



National Social Inclusion Programme

Day Service Modernisation Programme Report

Prepared by Julie Cullen
CSIP North West Development Centre
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Day Service Modernisation Programme

Aims of Report

- To direct people to examples of work which will support the Modernisation of Day Services.
- To highlight key learning from each area of work

Background

The Mental Health and Social Exclusion report (ODPM 2004) identifies redesigning mental health day services to promote social inclusion as a key action for health and social care services in tackling social exclusion.

The Social Exclusion Action Plan (ODPM 2004) identifies the need to 'transform day services into community resources that promote social inclusion through improved access to mainstream opportunities' and outlines six objectives to ensure that day services for people with mental health problems develop to provide supported employment, occupation and mainstream social contact beyond the mental health system.

The six objectives are;

- access to supported employment opportunities where appropriate;
- person-centred provision that caters appropriately for the needs of all individuals, including those with the most severe mental health problems;
- developing strong links and referral arrangements with community services and local partners;
- providing befriending, advocacy or support to enable people access local services, (including childcare services);
- involving people with mental health problems in service design and operation; and
- a focus on social inclusion and employment outcomes.

Project Aims

For NIMHE (NW) to;

- **support the transformation of day services into community resources that promote social inclusion through improved access to mainstream opportunities,**
- **share the learning through the National Social Inclusion Programme Team.**

Project Objectives

- To raise awareness and understanding of socially inclusive day services (including role of direct payments).
- To establish networks that generate and share learning.
- To review the commissioning plans for day service modernisation including plans to meet needs of BME communities.
- To disseminate commissioning guidance.
- To use regional learning to inform the national programme via DC social inclusion leads including examples of how the needs of BME communities are met.
- To explore ways of benchmarking current day services and create opportunities to support individual day services with the change process.

The Outcomes / Learning From Project have been listed under the following headings:

- **Networking**
- **Raising Awareness**
- **Commissioning Guidance**
- **Mapping Day Services**
- **National Links**
- **Developing Tools to Support the Change Process**

Networking

A Day Services / Community Opportunities Network was established in the North West, invites were extended to regional Day Service leads, frontline staff, service users and carers, service improvement leads and Social Inclusion (SI) Leads in regional Development Centres (DCs). For the Networks' Terms of Reference please click [here](#).

Events included;

- Day Services / Community Opportunities Launch Event: [Outline of Event](#) (*click on to view*)
- Core Values Event: *Outline of Event*(*click on to view*). The work carried out at this event led to the development of the [Core Values Document](#) (*click on to view*)
- Event to Launch Commissioning Guidance cancelled due to delay in publication
- Employment Event: [Outline of Event](#) (*click on to view*)
- Person Centred Planning: [Outline of Event](#)(*click on to view*)

- Community Mapping: [Outline of Event](#) (*click on to view*)
- The following Good Practice Examples were also identified via the Network;
- Mainstream: [Description of Community Bridge Builder Role](#) (*click on to view*)
 - BlueSCI: [For further information please visit www.bluesci.org.uk](http://www.bluesci.org.uk)
 - Streetwise: [Event Presentation](#) (*click on to view*)
 - Bury Accredited Volunteer Training Programme: [Event Presentation](#) (*click on to view*)
 - Darwen Resource Centre: for further information please contact akeel.mohammed@blackburn.gov.uk
 - Making Space: Employment Advisor Workers: [Event Presentation](#) (*click on to view*)
 - BAND Drop In: [Event Presentation](#) (*click on to view*)

In addition to the North West Network a National network of people leading change in day services has been developed. This group includes representation from voluntary and statutory organisations with the following aims;

- Promote and disseminate national commissioning guidance on redesigning day services
- Generate ideas regarding dissemination and spread of learning.
- Develop web-based resources and tools to support redesigning day services
- Collate and disseminate user and carer testimonies and good practice examples
- Work to engage commissioners and providers in each region
- Work to identify key indicators and outcome measures for socially inclusive practice in day services
- ensure service user and carer views are at the centre of the day service modernisation programme.

This group has carried out a piece of work identifying key outcomes developing day services. The group also informed the content of a National day services event held in November 2006. This event titled 'getting started, moving forward' focused on helping day services to overcome the obstacles that stood in the way of developments as well as tackling inequalities in current day service provision. A copy of the programme can be found on the National website.

