

# Health and Wellbeing Board

16 March 2017

## Preventative Mental Health Review and Recommissioning Update Report



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## Report of Denise Elliott, Interim Head of Commissioning, Adult and Health Services, Durham County Council

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### Purpose of the Report

- 1 This report provides an overview of mental health promotion and prevention commissioning intentions for 2016/17 and 2017/18 in the context of the strategic review of community preventative mental health and wellbeing services, which was jointly undertaken by Public Health and Commissioning Services.

### Background

- 2 The joint review work and the development of an overarching mental health promotion, prevention and wellbeing model has involved extensive stakeholder engagement undertaken by the Mental Health Project Board, which is jointly led by Public Health and Commissioning Services in partnership with Clinical Commissioning Groups (CCGs) and reports to the County Durham Mental Health Partnership Board.
- 3 Appendix 1 summarises the key implications of the project. Appendix 2 is a diagrammatic representation of the overarching mental health promotion and prevention wellbeing model.
- 4 Key elements of the agreed new model are:
  - A life course approach: 'Starting Well', 'Developing Well', 'Living Well', 'Working Well' and 'Ageing Well'<sup>1</sup>;
  - Outcomes related to promotion, prevention, early intervention and recovery;
  - A countywide model with a combination of identified bases and outreach to deliver equitable access to help and advice, which is complemented by signposting and support along pathways to other services;
  - Improved, more effective links with other workstreams e.g. Think Family, Early Help, Resilience, Dementia and Dual needs.<sup>2</sup>
- 5 The main objectives of the new model are to promote the mental health and wellbeing of the local population; address the wider determinants of mental

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<sup>1</sup> Joint Commissioning Panel for Mental Health (2015) Guidance for Commissioning Public Mental Health Services

<sup>2</sup> 'Dual needs' refers to individuals with substance misuse issues (drugs and/or alcohol) as well as experiencing one or more of the following: mental and behavioural disorders; dementia; learning disability.

health and promote positive outcomes related to good mental health and wellbeing. The model aligns with the Government's *Five Year Forward View for Mental Health*<sup>3</sup> and *Future in Mind*<sup>4</sup> in that it prioritises prevention, access, integration and a positive experience of care. It also takes into account the statutory requirements of some elements of the Care Act 2014.

- 6 The new model considers the links with wider mental health and public health programmes and mainstream services and activities, aiming to improve service delivery and value for money while ensuring services and opportunities are accessible to anyone needing mental health and wellbeing support.
- 7 Following agreement of the model, further progress has been made by the project board to develop proposals for future delivery of preventative mental health services and make decisions on existing contracts commissioned through Public Health and Adult and Health Services (AHS).
- 8 The project board undertook work on the following areas to help shape the future commissioning intentions (some of the work is ongoing):
  - Mapping current service provision and identifying areas for development against the proposed model;
  - Identification of outcomes required from the new service model and to shape service specifications;
  - Exploring current and potential care and support pathways;
  - Engagement with key stakeholders on the proposed model and priorities for the future;
  - Development and use of a prioritisation tool to help make decisions on the future of current commissioned services.
- 9 This report provides a summary of the proposed high level commissioning intentions, including a suggested framework for service delivery and expected outcomes.

### **Mental health promotion, prevention and wellbeing delivery framework**

- 10 Appendix 3 provides an overview of how mental health promotion and prevention services could be delivered in the future; it also shows how services relate to each other and the different referral pathways.
- 11 Key points are:
  - The development of a wider network of support, including peer support, which deliver a range of activities and opportunities that together improve outcomes to promote mental health and wellbeing, prevent mental ill-health and offer early intervention and recovery for mental health problems. This includes tackling stigma and discrimination and developing

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<sup>3</sup> Mental Health Taskforce (2016) *Five Year Forward View for Mental Health*

<sup>4</sup> Department of Health (2015) *Future In Mind: Promoting, Protecting and Improving our children and young people's mental health and wellbeing*

effective services with people affected by mental health issues (co-production).

