

REPORT TO ABERDEENSHIRE INTEGRATION JOINT BOARD – 30 AUGUST 2017

IMPLEMENTATION AND PROGRESS OF THE NEW SAMH CONTRACT

1 Recommendation

It is recommended that the IJB:-

- 1.1 Acknowledge the progress made by the Scottish Association for Mental Health (SAMH) during the first six months of 2017 in the implementation of their contract for Aberdeenshire's new commissioned community mental health service, My Life Dynamic.

2 Risk

- 2.1 IJB 1 Sufficiency of resources – service re-commissioning with an updated service specification was required to ensure that resources available to the IJB are sufficient to deliver services according to strategic intentions, in order to (1) achieve sustainable, positive health and social care outcomes for people living in Aberdeenshire; (2) improve the health of the Aberdeenshire population; (3) provide high quality treatments and social care.
- 2.2 A review in 2015 of community mental health services commissioned from Third Sector providers identified that it had been at least ten years since these services were commissioned, the service specification was outdated, a disproportionate amount of funding was spent on bespoke buildings and management and service provision was not equitable across Aberdeenshire.

3 Background

- 3.1 Mental Health services are provided in the community through a range of mechanisms including Community Mental Health teams, Primary Care services and Commissioned Third Sector provision.
- 3.2 Community Mental Health Teams (CMHT) work with people who meet eligibility criteria. This service is provided by; social workers / care managers who also hold a Mental Health Officer post graduate qualification; community psychiatric nurses; local area coordinators (LAC's) and senior community coordinators (SCC's) who link people and services in the community; consultant psychiatrists and psychology services, occupational therapists, employment development officers and welfare rights officers. The service provides holistic and recovery focussed interventions in the community on an individual and group basis.

- 3.3 Primary Care Services are available to all through GP practices and GP's. GP's can also refer individuals to primary care mental health workers and psychological practitioners who can provide individual and group therapeutic intervention programmes. There are full time primary care mental health workers who deliver a range of interventions including cognitive behaviour therapy (CBT) and Mindfulness programs. There is also new government funding available for Psychological Practitioners which are currently being recruited to.
- 3.4 The provision of services through third sector organisations forms the basis for the remainder of the report and in particular the provision by SAMH.
- 3.5 There was a requirement to recommission the 'provider' element of Mental Health services because of
- An increasing Aberdeenshire wide shift to delivery of services on a community based model which supports integration, equality and efficient use of resources.
 - A need to comply with financial and procurement regulations because it had been at least ten years since the previous services were commissioned.
 - A need to update the 'service specification' to reflect the Aberdeenshire Health & Social Care Partnership's strategic priorities and current thinking on good practice within mental health social work, e.g. a focus on recovery
- 3.6 The competitive tender process was the end stage of a long period of reviews and stakeholder engagement. The process of 'Service Reviews' began formally in January 2015. This was followed by extensive stakeholder engagement, in terms of co-production, including direct face-to-face meetings with over 100 service users and additional input from those who did not feel able to access services for various reasons.
- 3.7 The re-commissioning work was approved by the AHSCP Senior Management Team on 11 November 2015. The approach was presented to the Transitional Leadership Group (forerunner to the IJB), for comment and further steer, at a development session on 2 December 2015. The proposal was also shared at the earliest possible opportunity with the Clinical Lead for Adult Mental Health.
- 3.8 The Invitation to Tender (ITT) was developed and the process overseen by a Tender Project Group with representation from Mental Health Social Work/Adult Care Management, NHS Grampian, Commissioning, Procurement & Contracts Team and Finance. The process was carried out in line with all internal guidance and legislative requirements.

- 3.9 There were 34 notes of interest in the tender and five organisations submitted bids. The bids were evaluated by members of the Tender Project Group. Evaluations were carried out and scored independently. The ranking showed a clear preferred bidder in SAMH.
- 3.10 A report was submitted to Policy and Resources Committee on 15 September 2016 with a recommendation to approve the award of the contract to SAMH for a period of two years with the option to extend to two further one-year periods.
- 3.11 Policy and Resources Committee approved the award of the contract to SAMH, and the contract commenced on 1 January 2017. The previous service providers' contracts were scheduled to end on 31 December 2016 but they were each offered an extension of one calendar month to support the transition to the new provider. Two providers accepted and one declined.
- 3.12 The Chief Officer, along with the Chief Finance Officer and the Legal Monitoring Officer within Business Services of the Council have been consulted in the preparation of this report and made no additional comments.