Key Learning Points

- *Ask for examples of good practice in your area and go and see them for yourself. Understanding people's perception of good practice is important.*
- *Invite representatives from employment, education, travel, leisure, faith organisations to contribute to the development of day services as well as people from statutory and voluntary organizations*
- *Use the resources available on www.socialinclusion.org.uk and on the CSIP NIMHE NW KC group. Resources include presentations and examples of good practice.*
- *Agree the core values that underpin the development of day services*
- *Ensure that the development of day services address cultural and gender issues as central 'bolted in not bolted on'*
- *Key issues;*
 - What are Core Values which underpin transforming day services*
 - How Person Centred planning can develop opportunities with an individual rather than in a building*

 - How Community Mapping explores working with and building partnerships with community organisations*
 - Developing employment opportunities*
- *Establish links with other day service developments to explore joint working opportunities i.e. working with women, BME Communities, direct payments etc*
- *Explore / develop links with social enterprise organisations*
- *Access resources listed at end of this document to support service improvement work*

Raising Awareness

Ten Essential Shared Capabilities Pilot

Piloted with: Making Space, Pennine Care NHS Trust, Morecombe Bay PCT, Blackburn Social Services.

The pilot was evaluated as a part of the National Project and within the region with staff and service users who took part in the training.

Knowledge Community <http://kc.nimhe.org.uk/>

A Knowledge Community site was established to post useful presentations, resources and links for people who are both working in and using day services. Information is shared and linked to the Social inclusion website (www.socialinclusion.org.uk) which was launched in November 2005.

Key Learning Points

- *Workforce is a key issue, many areas are unprepared for the changes in role that will be required in a modernised day service*
- *Day services often have poor links with the communities they serve, there is a lack of understanding about how important this is to the development of non building based services*
- *Person centred planning and ECC are seen as the same thing by many people which they are not*
- *Staff need to develop Socially Inclusive competencies*
- *10 ESC is a useful way to develop staff as it underpins all the issues key to day service modernisation*
- *Day Services can use the 10 ESC training as a starting point before investing in other Social Inclusion training*
- *10 ESCs can be delivered to service users and carers to help develop their understanding of socially inclusive service*
- *10 ESC modules can be delivered in 2 hours, half days or full days according to the needs of individual services*
- *The training can meet the needs of all levels of staff including senior managers, doctors, support workers, Occupational Therapists etc, indeed training groups which include representatives of all the above groups will have a richer discussion which should lead to improved training outcomes.*
- *Using services users and carers as trainers was key, real peoples stories made the training very powerful*
- *In some areas recovery models and social inclusion are talked about as though they are conflicting not complimentary models. Be clear about what people mean by recovery and inclusion.*

Commissioning Guidance

The National Social Inclusion Programme published the following guidance documents which were launched by Health Minister Rosie Winterton, in March 2006.

- From segregation to inclusion: Commissioning Guidance on day services for people with mental health problems
- Vocational services for people with severe mental health problems: Commissioning Guidance
- Supporting Women into the Mainstream: Commissioning women only community day services
- Direct Payments for people with mental health problems: a guide to action

Copies of all documents are available on www.socialinclusion.org.uk

Mapping Day Services

A basic mapping exercise was carried out prior to the publication of the commissioning guidance by accessing the Durham adult mapping website. This provided basic information on the number, capacity, function, workforce and leads for day services located within PCTs.

Further information was collected by contacting commissioners to find out what progress had been made in reviewing, developing strategy and managing the change process. This exercise also helped develop networks and led to some individual support to a number of areas reviewing services, developing visions and strategies to support the future developments of their day services.

Key Learning Points

- *Developing tools to support the guidance helps give people a framework for implementation*
- *Use the Durham mapping tool to collect baseline information on day services in your area, this can be supplemented with information from commissioners and LIT leads*
- *Identify 'good practice' via mapping and network links seek ways to share and promote these examples*
- *Use stories to share learning*
- *There are not many examples of service user run day services*
- *Link day service developments to examples of good practice in other parts of the organisation ie addressing needs of BME communities*

National Links

The Affiliates Network was developed to identify a network of organisations who wanted to work in partnership to develop the social inclusion agenda. As a result of this Network Imagine, Mainstream agreed to release two of their key staff to support the Day Service Programme. It was agreed that the staff would be engaged as CSIP, NIMHE associates and contribute to the programme in the NW and then link with the Social Inclusion leads from the regional DCs to share learning and contribute their expertise to the day service modernisation programmes in each area.

The staff engaged as CSIP NIMHE Associates were Andy Gibb, Jo Seddon (Anthony Dowell from February 2006) all of whom had extensive experience in day service and were able to provide each DC with support in disseminating the commissioning guidance, the Bridge Builder model and Community Mapping.

Example of NIMHE Associate Role in supporting day service developments
'Andy Gibb and Jo Seddon met with the BlueSCI project in Manchester to discuss how a Community Bridge-Builder role could form part of their Modernising day services agenda. BlueSCI had had preliminary talks with their Direct Payments team about the possibility of using Direct Payments as a way of financing a service user led Bridge building service which would support others in accessing mainstream community activities. In the light of this conversation Andy Gibb proposed a Buddy Bridge Builder(BB) model, where a BB team would be created from past and present clients of BlueSCI. BlueSCI have developed a plan for such a scheme and have approached their PCT for funding.'

