



IMPROVEMENT PLAN FOR
BEST VALUE REVIEW OF ADULT MENTAL HEALTH SERVICES

August 2002

Introduction

This improvement plan identifies action points from the findings of the Best Value Review of Mental Health Services. These will be integrated into the overarching Action Plan for the Joint Review

ACTION PLAN

	Item	Action to be Taken	By Whom	Target Date
<p>1.</p> <p>1.1</p>	<p>Voluntary Sector</p> <p><u>COMMISSIONING AGREEMENTS</u></p> <p>To look in more depth at the services that are provided by or via the Voluntary Sector. Use Best Value methodology in conjunction with the findings of the recent Buckinghamshire County Council Partnership Report and its recommendations on future working.</p> <p>Continue to build on the good practice already in existence within the Service as follows:-</p>	<ul style="list-style-type: none"> • Clear agreements to be established between the Integrated Commissioning Team and Voluntary Sector Organisations for services which are being commissioned. • Identify services being provided to people with mental health needs that are not being commissioned. • Incorporate the above into Joint Commissioning Strategy for Mental Health. 	<p>Integrated Commissioning Manager for Mental Health/Executive Commissioning Manager</p>	<p>December 2002</p>

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1.2	<u>User Focused Monitoring</u> – ensure that this continues to expand and is adequately resourced. Ensure that the initial feedback from the users on the process is understood and acted upon in order to ensure continuous development of the service.	Funding for user focused monitoring has been secured which will include users subject to the enhanced care programme approach. Aylesbury Vale Advocates are co-ordinating the scheme.	Achieved	January 2003
1.3	<u>BASE</u> – Look at the future funding of this innovative and successful service. Currently under threat as original ESF funding ended and new bid is awaiting appraisal. Look at the sustainability in the longer term and how this can be a self-funding/supportive initiative.	ESF funding has been secured from July 2002 to December 2003 but there is a need to secure longer term funding for BASE. A longer-term funding strategy to be produced in conjunction with the BASE Management Committee.	Integrated Commissioning Manager for Mental Health/Direct Services Manager (Anne McLoughlin-Flynn)	December 2002
1.4	<u>Carers Mental Health Development Workers</u> based within the two Carers Centres in Buckinghamshire – look at the sustainability of these projects beyond the Partnership Development Fund and Mental Health Grant funding.	Produce a longer term funding strategy in consultation with the providers, linked to the Review of Services for Carers.	Integrated Commissioning Manager for Mental Health in conjunction with the Aylesbury Vale Carers Association and the South Bucks. Carers Association. By Review Team.	January 2003
1.5	<u>Advocacy</u> .			

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2.	<u>INTEGRATION OF HEALTH AND SOCIAL CARE</u>			
	Look at the existing advocacy services and how these can be supported to deliver a greater capacity of service	This will be covered by the current Bucks. Advocacy Service Review.	By Review Team	On completion of the Bucks. Advocacy Service Review
2.1	Continue to work on integration with the Buckinghamshire Mental Health Trust. Agree the methodology for working through barriers and a timetable for delivery of the Partnership Agreement.	Provider Partnership Agreement signed on 28 June 2002 to start Integrated Mental Health Service on 1 July 2002.	Achieved	
2.2	Once the Partnership Agreement is in place, support the development on new style day care services and expansion of supported living models of support as recommended in the Community Services Review.	Develop these initiatives as part of the Commissioning Strategy in conjunction with the Supporting People Shadow Strategy and the Supported Housing Review.	Executive Commissioning Manager/Integrated Commissioning Manager for Mental Health	March 2003
2.3	Communication to front line staff across the health and social care economy needs to be smarter and timelier. Work needs to be undertaken on the corporate image of the new Buckinghamshire Mental Health Trust from within to ensure that it moves towards one new organisation with shared values where Buckinghamshire Social Services staff feel an integral part of the new organisation.	<ul style="list-style-type: none"> The Joint Implementation Team for Integrated Mental Health Service to ensure that good systems for communicating with staff are in place. Through the Strategic Review of Mental Health to prepare a vision that is shared by 	Director of Strategic Planning (Bucks. Mental Health Trust) and the Head of Learning Disability, Mental Health & Commissioning in conjunction with the Joint Advisory Board.	Continuing throughout 2002/03

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3	<p><u>CONTINUOUS DEVELOPMENT</u></p> <p>3.1 To up-grade performance management by improving the collection and use of performance indicators for mental health including the PSS. PAF indicators</p> <ul style="list-style-type: none"> (i) B15 – unit costs of residential and nursing care. (ii) C31 – adults with mental health problems helped to live at home. 	<p>staff and users, and includes a fully integrated health and social care service.</p> <p>This will be achieved by ensuring that:-</p> <ul style="list-style-type: none"> (a) the methodology for the collection of performance indicators is transparent and readily understood by staff at all levels. (b) The data required is readily available in a usable format. (c) The significance and relevance of the data is understood by providers. (d) Local performance 	<p>Performance Manager Adult Social Care, Bucks. Mental Health Trust Management Team and Integrated Commissioning Manager – Mental Health</p>	<p>March 2003</p>