- Promotion of the five ways to wellbeing<sup>5</sup>:
    - Connecting with other people;
    - Being physically active;
    - Taking notice of the environment and what's going on around you;
    - Continued learning;
    - Giving and participating in community life:
  - Improved access to support through an online gateway linked to wellbeing centres and other points of access for example entry points to specialist services including crisis services and the community hub model being developed by the CCGs. It is proposed that the Wellbeing for Life (WBfL) service, incorporating social prescribing, is at the centre of the new model to improve access and opportunities for mental health and wellbeing support in the community. A signposting and navigation function would be included.
  - The role of First Contact/One point in helping children, young people and families to access and receive mental health and wellbeing support and the need to have effective links with the adult elements of the model as well as support provided in education settings.
  - This brings together a variety of services commissioned by Public Health, AHS, Children and Young People's Services and CCGs as well as the wider network of services that exist in the community.
- 12 The proposals were endorsed by the County Durham Mental Health Partnership Board on 12 January 2017. The consensus is that the mental health promotion, prevention and wellbeing model fits with the single "whole system" mental health strategy that the Mental Health Partnership Board is developing for County Durham. This will encompass the whole life span and include actions across the promotion, prevention, early intervention, treatment and recovery spectrum.
- 13 The proposals are also in line with changes currently being made within the County Council's Transformation Agenda to consider a range of preventative and non-assessed service options for the future. Focused effort is being made to remove the barriers between services and departments, improve and strengthen partnership working and further integrate care and health services, as well as to provide more detailed information in order to enable members of the public to make informed choices about what services they need to access.

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<sup>5</sup> <http://www.mind.org.uk/workplace/mental-health-at-work/taking-care-of-yourself/five-ways-to-wellbeing/>

## **Outcomes**

- 14 The expected high level outcomes associated with the mental health promotion, prevention and wellbeing model, which apply across the life course, are increased quality of life, improved mental and physical wellbeing, reduced prevalence and impact of mental illness and a reduction in the number of suicides.
- 15 There are a number of intermediate outcomes, which are the building blocks for the higher level outcomes. These will be supported by the following outcomes related to improved service delivery:
  - More people will develop a knowledge and understanding of their own mental health and a range of skills, including resilience to face difficulties, which foster positive mental health and wellbeing at an individual/family/ community level;
  - Earlier identification and access to timely and appropriate advice, guidance and support for people affected by mental health issues and the wider determinants of mental health;
  - More people have a positive experience of support and are able to exercise choice and control over the personalised recovery-focused care and support they access.

## **Commissioning intentions for 2017/18 and 2017/18**

- 16 As part of the longer term commissioning plans, decisions are needed on a number of Public Health and AHS contracts included in the scope of the review, some of which are due to expire on 31 March 2017.
- 17 These decisions will be based on the findings from the review and the rationale outlined in the previous report; the life course approach to mental health and wellbeing with associated outcomes; the service mapping exercise and the prioritisation exercise. The overall financial envelope, in relation to Medium Term Financial Plan (MTFP) savings, will need to be clarified before final decisions are made on current contracts and recommissioning as part of the new mental health promotion, prevention and wellbeing model.

## **Public Health Commissioning Intentions**

- 18 Public Health will integrate Wellbeing for Life (WBfL) with social prescribing through service redesign and reprocurement by November 2017 taking into consideration the community hub model being developed by the CCGs. Public Health will work with Commissioning Services on the phased implementation of the new model in 2017/18 and beyond.
- 19 The majority of the mental health contracts commissioned by Public Health will be offered an extension until 31 October 2017 to allow more time for decision-making and planning.

- 20 In addition there will be two new services commissioned in 2016/17, which will continue in 2017/18. The *Future in Mind*<sup>6</sup> Transformation Plan Investment funding made available from CCGs through Section 256 will be used to commission a children and young people's bereavement service and a parental peer support service to support the *County Durham Children and Young People's Mental Health, Emotional Wellbeing and Resilience Transformation Plan (2015-2020)*. It is not known if there will be a need or available funding to continue these contracts beyond the first year and they will be reviewed early in 2017/18 as part of the development of the new mental health promotion, prevention, and wellbeing model.

### **Adults Commissioning Intentions**

- 21 The commissioning intentions of partner organisations are currently being reviewed to ensure they align.

