

## **Market Position Statement for Independent Sector Providers who may wish to provide support in the County of Staffordshire for Adults with Functional Mental Health issues who require Social Care Support**

### **1. Who is this document for?**

This background document is to broadly signal intentions to existing and potential social care and support providers for Adults with functional mental health issues, residing in the County of Staffordshire. This includes depression, schizophrenia, bipolar disorder, obsessive compulsive disorder, panic disorder, post traumatic stress disorder, stress, anxiety and borderline personality disorder.

The aim of the document is to help support Commissioners and Providers in working together to best deliver social care support for Adults with functional mental health issues and their families, ultimately enhancing the quality of their lives.

### **2. The County of Staffordshire**

Staffordshire County Council is a two tier authority with eight (8) district/borough councils (The borough of Newcastle-under-Lyme, the district of Staffordshire Moorlands, the borough of Stafford, the district of Cannock Chase, the district of South Staffordshire, the borough of Tamworth, the district of Lichfield and the borough of East Staffordshire).

Staffordshire is a large rural County covering 2,623 sq. km. Despite the rural nature of Staffordshire, the vast majority of its population live in the five large towns (Newcastle-under-Lyme, Cannock, Burton upon Trent, Stafford and Tamworth) and numerous market towns, small villages and hamlets across the County. Each district/borough varies in profile with considerable differences between the North and South of the County. This makes the County diverse in terms of population profile and social issues, which is reflected in the type of care and support needed in each District.

Detailed, continually updated information in respect of each of the eight districts can be found at <https://www.staffordshireobservatory.org.uk> and [www.pansi.org.uk](http://www.pansi.org.uk) and [www.poppi.org.uk](http://www.poppi.org.uk), including improving mental health and wellbeing outcomes evidence base.

It is anticipated that the overall number of adults with functional mental health issues in Staffordshire will stay fairly static in the coming years.

### 3. Where do we currently spend our money?

Detailed below is where we currently spend our money across the County for adults with functional mental health issues. For the avoidance of doubt, the North of the County covers the districts of Moorlands and Newcastle. The South covers the districts of Lichfield, Tamworth, Cannock, Stafford, South Staffordshire and East Staffordshire.

#### **Mental Health Gross Spend Across the North and South of the County – 2016/2017 (Split by under 65 and over 65)**

Narrative	North	South	Total	% of Spend
<b>Over 65</b>				
Residential	£ 83,400.00	£ 199,410.00	£ 282,810.00	3.62%
Nursing	£ 55,130.00	£ 364,960.00	£ 420,090.00	5.38%
<b>Under 65</b>				
Residential	£ 721,960.00	£ 1,956,010.00	£ 2,677,970.00	34.28%
Nursing	£ 715,780.00	£ 2,263,220.00	£ 2,979,000.00	38.13%
Domiciliary Care	£ 88,800.00	£ 65,920.00	£ 154,720.00	1.98%
Day Care	£ 3,560.00	£ 31,230.00	£ 34,790.00	0.45%
Supported Living	£ 257,220.00	£ 373,660.00	£ 630,880.00	8.07%
Direct Payments	£ 172,880.00	£ 420,310.00	£ 593,190.00	7.59%
Adult Placement	£ 24,000.00	£ 15,500.00	£ 39,500.00	0.51%
Total	£ 2,122,730.00	£ 5,690,220.00	£ 7,812,950.00	

### **Mental Health Gross Spend - 2016/2017 - Split By Type Of Support**

<b>Narrative</b>	<b>North</b>	<b>South</b>	<b>Total</b>	<b>% of Spend</b>
Residential	£ 805,360.00	£ 2,155,420.00	£ 2,960,780.00	37.90%
Nursing	£ 770,910.00	£ 2,628,180.00	£ 3,399,090.00	43.51%
Domiciliary Care	£ 88,800.00	£ 65,920.00	£ 154,720.00	1.98%
Day Care	£ 3,560.00	£ 31,230.00	£ 34,790.00	0.45%
Supported Living	£ 257,220.00	£ 373,660.00	£ 630,880.00	8.07%
Direct Payments	£ 172,880.00	£ 420,310.00	£ 593,190.00	7.59%
Adult Placement	£ 24,000.00	£ 15,500.00	£ 39,500.00	0.51%
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In addition to the above, we spend £1.3m across the County in respect of Social Recovery Contracts with three block Providers.

