



rethink



Mental Health Day Services Modernisation Network 22nd January 2009

1. Overview of Progress and where we are

Ben Taylor (National Day Services Lead at NSIP) gave a slide presentation. It was noted that although some of the detail of progress came from the review of day services in August 2007, it remains the most recent reasonably complete picture of progress and that the issues identified and direction of travel remain very relevant.

2. Where is Day Services Modernisation at now and where is it going?

Summary:

Network members reported that where day services modernisation is at varies significantly between areas. There were examples of modernisation being led by commissioners and by providers, and of varying approaches to delivering modernised services.

- There were no areas where modernisation was not being undertaken
- Approximately one third of areas represented had seen day services tendered, one third were expecting them to be tendered soon and one third were not imminently expecting a tender process
- Many of the services not being tendered have seen the introduction of new service specifications

Key Issues Identified:

- **Commissioning and Tendering**
 - Variations in how commissioners interpret the guidance and make decisions about whether day services need to be tendered
 - Important for commissioners and providers to work together on modernisation, and for commissioners and Local Implementation Teams to take a lead role
 - Benefits of Project Managers to lead a modernisation process and of Business Consultants to provide advice and support to potential tendering organisations were discussed
 - Concern was expressed that tendering processes can exclude some day services (particularly those run by Local Authorities and NHS Trusts) and that this can disadvantage the third sector.
 - Concern was expressed about the struggle in some areas between Commissioners and Foundation Trusts as to who sets the agenda for service development and delivery

- **Staffing** – The challenge of overcoming staff resistance and creating staff ownership of the modernisation process was discussed. It was felt that this is an important issue which also impacts on how service users feel about changes being made
- **Personalisation** – The challenge of modernising day services in the context of the developing personalisation agenda and what both providers and commissioners need to do to prepare for this was a common theme for Network attendees
- **Buildings** – The role of buildings in modernised day services was discussed. Some attendees felt that having no buildings may lead to some people being marginalised
- **User-run services** – The importance of developing user-run services was discussed, including issues around people who use services taking on volunteer and staff roles. It was felt that whilst volunteering has a role in day services, it is important that they are properly supported, enable progression to paid roles and are not used as a way of delivering services cheaply
- **Diverse Funding** – The importance of day services not relying solely on statutory mental health funding was emphasised. It was suggested that becoming involved in partnerships and networks with a range of mainstream and community organisations can provide routes to alternative sources of funding, as can the development of social enterprises
- **TUPE** – It was acknowledged that there are a number of issues and difficulties in taking on staff transferred under TUPE regulations, particularly when they are coming from the Local Authority.
- **Older People** – There is inconsistency regarding whether day services provide a service to people aged over 65 or not. There are also issues about what catering to this age group means for the service
- **Cost of Social Inclusion** – The issue of the cost of accessing community resources being difficult for some people on low incomes to meet was discussed. This could link to personalisation but also needs further discussion.

3. Taking Service Users through the Modernisation Process

What's worked well?

- **Involvement** – A real commitment to create a shared understanding between commissioners, providers and service users and making the process a shared journey, ensuring that people are involved. It is also important to get staff and care co-ordinators on board.
- **Consultation** – A range of approaches to consultation is ideal, including some targeting seldom-heard groups. Suggestions as to how to achieve this included:
 - Being open and honest, including giving clarity about what the driver are and what is up for debate and what isn't
 - Using service user consultants and researchers

- Use creative approaches including audio and visual means of consulting and presenting findings
- Have a phone line people can call to respond to consultation
- **Advocacy** support to make sure concerns and issues were communicated and responded to appropriately
- **Identify 'Champions'** – Working with service users who are prepared to act as 'champions' for the modernised service.
- **Take Time** to go through a process of radical change, and don't rush it as this is more likely to lead to mistakes and less likely to get people on board
- **Listen** to service users, asking what they want out of life rather than out of a service and structure a service response to the individual based on those needs. Find out what it is about the existing service people value and explore how those needs can continue to be met.
- **Share control** – Give service users control by facilitating the setting up of user run groups and encouraging self-determination and initiative

What could be done differently?

- **Peer learning** between providers should be more of a feature
- **Personalisation** – Should make expectations clear about this agenda's impact on commissioning
- **Encourage Innovation** from providers
- **Redundancies** – May be appropriate but can be a very painful process and it is important how this is managed
- **Get a range of views** - Don't just listen to the loudest voices
- **Don't patronise** - Nobody likes to be told what is good for them.
- **Resource involvement properly** – To effectively consult with and involve a range of people needs adequate resourcing
- **Support 'Champions'** – It was agreed that the role of service user 'champion', or even just being involved in a modernisation process, can be a very difficult one leading to negative reactions from peers and people will need support and training
- **Help people visualise** how the restructured service will work for them

4. Suggested Topics for Future Network Meetings (most popular):

- **Personalisation and Day Services**
- **Cost of using community resources**
- **Changing roles of staff and bringing them along**
- **Developing user-run services**
- **Good practice in commissioning day services**
- **Forming partnerships**
- **Provision for people aged 65 and over**