### **Children and Young People's Mental Health and Wellbeing**

- 22 The mental health promotion, prevention and wellbeing project supports and links with the *County Durham Children and Young People's Mental Health, Emotional Wellbeing and Resilience Transformation Plan*, which is aligned to the overall County Durham mental health strategy. The aims of the plan are to improve access and standards of children and young people's mental health services; promote positive mental health and wellbeing and work towards greater system coordination to meet children and young people's needs.
- 23 In addition to the young people's Crees and the children and young people's bereavement support and parental support commissioned through Public Health, there are a number of Durham County Council (DCC) Public Health/Children's Services/Education initiatives outside of the scope of the mental health promotion and prevention project that relate to the mental health and wellbeing of children and young people. These include the following:
- Solihul approach (parenting skills) for the under 5 age group;
  - Strengthening the antenatal pathway and early response for vulnerable children and families including attachment issues;
  - As part of the 0-19 specification, the 0-5 Healthy Child Programme and the five emotional wellbeing and resilience nurses embedded in the 5-19 School Nursing Service based in DCC premises;
  - Resilience programme for 75 schools in County Durham based on 25 per year target;
  - Youth Aware Mental Health (YAM) programme to be rolled out in early adopter schools from January 2017. 15 individuals have been trained in early November in order to become YAM instructors. The programme will be evaluated through collaboration between Teesside University and DCC. Elsewhere, the programme has shown a clear association with

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<sup>6</sup> DoH/NHS England (2015) *Future in Mind: Promoting, protecting and improving our children and young people's mental health and wellbeing*.

reduced levels of suicide attempts and severe suicidal ideation among young people;

- Mental Health and Emotional Health and Wellbeing Support, including therapeutic interventions and professionals based within or linked to education establishments;
- Early help, advice and support provided by the One Point service, which is accessed through First Contact and is part of wider mental health provision that includes Education, Primary Mental Health Care and Children and Adolescent Mental Health Services (CAMHS) e.g. through 'Team Around the Family' and 'Team Around the School'.

- 24 There will be a continued focus by the different partners on strengthening the work to support schools in delivering the resilience and YAM programmes; improving capacity in schools and pathways between services (including vulnerable young people) and describing a standardised, evidence-based offer for mental health and wellbeing programmes and support in education settings. The objectives will be to improve value for money, avoid duplication and address gaps in provision, whether by geography, age group or protected characteristics.

### **Implementation of the mental health prevention model**

- 25 Successful transition to new ways of working will need a coordinated focus on workforce development, cultural change and appropriate training as well as clear information, awareness raising and effective interagency protocols.
- 26 Co-production and a think family approach will be vital to implementing the new model and achieving the overall vision of improving the mental health and wellbeing of the local population.
- 27 Implementation of the new mental health promotion, prevention and wellbeing model will take place within the current work to refresh the mental health strategy, governance and work streams.

### **Next Steps**

- 28 The Mental Health Project Board will establish several workstreams and develop detailed project plans to manage a phased implementation of the new model. This will involve the relevant stakeholders through the established engagement mechanisms. The workstreams are:
- 1) **Commissioning and Finance** - to progress the commissioning intentions and finance decisions; develop outcomes and specifications; explore systems and processes to support future service delivery (hubs/pathways etc.)
  - 2) **Reprocurement and decommissioning** - to manage the processes for reprocurement and decommissioning, taking into account TUPE (Transfer of Undertakings (Protection of Employment) Regulations 2006) implications, risks, equality impact, consultation, governance and communication.

- 3) **Workforce development and culture change** – linking to wider mental workforce planning in partnership with CCGs and Tees, Esk and Wear NHS Foundation Trust (with a focus on capacity and skills, training and development, joint working, IT and information sharing).
- 29 An application to extend relevant contracts to October 2017 is in the process of being submitted to Corporate Procurement. Once approved, providers will be formally notified of their revised contract end dates and will be informed of longer term plans.
- 30 A communication plan will ensure management teams and stakeholders are kept informed of plans as they progress; any significant changes and decommissioning will require equality impact assessments to be updated; risks and communication will be managed through the mental health project board.

### **Recommendations**

- 31 The Health and Wellbeing Board is requested to:
- Note the contents of the report and endorse the proposed service delivery model and framework for future mental health promotion, prevention and wellbeing services, which will influence Public Health and Adults commissioning intentions in 2016/17 and 2017/18;
  - Note the further work required to confirm the financial envelope; develop the model into detailed specifications for service redesign and/or reprocurement in 2017/18; and develop workforce skills, culture change, clear pathways and data sharing agreements;
  - Receive a further report in due course outlining progress and key implementation stages.

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## **Appendix 1: Implications**

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### **Finance**

Current budgets will be subject to savings.

### **Staffing**

Decommissioned services may impact on provider staffing. Providers will be kept informed and given sufficient notice of contract extensions and future decommissions

### **Equality and Diversity / Public Sector Equality Duty**

An Equality Impact Assessment initial screening has been completed for this review and will be updated if there are significant changes.

