

**From:** Andrew Ireland, Corporate Director of Social Care, Health and Wellbeing

**To:** Graham Gibbens, Cabinet Member for Adult Social Care

**Decision Number:** 17/00053

**Subject:** **DIRECTION OF FUTURE MENTAL HEALTH PROVISION OF SOCIAL CARE AND SUPPORT TO ADULTS WITH MENTAL HEALTH NEEDS**

**Classification:** Unrestricted

**Past Pathway of Paper** Social Care, Health and Well-being Directorate Management Team – 1 May 2017  
Adult Social Care Cabinet Committee – 9 June 2017

**Future Pathway of Paper** Cabinet Member decision

**Electoral Division:** All

**Summary:** This report presents the roadmap of the future provision intentions of social care and support for adults with mental health needs. The paper is in response to the changing strategic and commissioning landscape at the national and local levels.

**Recommendations:** The Cabinet Member for Adult Social Care is asked to:

- a) **APPROVE** the adoption of the Partnership Principles Kent's Forward View for Mental Health 2016 – 2021 (attached as Appendix 1);
- b) **APPROVE** the overarching intentions plan for adults with mental health needs; and
- c) **DELEGATE** authority to the Corporate Director of Social Care, Health and Wellbeing, or other nominated officer, to undertake the necessary actions to implement the decision.

## 1. INTRODUCTION

- 1.1 The purpose of this report is to inform the Adult Social Care Cabinet Committee, by setting out the direction of the future intentions with regard to the provision of social care and support for adults with mental health needs, in the context of the system wide integration agenda, exemplified by the Your Life Your Wellbeing (YLYWB) Transformation Programme and the Kent and Medway Sustainability and the Transformation Plan (STP).
- 1.2 The changing landscape for the commissioning and provision of health and social care support services provides a unique opportunity for taking positive steps to realise a more fitting future operational delivery model, made possible by the Council executing its commissioning intentions, in the context of integrated or appropriate joined-up services at individual, service and organisational levels.

- 1.3 There is a renewed focus on implementing commissioned support services which are based on the expressed objectives of improving outcomes and well-being of individuals. Some of the models of care support services were co-produced with people who receive services, providers and other stakeholders. Notable examples of the models of care that are more responsive needs include developments such as the Live Well Kent, Primary Care Social Work Service and the Kent Enablement and Recovery Service.

## **2. POLICY CONTEXT**

- 2.1 The operational business of the Adult Social Care and Health Directorate is influenced by a number of corporate policy documents and drivers. The most prominent of these are the strategic outcomes of the County Council as set out in 'Increasing Opportunities, Improving Outcomes: Kent County Council's Strategic Statement 2015 - 2020 and 'A Commissioning Framework for Kent County Council: Delivering better outcomes for Kent residents through improved commissioning'. In the context of KCC's operating framework, the 'Medium Term Financial Plan 2017 – 2020 Managing Kent's money responsibly' also provides the best assessment of the medium profile of the significant issues that have to be addressed.
- 2.2 In respect of the Directorate, the County Council has endorsed 'Your life, your well-being a vision and strategy for adult social care 2016 - 2021'. The vision and strategy explains how the Council want adult social care transformed over the next five years. The strategy advances three thematic approaches, namely, promoting wellbeing, promoting independence and supporting independence. These are supported by four building blocks comprising of safeguarding, workforce, commissioning and integration and/or partnership.
- 2.3 The current sphere of operational planning is increasingly being influenced by the STP which has been mandated by NHS England as the delivery vehicle for the Five Year Forward View. The subsequent Five Year Forward View for Mental Health (FYFVMH) will be even more instrumental for the development of mental health services. Amongst other recommendations, the FYFVMH promotes the 'integration of care spanning people's physical health, mental health and social care needs achieved through partnership working across the NHS, public health, voluntary, local authority, housing providers, education and youth justice'.

## **3. FUTURE PROVISION INTENTIONS**

### **3.1 Five Year Forward View (5YFV)**

- 3.1.1 In February 2016 the Mental Health Taskforce published "Five Year Forward View for Mental Health: An independent report of the Mental Health Taskforce." The taskforce was set up in March 2015 by NHS England and asked to develop a five year strategy for mental health in England.

### 3.1.2 The key recommendations in the strategy were:

- Inequalities must be reduced to ensure all needs are met, across all ages
- Care must be integrated – spanning people’s physical, mental and social needs achieved through partnership working across the NHS, public health, voluntary, local authority, housing providers, education and youth justice. Integrated population-based commissioning will combine health and social care spending power to improve mental health outcomes
- Access to high-quality services close to home: ensuring that local community services are immediately available so that people experiencing mental health crisis do not need to wait. If people need to use hospital services, they should not have to travel out of their area for the right care
- Co-production: people living with mental illness and carers should be involved in the design and delivery of mental health services
- Improved carer engagement: health professionals should be trained to involve carers. Services should also show evidence that they effectively engage with carers as part of their inspections
- Action on physical health: people with mental illness should get enhanced help with their physical health through better screening and lifestyle support. People with physical health conditions should receive better support for their mental health needs
- Health and Well-being Boards to have plans in place to promote good mental health, prevent problems arising and improve mental health services
- The right data must be collected and used to drive and evaluate progress
- Prevention and early intervention must be prioritised with rapid transformation of services for children and young people.