Key Learning Points

- *Members of the Affiliates network can be found by visiting www.socialinclusion.org.uk*
- *Explore opportunities to develop links with members of the affiliates network.*
- *Look for Affiliates who can provide expertise on the Bridgebuilder role, person centred planning and community mapping*
- *Regularly review progress with Affiliates organisation giving feedback on benefits of contribution to programme*

Developing Tools to Support the Change Process

Following the development of the Network people feedback that they struggled to know how they were progressing in relation to developing socially inclusive services. To support organisations a benchmarking tool was developed which aimed to help organisations gauge their service in relation to the key areas outlined in the commissioning guidance 7

The aim of the tool was to help services start conversations and reflect on what they were currently doing and raise awareness regarding gaps in the service. The aim is to review this document in six months (Sept 06) and consider developing it so that organisations can move from conversations to evidence they mark themselves on the benchmarking tool.

[Click here to see Benchmarking Tool :Where are you at?](#)

Two Modernisation checklists were developed by Mike Murkin (CSIP, West Midlands);

[Modernisation Checklist for Commissioners](#) *(click to view)*

[Modernisation Checklist for Providers](#) *(click to view)*

These checklists can be used in conjunction with the benchmarking tool to help services develop action plans once gaps had been identified in their service. People were directed to the Service Improvement booklets developed by the Modernisation Agency. Alternatively they provided with information on a goal setting tool to help plan and review progress (*link*).

A briefing describing some of the concerns that parents and carers have, giving ideas for how day services can help, was developed by Action 16 with Liverpool Mental Health Consortium and Barnado's. www.socialinclusion.org.uk

These tools were offered as a menu of support from which people were encouraged to select what was meaningful and useful to their service.

Key Learning Points

There is a lot of confusion about what a socially inclusive service is some/many places considered that they had already modernised their service.

- *Encourage people to use the benchmarking tool to develop a baseline for their service to get a clear picture of where they are at*
- *Encourage people to involve service users in benchmarking conversations, try and engage people who will give an unbiased view*
- *Use the benchmarking tool as a way of reflecting on and having conversations about their service and what a socially inclusive service looks like*
- *Know where day service modernisation sits within the priorities of each organisation – set realistic targets*
- *Be clear about the outcomes you are working towards. Visit www.socialinclusion.org.uk for a document that includes key outcome areas for day services in the process of modernisation.*

Conclusion

Feedback from day service leads has identified the following issues as key to service improvement

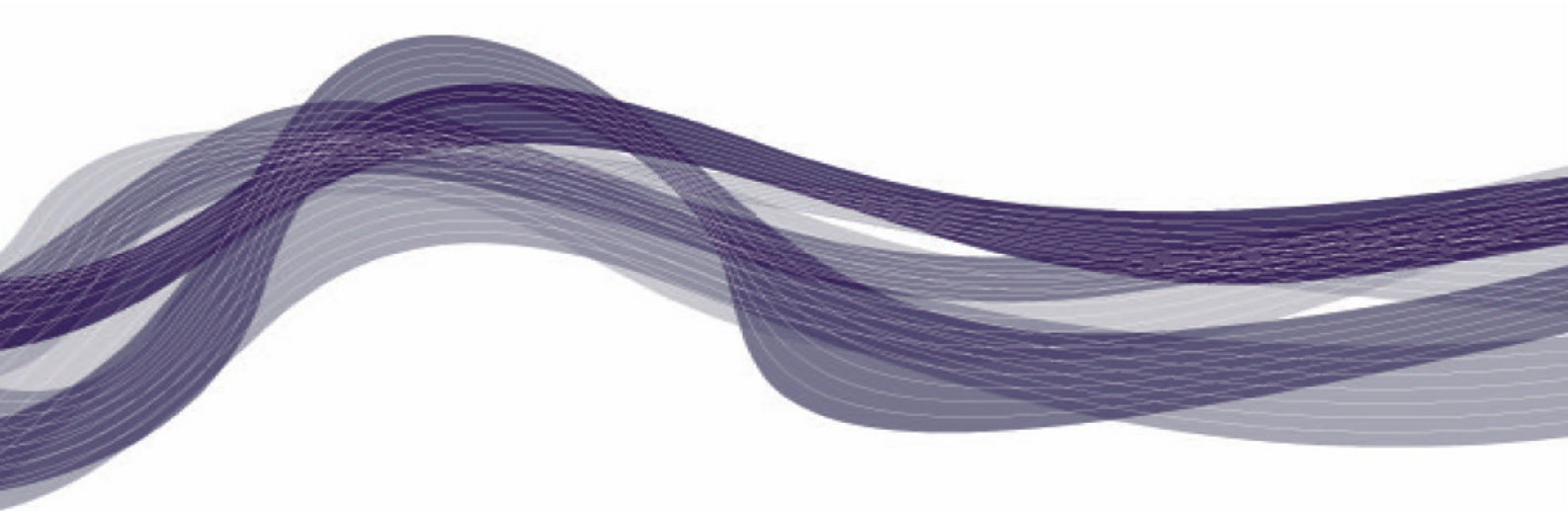
- Establish good communication with commissioners ensure that there is a joined up vision with clear aims and outcomes and timescales.
- People need practical support to ensure that direct payments are used to provide socially inclusive opportunities for people.
- Diversity issues are being overlooked in some areas due to the size of the task people are facing in modernising their day services. Ensure that the needs of BME communities, women, younger / older people are central to developing services.
- Remember the tools developed to support the modernisation of day services are only meant to be used as a guide. Each area needs to develop its services based on an understanding of local need.
- One size does not fit all
- Day service in rural areas present different challenges than those in inner city areas visit www.socialinclusion.org.uk to share learning from work carried out in rural areas
- As a part of modernisation services need to consider how to offer service to people from primary and secondary care. The challenge is to make services more accessible to all while ensuring people with the most severe mental health problems do not get forgotten.
- How can day services provide support for people in recovery? services need to explore self help and service user run services.
- The focus should be on a range of services across a geographical area rather than across an organisation.
- Workforce is key to modernisation with a focus on recovery and support not care and treatment. Staff need skills in person centred planning and community mapping.
- Not everyone is looking or would want paid work, mainstream opportunities should be sought for people in all life domains.
- All day services should be able to demonstrate how they provide opportunities for progression to mainstream community activities.
- The social inclusion web site has a forum where you can pose questions or share learning with colleagues also involved in day service developments.