4 Contract Monitoring

- 4.1 There are robust mechanisms in place to monitor SAMH's progress and performance in their delivery of the contract for My Life Dynamic. SAMH is required to report under Aberdeenshire Council's Contract Management Framework and the reporting indicators were agreed by the Tender Project Group.
- 4.2 SAMH submits a monitoring report to the designated Social Care Contracts Manager in the Commissioning, Procurement and Contracts Team on a quarterly basis. The report details core contract compliance information for pan-Aberdeenshire service performance and by area (North, Central and South Aberdeenshire).
- 4.3 Upon receipt of the report each quarter, SAMH managers meet with the Social Care Contracts Manager and AHSCP Mental Health & Learning Disabilities Managers to review the information submitted and agree any further action required. In addition, SAMH managers maintain regular contact and meet with AHSCP Community Mental Health Team Managers (who directly report to the Mental Health & Learning Disabilities Managers) outside the formal contract monitoring meetings.

- 4.4 SAMH has submitted its reports for the first two quarters of 2017 within the required timescales, and these have been followed up with contract monitoring meetings.

5 Progress

- 5.1 SAMH have designed and branded its service, My Life Dynamic, in accordance with the tender service specification. My Life Dynamic comprises of six elements which people can access based on their needs and what would be most helpful to them in building their self-resilience and achieving their recovery goals. These are SWEL (Supporting Wellness through Employment and Learning), The Listening Project, AyeConnect, Know-where-to-go, Cultivate, and hearME. A summary of these service elements are included in Appendix 1. The contract commenced on 1 January 2017.
- 5.2 SAMH commenced a large amount of work on service implementation prior to their contract start date. This included meeting with outgoing providers to consider TUPE, meeting with Council Officers to agree their service implementation plan, and hosting a number of public engagement events across Aberdeenshire to raise awareness of the new service.
- 5.3 TUPE did not apply, and so SAMH was required to recruit to their service. They were able to utilise staff from their established services in Moray and Aberdeen City in the initial months whilst they established My Life Dynamic. The organisation has now successfully recruited to all salaried posts for My Life Dynamic, apart from one Counsellor and this post has been re-advertised.
- 5.4 SAMH received 77 new referrals in the second quarter. Referrals have come from a variety of sources including Community Mental Health Teams, GPs, other organisations and self-referrals. As well as receiving structured referrals, there are people who have presented to My Life Dynamic in crisis. SAMH offers telephone support initially on the day a crisis referral is received until they are in receipt of a formal referral. People receive initial telephone support to ensure their wellbeing prior to an appointment being arranged with a Resilience Coach for initial assessment and support planning.
- 5.5 There were 144 people actively engaged with My Life Dynamic at the end of June 2017. Some people are engaged in one or more element of My Life Dynamic according to their individual needs and risk and a summary is as follows:
- Resilience Coaching – 70 people
 - The Listening Project – 36 people
 - Cultivate – 27 people
 - SWEL – 14 people
 - hearME – 35 people

- 5.6 By the end of the second quarter, 18 people had successfully met their outcomes and exited the service. For example, one person who engaged with SWEL has now secured employment.
- 5.7 SAMH have now established community bases for their services in Peterhead, Inverurie and Laurencekirk which act as staff hubs for activities delivered across north, central and south Aberdeenshire.
- 5.8 For the Cultivate element of My Life Dynamic, SAMH have engaged with Aberdeenshire Council and established a base in Aden Country Park. Cultivate is also working with individuals in their own gardens and is establishing community gardens including Landale Gardens in Peterhead and Daniel's Place in Macduff. Progress is being made towards working with Johnshaven Community Gardens to establish a partnership for working in that area.
- 5.9 For hearME, My Life Dynamic's Community Peer Facilitator continues to engage with existing groups, supporting them to access funds to cover venue costs and refreshments for their activities throughout Aberdeenshire.
- 5.10 SAMH have held their first World Conversation Café event and this was well attended by members of the public and professionals. A summary of the outputs and feedback from this event has been presented in their contract monitoring report and will also be considered by the Aberdeenshire Mental Health Strategic Outcomes Group in August for future strategic planning. Attendees considered and shared their thoughts on the following key questions:
- How can your experience as a service user, a staff member, or as someone with a lived experience help carry a powerful message about mental health recovery?
 - What is successful service user involvement? Or what does successful service user involvement look like to you?
 - What can My Life Dynamic do to help you to promote positive mental health awareness, to support you in volunteering or to empower you to engage in the service user involvement agenda?
- 5.11 SAMH has arranged further World Conversation Café events for August in Stonehaven and Fraserburgh. SAMH will shortly circulate dates and venues for similar events to be held in September, October and November in North, Central and South Aberdeenshire, and will then plan dates for the following six months.
- 5.12 SAMH has not received any complaints about the service in the first two quarters of the contract, nor has the Social Care Contracts Manager.