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3.2	Clearly specify the Service Level Agreements, contracts and grant giving arrangements to be achieved with the Voluntary and Community Sector.	<p>indicators are developed to assist in measuring the shared goals of the service</p> <ul style="list-style-type: none"> • Integrated Commissioning Manager to incorporate these factors into the commissioning strategy giving due regard to the developing voluntary sector 'Compact' and the Buckinghamshire County Council Partnership Report. 	Integrated Commissioning Manager for Mental Health.	January 2003
3.3	Monitoring and Evaluation of Service Provision should be an integral part of the whole commissioning and providing relationships. It is recommended that Buckinghamshire look to good practice models from other Authorities such as Leicestershire County Council.	<ul style="list-style-type: none"> • The Partnership Commissioning Agreement for Mental Health will incorporate arrangements for monitoring and evaluation. • The Commissioning Strategy for Mental Health will draw upon best practice examples from elsewhere and will include specific 	<p>Executive Commissioning Manager</p> <p>Integrated Commissioning Manager – Mental Health</p>	March 2003

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4	<u>SERVICE USERS</u>	Performance management monitoring and evaluation measures.		
4.1	Develop a regular and varied continuous process of Consultation with Service Users that is undertaken as good practice rather than in response to Best Value and other review processes.	<ul style="list-style-type: none"> • Bucks. Mental Health Trust to produce a policy on Partnerships with Users and Carers in conjunction with voluntary sector organisations, user groups, advocacy groups and the Locality Forums. • The policy to be implemented in conjunction with voluntary sector and user group partners. • Supporting training plan to be put in place in conjunction with this. 	Director of Strategic Planning, Bucks. Mental Health Trust	December 2002
5	<u>DATA MANAGEMENT</u>			
5.1	Social Services Financial Data specifically requires scrutiny. During the life of the Review there has been a severe capacity issue in providing data and when it has been	<ul style="list-style-type: none"> • New Financial Management System was introduced in Adult 	Adult Social Care Finance Section, Service Managers	

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	obtained there have been numerous discrepancies and major difficulty in interrogation of the said data. The Review Team has little to no confidence in the financial data that they have obtained.	Social Care from May 2002 with linked training.	and Head of Service	For consolidation during 2002/03.
5.2	<p>ICT Development should be monitored very closely in three areas:-</p> <p>a) the introduction of SWIFT, the new data management system for Social Services and its relationship with the finance systems within Social Services.</p> <p>b) In the change over from SSID to SWIFT the data contained within SSID requires significant CHALLENGE. Failure to undertake this work will result in inaccurate data continuing to be generated from the information system.</p> <p>c) Access to the information systems from external sites such as the Day Care Centres, Outreach and Rehabilitation. Currently there is 'view only' access to SSID resulting in incomplete inputting of data from Day Care, Outreach and Rehabilitation.</p>	<ul style="list-style-type: none"> • Audit of Stokebury Day Centre has been undertaken which has confirmed validity of budget alignment. <p>)) Action through the SWIFT Project Team and the Buckinghamshire County Council IFSC Board.)))))</p> <p>Access to provider units is being arranged through SWIFT implementation programme.</p>	<p>Buckinghamshire County Council Internal Audit</p> <p>Head of Learning Disability, Mental Health & Commissioning and the Integrated Commissioning Manager Mental Health in conjunction with the Swift project Board</p> <p>Operations Manager – Mental Health (Judith Burton)/SWIFT Project Board.</p>	<p>Completed</p> <p>On-going 2002/03</p> <p>2002/3</p>
5.3	The following housekeeping systems within the existing Day			

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6	Care Centres require scrutiny.			
	a) Recording of occupancy of service users in a more comprehensive way to include planned absences from service, sickness, holidays, late arrival, period of well being.	Revise policy and procedures in Day Centres	Operations Manager – Mental Health (Judith Burton)	September 2002
	b) Recording of staff sickness and reasons for absence.	This item is included in the Adult Social Care Action Plan for the County Council's Occupational Health Survey. A more pro-active system of monitoring ill health absence in required so that impact of workload and stress on staff can be identified and managed. The attendance management procedure will be utilised to provide regular analysis of patterns of ill health related absence across the board.	Buckinghamshire County Council Human Resources in conjunction with the Head of Learning Disability, Mental Health & Commissioning.	During 2002/03
	<u>LINKS TO OTHER BEST VALUE REVIEWS</u>			
	a) The recommendations from the Transport Best Value Review with reference to scrutiny of Social Services Day Care transport systems need to be undertaken as a matter of some urgency.	Issues identified in this Best Value Review have been the subject of management investigation and resolution. A letter to the Portfolio Holder for		

	<p>b) Ensure that where appropriate links between the Carers Best Value Review recommendations are made to avoid duplication of effort.</p>	<p>Adult Social Care has confirmed the action taken.</p> <p>This Improvement Plan will be forwarded to the Lead Officers for the other Best Value Review.</p>	<p>Head of Learning Disability, Mental Health & Commissioning</p>	<p>On approval of Improvement Plan.</p>
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SS - 20 August 2002

JC/Master/Best Value Review of Adult Mental Health Services – Improvement Plan (GE) – 20 August 2002