were asked to use three examples to discuss the strengths and weaknesses of a Strategic Partnership Model.

Workshop 2 Results

- The results of workshop 2 are presented as themes which emerged from event discussions

Workshop 2: Strategic Partnership Model Strengths

- 1 point of referral/contact
- Choice – Supply Chain
- Streamlined
- Wrap around services
- Joined up approach
- Effective networking
- Understanding of providers
- Encourages sharing of practice/skills/expertise
- Sharing resources
- Added value
- Applying for other funding opportunities

Workshop 2: Key Strategic Partnership Model Weaknesses

- Risk of partners excluded
- Existing relationships problems
- Supply chain dominated
- Could become target driven
- Reduced input from Commissioners
- Small providers get lost in the process
- Different cultures
- Large numbers of providers to monitor/manage
- Risk of relationship problems

Workshop 2

Workshop 2:

Models of Strategic Partnerships

- Tables were asked to discuss three hypothetical models and comment on the strengths and weaknesses of each

Mental Health & Wellbeing Core Offer

Strategic Partnership - Model 1

Expressions of Interest for Providers can choose to be a Provider as well as a Strategic Partner



Step 1 Evaluation (Commissioners select the successful Partners)



Step 2 Evaluation (Commissioners & successful Partners select a Strategic Partner)

Strategic Partner

Commissioners performance manage the SP. The SP will performance manage the Partners

P = Partner
SP = Strategic Partner

Strengths of Model 1

- Democratic Process
- Partners Involved in Selecting

Weakness of Model 1

- No Strategic Partner Goes Through to Award
 - Providers Walk Away

Mental Health & Wellbeing Core Offer

Strategic Partnership - Model 2

Expression of Interest for Providers who wish to be a Strategic Partner

SP1

SP2

SP3

SP4

SP5

Step 1 Evaluation (Commissioners select a Strategic Partner)

Successful Strategic Partner

Expression of Interest for Providers who wish to be a Partner

P1

P2

P3

P4

P5

P6

P7

P8

P9

P10

Step 2 Evaluation (Commissioners select the successful Partners)