Resources

- **Redesigning Mental Health Day Services - A Modernisation Toolkit for London.** You can download a PDF version of this document from the Mental Health Foundation website www.mentalhealth.org.uk or to order a (free) hard copy, contact Dawn Fleming at the London Development Centre on 020 7307 2450 or email dawn.fleming@londondevelopmentcentre.org
- **Working for Inclusion** (SCMH 2002). A publication (£25) providing a range of examples of good practice in mental health and social inclusion. Can be ordered from the Sainsbury Centre for Mental Health website www.scmh.org.uk
- **NIMHE: NIMHE's online Knowledge Community** is a shared space where people can exchange knowledge, information and experiences. Go to www.kc.nimhe.org.uk and search under 'day services'. NIMHE's 8 Development Centres around England are there to assist you with your plans. www.nimhe.csip.org.uk
- **Modernising Day Services-A Checklist For Providers Wanting To Bring About Change** is a companion document to this benchmarking list that provides some further themes and questions to assist with your change processes. Available in two versions, for commissioners and providers, from www.socialinclusion.org.uk
- **Kaizen: A Service Improvement Tool** provides a methodology to address the gaps identified following the use of the benchmarking tool. Available from the NIMHE KC group Day Services / Community Opportunities
- **Core Values Document** developed by the Day service/community opportunities network. Available from the NIMHE KC group Day Services / Community Opportunities
- **The Web** is a Life Domain base device that can help people to map their lives in relation to the things they do and those they know. This web log links those interested in using this visual tool. <http://uk.groups.yahoo.com/group/TheSocialInclusionWebGroup/>
- **Improvement Leaders' Guides:** One of the huge successes of the Modernisation Agency over the last four years has been The Improvement Leaders' Guides. These have proved extremely popular, representing the best in NHS improvement practice as we understand it today, they have been

distributed in their thousands throughout the NHS and are in demand more now than ever. As part of a legacy to the Agency, The Improvement Leaders' Guides have been fully updated. Regrouped and repackaged with 4 new titles, these 13 guides are available as a boxed set by calling Prolog on 08701 555 455 and quoting ref: MAILG052 / Improvement Leaders' Guides
<http://www.wise.nhs.uk/cmswise/tools+and+techniques/ILG/ILG.htm>

- **Strategic Direction for Adult Mental Health Day Services – Leicester City, Leicestershire and Rutland Adult Mental Health services:** This paper sets out the proposed guiding principles for the development of adult day services in Leicester City, Leicestershire and Rutland. These principles are intended to serve as the framework for more detailed proposals, which will be developed with the intention to begin implementation early in 2006.
<http://www.lampdirect.org.uk/publications/DSreviewstrategicdirection.pdf>
- **Learning from Experience: Innovation mapping can ensure good practice is shared so that projects can learn from each other:** Innovation mapping is a way of producing a kind of Which guide to who is doing what in particular fields of mental health practice.
<http://www.ndt.org.uk/docsN/innovation.pdf>
- **Bates, P Gee, H Klingell, U Lippmann, W (2006) Moving to Inclusion,** Mental Health Today, 16 – 18.



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