## 3.2 Sustainability and Transformation Plans

3.2.1 As part of the planning process to deliver the 5YFV, all NHS and Local Authorities were being asked to produce STPs by June 2016 setting out the steps to help local organisations deliver a sustainable, transformed health service and improve the quality of care, wellbeing and NHS finances across a local health and care system. STPs cover the period October 2016 to March 2021.

3.2.2 Substantial progress will need to be made in three key areas including:

- Improve access to and availability of mental health services, focusing on children and young people’s services, specialist perinatal services and access to psychological (IAPT) therapies to meet 25% of need which is integrated into physical health pathways.
- Develop community services, taking pressure off inpatient settings by providing all age mental health liaison services in acute hospitals and increasing resources in primary care.
- Provide people with holistic care, recognising their mental and physical health needs, ensuring access to physical health checks in order to reduce the health inequality gap.

3.2.3 By 2020/21 the picture should look very different with the person at the centre of integrated physical and mental health, social and third sector services, delivering seamless care and measurable outcomes and an increased choice of providers. Kent is committed to improving the care for those with long term conditions, shifting care into the community and closer to home, making care more personalised and supporting people to live independently for longer. Better coordination between different providers and across the boundaries of care is needed.

3.2.4 Lord Darzi's Next Stage Review introduced the concept of Integrated Accountable Care Organisations (IACO); various models of care are now being piloted across England as a way of exploring whether better coordination can improve outcomes and reduce costs. This new approach and models will have a significant impact on adult social care and will see further integration into primary care services.

3.2.5 The Kent Clinical Commissioning Groups (CCG) are at various stages of developing both strategies and concept papers to move more resource out of secondary mental health services and further expand the service offer in primary care. These include

- The East Kent Mental Health Strategy 2016 – 2021
- The West Kent CCG Concept paper
- Case For Change STP Attached as Appendix 2

### **3.3 The Kent Joint Health and Well-being Strategy 2014 - 2017**

3.3.1 Within the Joint Health and Wellbeing Strategy, Mental Health has its own outcome – Outcome 4: People with mental health issues are supported to Live Well. There are four priority areas within this outcome.

- Priority 1 - Tackle areas where Kent is performing worse than the England average.
- Priority 2 - Tackle the health inequalities related to people who have mental health conditions.
- Priority 3 - Tackle the gaps in provision and quality.
- Priority 4 - Transform services to improve outcomes, patient experience and value for money.

### **3.4 Kent's Adult Social Care Vision**

3.4.1 The Council has approved the new strategy for adult social care, which sets out the vision for adult social care over the next five years. Demand for adult social care is increasing and finances are under pressure. Expectations of adult social care are changing; people want a life, not a service. The vision is to help people to improve or maintain their well-being and to live as independently as possible.

3.4.2 The strategy breaks down the Council's approach to adult social care into three themes that cover the whole range of services provided for people with social care and support needs and their carers:

- **Promoting wellbeing** – supporting and encouraging people to look after their health and wellbeing to avoid, or delay, them needing adult social care.
- **Promoting independence** – providing short-term support so that people are then able to carry on with their lives as independently as possible.
- **Supporting independence** – for people who need ongoing social care support, helping them to live the life they want to live, in their own homes where possible, and do as much for themselves as they can.

3.4.3 The strategy also explains the building blocks that underpin the principles which need to be in place in order to achieve the vision – namely, effective protection (safeguarding), a flexible workforce, smarter commissioning and improved partnership working. It also includes a set of values and principles that will guide everything we do to provide care and support.

### **3.5 Kent's Joint Strategic Principles**

3.5.1 It has been agreed by the Adult Social Care and Public Health Cabinet Committee that rather than creating a new overarching mental health strategy for Kent, there will be shared principles that reflect the 5YFV and national policy. These principles, attached as Appendix 1, will sit under the Health and Wellbeing Strategy and are in the process of being signed off by the mental health economy.

### **3.6 Children's Mental Health**

3.6.1 Children's mental health is driven locally by the Children and Young People's Emotional Wellbeing Strategy 2015. As services move towards a life span approach, this will have implications for adult mental health services with some resource moving to children's services to meet the needs of individuals aged between 17-25 years.

3.6.2 Two separate types of services are in the process of being jointly procured and led by the Council to meet the diverse needs of children and young people. The first service will include universal provision, which promotes positive emotional wellbeing and provides a lower level service in universal settings such as schools. The goal of this service is to ensure that children and young people and their families are supported at the earliest opportunity, to prevent their needs escalating and requiring the intervention of specialist mental health services. This provision is being commissioned and procured by the Council. The second service will provide Targeted and Specialist Mental Health Services for Children and Young People; this provision is being commissioned by the seven Kent CCGs.