P1

P3

P5

P7

P8

P = Partner
SP = Strategic Partner

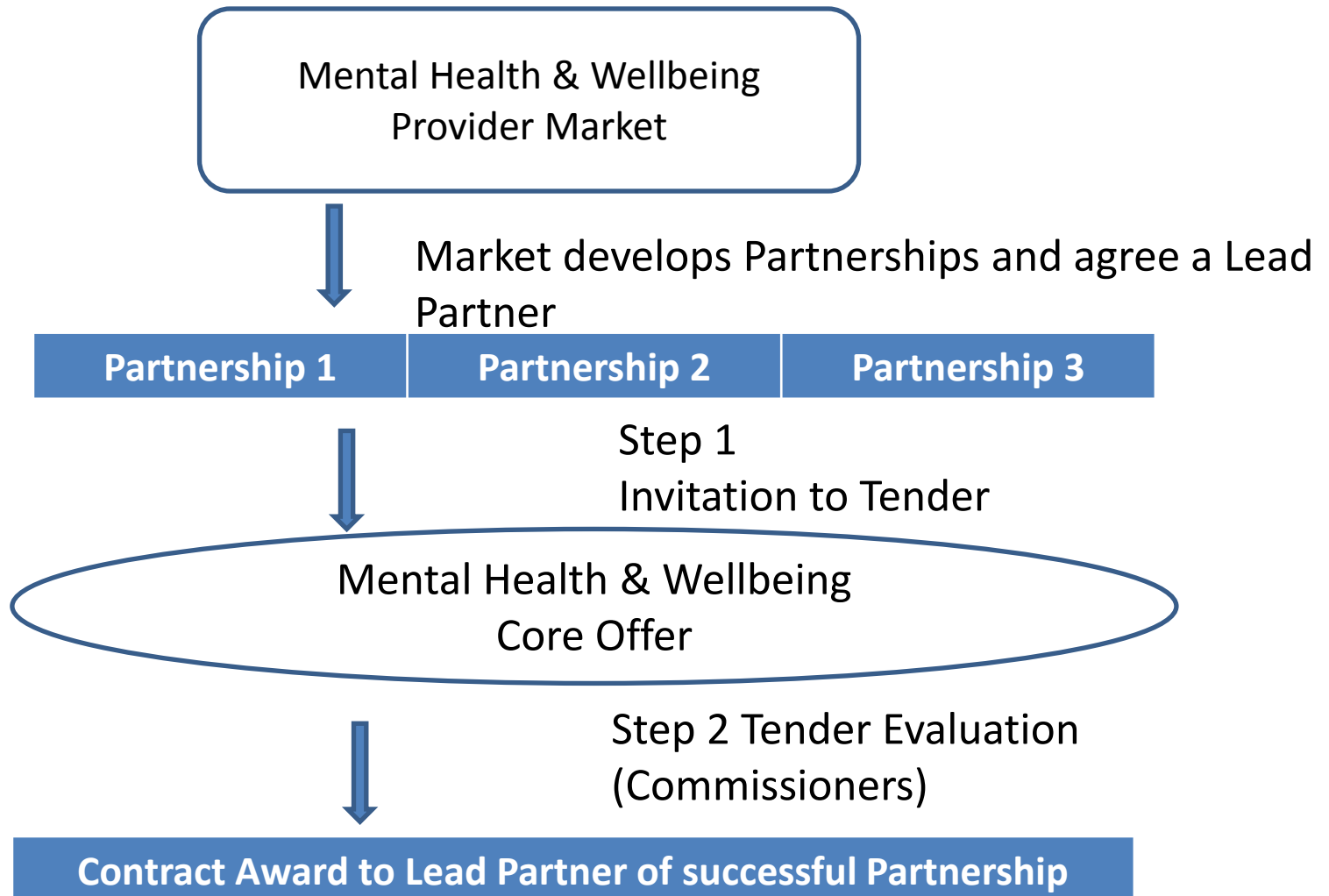
Strengths of Model 2

- Would know Strategic Partner Prior to Tendering

Weakness of Model 2

- Less Democratic Process

Mental Health & Wellbeing Core Offer Strategic Partnership - Model 3



Strengths of Model 3

- Democratic Process
 - More Radical
- Allows Partners to Come Together More Naturally
 - Formed Partnerships at Time of Tender

Weakness of Model 3

- Idealistic
- May Not Work in a Large Market
 - Selecting a Strategic Partner
 - A Lot of Work Prior to Tender
 - Existing Relationships

Should Strategic Partner also be Partner

- **80% of those who answered this question stated Yes with the following concerns to be considered**
- Yes but only to deliver a % of the contract to ensure a variety of partners
- If managed/clear boundaries/safeguards/declare interests
- Must have understanding of service delivery/locality
- Consider conflict of interest

Should Strategic Partner also be Partner

- **20% of those who answered this question stated No due to the following concerns**
- Would be Quasi Commissioners
- Conflict of Interest
- Trust Issues

A Number Of Themed Questions Emerged as Part of the Feedback, These Have Been Answered in Brief Below

- **How will commissioners influence the supply chain**
- Through the evaluation process, using the Public Services (Social Value Act) 2012 and through the procurement process.
- **How will commissioners ensure that partnerships are developed fairly**
- Through the specification and contract and through performance monitoring.
- **Would partners have to assume practice in line with SP**
- The practice would be outlined in the specification and would be monitored on outcomes
- **What happens to unsuccessful bidders**
- There is no additional funding so current arrangements would be ended in order to reinvest in the new model, but KCC do want to ensure that there is a diverse mix of providers within the partnership. Providers would need to look at their business strategy. No final decision has been made yet.