There is a disproportionate amount of money spent across the County in respect of Residential Care and Nursing Care, making up 80% of the overall placement spend, with very low levels of spend in respect of Community Support such as Domiciliary Care, Supported Living and Adult Placement. It is the aim of the Council with its key partners and the Independent Sector to enable a shift of 15% of expenditure from Residential Care to Community Support by March 2020 (circa £450k per annum). The pattern of expenditure must shift over time to more cost effective and recovery focussed methods of support and the independent sector will be a key partner in enabling this shift to become a reality, Providers are encouraged to approach the Council with any ideas they may have to support such a shift in the available timescales. In the remainder of 2018, Commissioners will work with its Assessment and Care Management function to better understand the reasons behind this pattern of expenditure and will amend this market position statement early in 2019 to reflect where such expenditure is being driven by the lack of an alternative community support market. The Council and its partners are really keen to hear from the Independent Sector in respect of any creative, innovative ideas they have for further developing Community Support services for adults with functional mental health issues across Staffordshire.

#### 4. How do we need to work moving forward?

It's imperative that Staffordshire County Council ensures that it's funding is spent wisely, to meet the needs of the people of Staffordshire, including in respect of Adults with functional mental health issues.

Over the next three years, the financial position will continue to be extremely challenging and it's imperative that Commissioners and Providers work together to ensure that services are high quality, individualised and cost effective. Independent Sector Providers will be expected to be more proactive with Commissioners where they feel that support provided can be done so more cost effectively whilst maintaining good quality outcomes for citizens and the Council will seek to work with Providers who can prevent, delay or reduce care and support needs, whilst ensuring we always meet statutory eligible needs of citizens.

In order to continue the shift towards personalisation and community based support, Commissioners and Providers will work together to ensure person centred approaches and coproduction in Commissioning and market development, thinking locally and acting personally.

Delivering cost effective, personalised and community based support in the current financial environment requires a willingness and commitment from everyone involved to think and act differently. Stimulating markets and developing new models of care and support, needs all parties to be open to new ideas. Market intelligence and systems of communicating information to individuals and their families need to be improved. Communication, information and interaction between Commissioners and Providers needs to be further enhanced.

The Council will act as a conduit between providers, citizens and carers, using its influence and resources to ensure innovation and developments take place in a harsher economic climate. Citizens and their families will increasingly purchase care and support directly from Providers via Personal Budgets, ISFs and Direct Payments.

The end result shall be a diverse, sustainable market that meets individual aspirations and provides choice and control for citizens and carers, but meeting needs, not wants. There will be less direct commissioning by the local authority, which will take on more of a shaping and influencing role within the local market and encourage collaboration between Providers. This will result in fewer block contracts between the Council and Providers.

In working together, Commissioners and Providers are fundamentally endeavouring to support the delivery of four key overarching outcomes which are detailed below :

- i. Promote personalisation and enhance the quality of life for citizens with Care and Support Needs and their families;
- ii. Prevent, reduce and delay the need for care and support, reducing dependency on services and increasing independence, control and choice for citizens through employing recovery based approaches that promote social inclusion and access to employment and meaningful day time activities;
- iii. Ensure a positive experience of Care and Support for citizens and their families, treating them as equal partners;
- iv. Protect citizens from avoidable harm and supporting them in safe environments, ensuring they feel supported to manage their condition, without stigma and discrimination.

In supporting the delivery of the four key outcomes above, the market moving forward needs to be strengthened in the following key areas :

- i. Increased availability of flexible support, especially for those citizens with fluctuating needs, supporting citizens when they need it and in a timely way, preferably closer to home and family, with citizens treated as a whole person, not a diagnosis, with better information about the quality of Care and Support available, with full transparency around costs;
- ii. Increased opportunities for citizens with Mental Health issues to access universal services e.g. leisure, employment, housing and health, with increased support for citizens to live as independently and safely in their own homes and communities as possible and ensuring it is cost effective to do so;
- iii. Providers who work with the Council to ensure the sustainability of the Provider market, recruitment/retention and workforce planning;
- iv. Increased availability of support that avoids the placement of younger adults within long term Residential Care, instead supporting people in Community Support settings;
- v. Increased availability of Providers who are genuinely and successfully utilising digital solutions to provide good cost effective outcomes;
- vi. More Providers who ensure there is a clear focus on the recovery model, focussing on working with the individual citizen to identify their strengths and build resilience;

- vii. More Providers who will genuinely explore opportunities of reducing the cost of care and support through Cost Improvement Programmes (CIP) to reflect the pressures of CIP on statutory service delivery.