### **3.7 Commissioning Intentions**

3.7.1 It is the commissioning intention to further develop our Live Well Kent model in order to ensure that we have a robust psycho-social model. This will enable the Council to meet its statutory obligations under the Care Act. As health resources are moved from secondary mental health services and invested into the development of an enhanced primary care model,

additional council staff will move to the newly developed Primary Care Social Work Service with the re aligned Kent Enablement and Recovery Service and become fully integrated with the voluntary sector Strategic Partners.

#### **4. FINANCIAL IMPLICATIONS**

4.1 There are no financial implications.

#### **5. LEGAL IMPLICATIONS**

5.1 A number of key pieces of legislation define the statutory responsibilities of adult social care and the most significant of these are the Care Act 2014, the Mental Capacity Act 2005 and the Mental Health Act 1983. In broad terms these set the rights of individuals and obligations of the local authority covering needs assessment, care planning, provision and reviews.

5.2 In addition, there are emerging or new laws made by Parliament that have a material impact on mental health provision. The Policing and Crime Act 2017 is the most recent legislation that falls into this category and its full impact is currently being assessed.

#### **6. EQUALITIES IMPLICATIONS**

6.1 All or any future service changes will be subject to a full Equalities Impact Assessment consistent with both our legal responsibilities and the Council's Equalities Objectives.

#### **9. IMPLEMENTATION PROPOSALS**

9.1 There are currently no Implementation Proposals.

9.2 It remains the aim of both parties that services should be integrated at the point of service delivery, however, through the work of the Council's Transformation Programme in Mental Health and the work emerging from the STP there are some clear options available to achieve these outcomes with a delivery of a social care model, these options are currently being explored with our partners. Any potential change in service delivery model will consider the health and social care commissioning intentions and also provide a very clear line of responsibility to meet the Council's statutory responsibilities.

#### **10. CONCLUSION**

10.1 There is external evidence from recent audits that the partnership is working well and everyone agrees how important working in partnership to deliver outcomes for the people of Kent is right, however, with the changing landscape of mental health commissioning it is essential that KCC and KMPT are equipped to respond to these changes and clear in what direction of travel will operationally deliver these changes.

- 10.2 This will mean over time a greater investment in local community services. This could be in the voluntary sector, the social care workforce in primary care and new models of care emerging for the STP work.
- 10.3 Historically the Council made decisions to second the entire social care workforce into secondary care, however with the future landscape looking very different in the next five years the integrated workforce will be working in a much more flexible set of arrangements enabling the resource to move with the individuals and work with a different number of partners delivering the Council's statutory responsibilities
- 10.4 KCC is clear of the Adult Social Care Vision and how it must deliver its statutory responsibilities under the legal framework of the Care Act but it also has assurance that any integrated model can be delivered within the financial envelope and maintains the role of the social worker at the heart of its delivery.

## 11. RECOMMENDATIONS

**11.1 Recommendations:** The Cabinet Member for Adult Social Care is asked to:

a) **APPROVE** the adoption of the Partnership Principles Kent's Forward View for Mental Health 2016 – 2021 (attached as Appendix 1);

b) **APPROVE** the overarching commissioning intentions plan for adults with mental health needs;

c) **DELEGATE** authority to the Corporate Director of Adult Social Care and Health, or nominated officer, to undertake the necessary actions to implement the decision.

## 12. Background Documents

Your life, your well-being a vision and strategy for adult social care 2016 – 2021

<https://www.kent.gov.uk/about-the-council/strategies-and-policies/adult-social-care-policies/your-life-your-wellbeing>

Kent and Medway Sustainability and Transformation Plan

<http://kentandmedway.nhs.uk/stp/>

Five Year Forward View for Mental Health

<https://www.england.nhs.uk/wp-content/uploads/2016/02/Mental-Health-Taskforce-FYFV-final.pdf>

Lord Darzi's Next Stage Review

[http://webarchive.nationalarchives.gov.uk/20130107105354/http://www.dh.gov.uk/prod\\_consum\\_dh/groups/dh\\_digitalassets/@dh/@en/documents/digitalasset/dh\\_085826.pdf](http://webarchive.nationalarchives.gov.uk/20130107105354/http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/documents/digitalasset/dh_085826.pdf)

East Kent Mental Health Strategy 2016-201

<http://www.liveitwell.org.uk/wp-content/uploads/2016/08/EK-MH-Strategy-2016-2021-FINAL.pdf>

Joint Health and Wellbeing Strategy 2014-2017  
<http://www.kent.gov.uk/about-the-council/strategies-and-policies/health-policies/joint-health-and-wellbeing-strategy>

Children and Young People's Emotional Wellbeing Strategy 2015  
<https://democracy.kent.gov.uk/mgConvert2PDF.aspx?ID=52738>

Live Well Kent  
<http://livewellkent.org.uk/>

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