6 Challenges and Opportunities

- 6.1 The new service that SAMH has been commissioned to deliver differs from the previous buildings-based model and offers a peripatetic service model to provide flexible and responsive services across Aberdeenshire appropriate to individual need and risk.
- 6.2 The key focus of the service is on recovery and enablement so people no longer become dependent on services and get stuck in the system. Service capacity is improved and people have better outcomes.

7 Equalities, Staffing and Financial Implications

- 7.1 An equality impact assessment is not required because one was carried out as part of the development of the tender in 2016. No impact was identified and any potential impact on equalities is routinely considered as part of the robust contract monitoring arrangements already in place.
- 7.2 There are no direct staffing implications for the Aberdeenshire Health & Social Care Partnership arising from this report.
- 7.3 The maximum amount of budget for the service is £530,000 per year, so £2,300,000 for the potential four contract years. This included a potential £180,000 for start-up costs. The annual cost of the services previously commissioned was £708,757.17. Negotiations with SAMH regarding start-up costs resulted in an agreed allocation of £98,000.
- 7.4 The potential savings over the four years is £617,028.60. There may also be slippage due the fact that TUPE did not apply and SAMH had to recruit staff to the service and that will be reviewed at the end of the first year of the contract.

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APPENDIX 1 SAMH SERVICE DESCRIPTION

My Life Dynamic – ‘Unleashing the Power of You’

My Life Dynamic is based on the fundamental principles of empowerment, resilience and hope. My Life Dynamic is designed to be delivered by SAMH’s trained team of Resilience Coaches and volunteer network, who work with individuals and groups to fully capitalise on existing strengths and support the development of new strategies that are truly sustainable. Each person will be supported to create their own resilience action plan that makes use of existing community facilities and support in order to stay well. My Life Dynamic comprises of six elements which people can access based on their needs and what would be most helpful to them in building their self-resilience and recovery goals.

SWEL (Supporting Wellness through Employment and Learning) – working, volunteering and lifelong learning are all good for our mental health and give a sense of purpose. SWEL works with people to help them fulfil their education and employment aspirations.

The Listening Project – is a therapeutic confidential listening intervention based on a range of talking therapy principles. Support is delivered through a network of trained volunteers. For many, this support may be enough to help them make progress in their recovery. For others, it may provide a helpful stop-gap whilst waiting to access more formal support through secondary care.

AyeConnect – is an internet-based information and resource service which will promote local events and link people to web-based self-help resources. AyeConnect will also provide support to those less confident with new technologies to help get online and connected through a team of digital inclusion volunteers.

Know-where-to-go – provides support to find and access existing community, mainstream and universal services enhancing inclusion and integration. Know-where-to-go isn’t just about ‘sign-posting’. It is about coming together as a community to ensure we all know what’s available and how accessing things can be helpful. A regular calendar of pop-up cafés will ensure that people will be able to benefit from a drop-in format of support at venues across Aberdeenshire.

Cultivate – uses therapeutic horticulture as a pathway to improved mental and physical health and wellbeing. This social enterprise also encourages community integration and promotes self-resilience and a healthy lifestyle.



hearME – a peer-led movement that brings together the voices of lived experience together to help inform how mental health services should evolve throughout Aberdeenshire. SAMH’s partners at See Me help to empower local communities to champion social inclusion, challenge stigma and discrimination and create change networks.