### **Accommodation**

No impact

### **Crime and Disorder**

No impact

### **Human Rights**

No impact

### **Consultation**

Consultation/engagement process followed with providers, elected members and other stakeholders; a communication and engagement plan has been developed.

### **Procurement**

Procurement exercise will follow agreement of model and commissioning options.

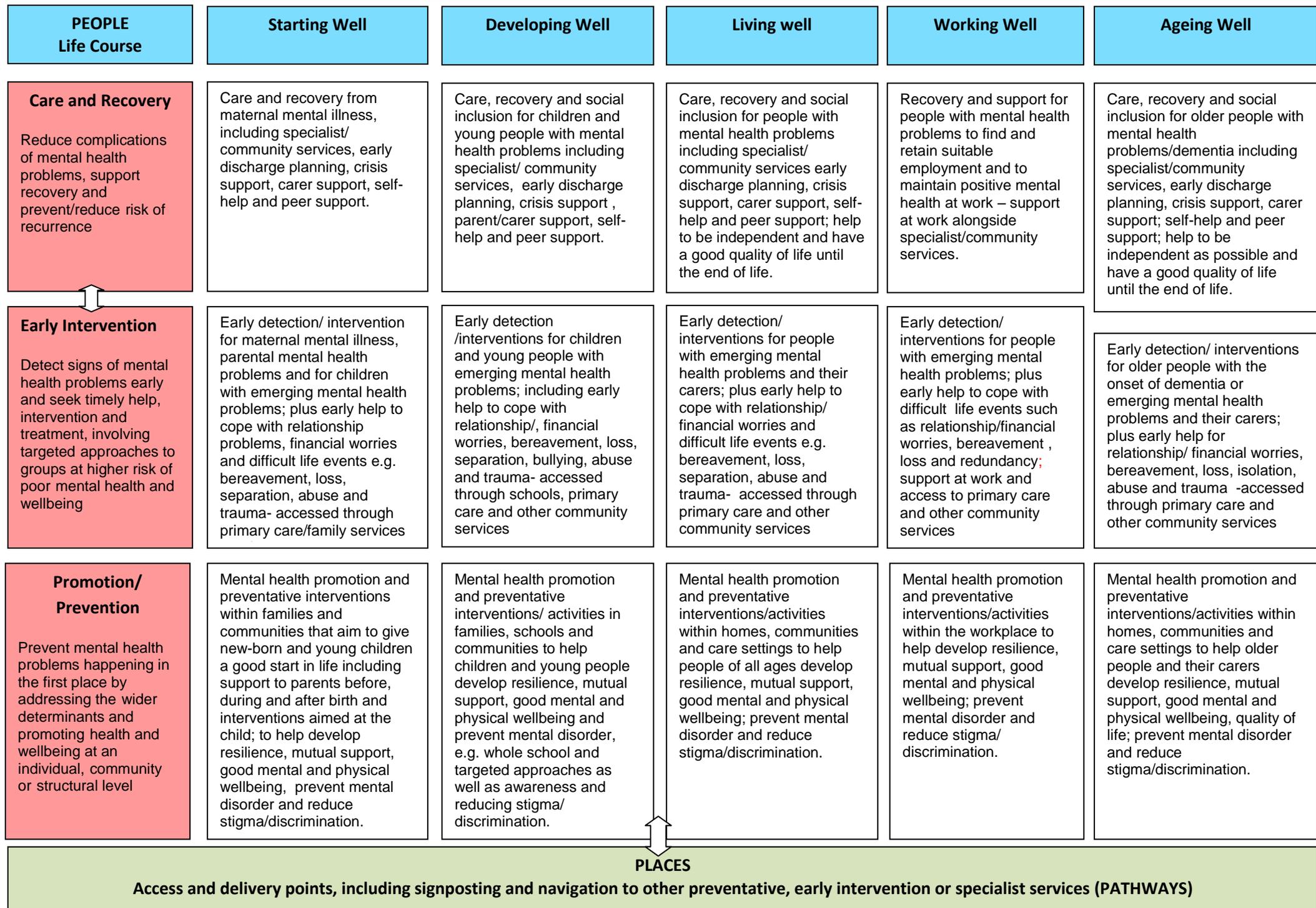
### **Disability Issues**

Included in Equality Impact Assessment – no impact

### **Legal Implications**

No impact

# Appendix 2 - Mental Health Promotion, Prevention and Wellbeing Model



# Appendix 3 – Mental Health Promotion, Prevention and Wellbeing Delivery Model and Framework for Future Services