- **How would partners choose which partnership to join/who would decide**
- No clear opinion of the Strategic Partnership model from the engagement events a further workshop with a targeted audience will be undertaken to review the strategic partnership model and explore options around this.
- **How would a SP ensure local presence**
- Local presence will be ensured as providers will need to work with the community assets. This can be specified within contracts.
- **How will quality of service be ensured**
- Quality will be assessed as part of the evaluation process and through the monitoring of the contract
- **How will the focus of the client be ensured**
- Through the specified outcomes and performance monitoring
- **What if the Strategic Partner fails**
- Ongoing performance and contract monitoring will mitigate against this, identifying potential issues early on. An evaluation of business and financial viability, and sustainability would be undertaken at the evaluation stage

- **How will this save commissioners money as the SP will need to be paid to do what commissioners do**
- A quantified % may be set for the management of the partners to deliver the contract outcomes, but as no clear opinion of the SP model emerged a further workshops with targeted audience will be undertaken.
- **Who takes the risks/what if a partners under performs/clashes**
- Ultimately the risk remains with KCC, but ongoing contract management/performance of the partners will be the responsibility of a strategic partner
- **Difficult to understand where SP will tender price**
- As no clear option of the SP model from the engagement events a further workshops with targeted audience will be undertaken.

Engagement

- Both events demonstrated that a wide range of mental health stakeholders were keen to engage with commissioners to discuss a primary wellbeing offer and the ideas and issues to consider regarding a model for a strategic partnership.

Engagement

- All representatives, including those who were not able to attend have been sent an email with presentations attached.
- All presentation and feedback has been placed on <http://www.kent.gov.uk/social-care-and-health/information-for-professionals/events-for-social-care-professionals>

Next Steps

- We have listened to service user forums concerns around being in the partnership and have commissioned Active Mobs to undertake a further piece of work to discuss this more widely with both user forums and service users.
- Active Mobs have also been commissioned to undertake a piece of work with our informal community services to further explore the new model.
- Further workshops will be arranged with targeted audiences in order to explore the strategic partnership model in more detail.

Appendix 1 – Stakeholder & Organisations represented

- ACL Homes
- Activmobs
- Advice Partnership for East Kent
- Advocacy 4 All
- All Seasons Lauriem
- Ashford and Tenterden Umbrella
- Ashford Clinical Commissioning Group
- Avondale
- Blackthorn Trust
- Blossoms Care Ltd
- Canterbury and District Mental Health Forum
- Canterbury Coastal Clinical Commissioning Group
- Canterbury Umbrella
- Carer
- Carers Relief Service
- Carers First
- Carers Support
- CASA Support
- Catching Lives
- Charlton Athletic Community Trust
- Consensus
- Counselling Services/Armed Forces Network
- Crossroads Care West Kent
- Cygnet
- Dartford and Gravesham Mind
- Demelza
- Dover Counselling Service
- Early Interventions and Psychosis service
- Family Mosaic
- Folkestone and District Mind
- Groundwork South
- Healthwatch Kent
- Herne Bay Umbrella
- Insight Healthcare
- Intel-GE Care Innovations
- Invicta Advocacy Network
- Kent and Medway Community Trust
- Kent and Medway NHS MH Partnership Trust
- Kent County Council - Councillors
- Kent County Council – Strategic Commissioning
- Kent County Council – Public Health
- Kent County Council – Corporate Procurement
- Kent County Council – Supporting People
- Kent Supported Employment

- KMPT Patients Services
- Langley House Trust
- Look Ahead Care and Support
- Maidstone and Malling Carers Project
- Maidstone CRUSE
- Maidstone Mind
- MCCH
- Meagan CIC
- Medvivo
- Medway Clinical Commissioning Group
- Mental Health Matters
- Mental Health Resource Ltd
- MHAG
- Peatons Healthcare
- Porchlight
- Psychology on-line
- Rethink
- Rethink Carers Support
- Richmond Fellowship
- Sanctuary Supported Living
- SEAP
- Sevenoaks Mind
- Shaw Trust
- Shepway Gateway
- South Kent Coastal Clinical Commissioning Group
- Speak Up CIC
- Stonham Home Group
- Surrey & Borders Partnership and NHS Trust
- SWOF
- Thanet Clinical Commissioning Group
- The Garden Project Thanet
- Together
- Tunbridge and District CAB
- Tunbridge Wells Mental Health Resource
- Turning Point
- United Response
- VAM
- VAM - V Team
- Walk Tall
- West Kent Clinical Commissioning Group
- West Kent Housing Association
- Winfield