Current plans in place to support some of the above are :

- Establishing a Dynamic Purchasing System for use by Social Work teams and for access by citizens who wish to self-direct their support by 1<sup>st</sup> April 2019;
- Establishing a Brokerage Function for Mental Health citizens;
- Establishing an Individual Service Fund (ISF) offer;
- Ensuring a diversity of Community Support accommodation options are available to individuals as opposed to purely Residential Care, through the use of the aforementioned Framework Agreement that will allow Care and Support Providers to support individuals to source accommodation more expediently;
- Working with the district councils to map existing services for citizens with functional mental health issues and identifying any gaps in future iterations of this document;
- Continued dialogue with Provider Forums such as SARCP (Staffordshire Association of Registered Care Providers) and others in respect of the Mental Health market;
- Actively encouraging the Independent Sector to proactively approach the Commissioners with innovative ideas and local investment to improve life for Mental Health citizens in Staffordshire, without comprising procurement regulations, financial regulations or standing orders;
- Working with local district and borough councils to ensure Mental Health customers are able to access universal services and general needs accommodation;
- Working with a range of housing partners to increase both general and specialised housing opportunities, based on countywide housing need;
- An asset based approach from front line staff that fully takes in to account individual assets and community assets, underpinned by an ethos and approach of personal responsibility and just enough support. Front line staff will be encouraging independence for citizens as opposed to creating dependence;

- Mental Health Social Work Teams, Commercial Unit and Strategic Commissioning working to strengthen market intelligence in terms of knowledge around supply, demand and unmet need.

In working in true partnership, Commissioners and Providers will be able to ensure a sustainable cost effective market is in place for adults with functional mental health issues.

## Appendix One – How to work with us

### How to work with us

Those in the Independent Sector who wish to work with us are urged to express general interest in Mental Health at the link below, so they are automatically notified of all appropriate Procurement opportunities.

<http://contracts.staffordshire.gov.uk/>

If you are a Supported Living Provider with Mental Health vacancies (contracted with this Council or otherwise) in the County of Staffordshire, please inform Joy Cooper in our Commercial Unit by emailing [joy.cooper@staffordshire.gov.uk](mailto:joy.cooper@staffordshire.gov.uk). Joy will start circulating supported living vacancies to the Social Work Teams on a monthly basis.

If you wish to discuss plans you may have as a provider in Staffordshire in relation to services for Mental Health or any aspect of documentation on this website, then the All Age Disabilities and Mental Health Strategic Commissioning team are more than happy to talk to you. In the first instance, please contact [sarah.taylor@staffordshire.gov.uk](mailto:sarah.taylor@staffordshire.gov.uk). Sarah can help identify the best person in the team to talk to.

### Useful Links

**Staffordshire Connects** – is a website where every private, public and voluntary business or organisation offering products, services, activities or things to do to help people live a more independent, healthy active safe and fulfilling life can advertise for free. Providers are urged to put their details on the website (see link below):

<http://helpyourself.staffordshirecares.info/kb5/staffordshire/directory/home.page>

**Staffordshire Observatory** - Staffordshire Observatory provides research and analytical support to Staffordshire Strategic Partnership. The overall aim of the Staffordshire Observatory is to provide Staffordshire Strategic Partnership with a robust, comprehensive evidence base which informs decision making and service delivery, leading to better outcomes for the residents of Staffordshire. This website is being developed to provide a 'one-stop-shop' to access a wide range of data, information and intelligence on Staffordshire and its communities:

<http://www.staffordshireobservatory.org.uk/homepage.aspx>

<https://www.staffordshireobservatory.org.uk/documents/Health/JSNA/Improving-mental-health-and-wellbeing-outcomes-in-Staffordshire-FINAL.pdf>

## Mental Health Strategy

<https://www.staffordshire.gov.uk/education/welfareservice/SpecialEducationalNeeds/documents/Mental-Health-Strategy.pdf>