

South London and Maudsley NHS Foundation Trust

Healthier Communities Select Committee Update – Lewisham Community Opportunities Service (COS)

December 2011

1. Introduction

Lewisham Community Opportunities Service (COS) is part of Lewisham Adult Mental Health Services, and is commissioned by the London Borough of Lewisham and NHS Lewisham Joint Mental Health Commissioning team to provide opportunities that promote recovery and social inclusion.

Due to the reduction in national Government funding, the London Borough of Lewisham is required to make £88million in savings over 4 years, whilst NHS Lewisham is required to make £98million in efficiency savings by 2014/15 as part of the NHS Quality, Innovation, Productivity and Prevention (QIPP) programme.

The savings planned within COS form part of the contribution of adult mental health services to these requirements. Savings are required from mental health across all client areas and therefore not just from Adult Mental Health or from SLaM services. The savings required from COS in Lewisham are £600,000.

The overall aim of the changes is to ensure greater choice and control for all service users in Lewisham through the implementation of Individual Budgets (IB), and make more efficient use of Mental Health resources to realise the necessary savings.

The PCT/Local Authority are required by the Department of Health to ensure that where appropriate, 100% of eligible service users are assigned an Individual Budget by 2013/14.

At present COS provides services for 326 people in Lewisham but there are 1300 people on CPA and eligible for services in Lewisham. This means there are over 900 eligible service users who are not receiving services. Providing Individual Budgets for all 1300 so that they can choose the service they wish to receive will increase access and equity.

The PCT and Local Authority plan to reinvest a proportion of the savings from the changes to COS to fund Individual Budgets.

2. Changes to the service

2.1 The new service

In future, all service users eligible to access the new service will be offered an Individual Budget so that they may choose which services they wish to purchase rather than COS being the only option available to them.

The new service will be comprised of two parts:

- An Occupational Therapy service
- A Self Directed Support service (including vocational services) to support the implementation of Individual Budgets

2.2. Location

The service will run out of the former COS North base at the Compass Centre on Watson Street in Deptford. However, the Lee Centre on Aislible Road in Lee will remain open for the foreseeable future and continue regular drop-in sessions.

2.3 The future of groups run by COS

COS currently runs 16 groups, of these: 11 will continue in various forms (i.e. service user led, voluntary sector led etc), 1 is under discussion and 4 will stop.

However, there are alternative options for service users to access in Lewisham for the 4 groups that will stop. The groups currently provided by COS are listed below along with the plans for them:

Group	Continue?	Plans
Drop ins	Y	Run by SLaM until April 2012, thereafter commissioned by PCT from voluntary sector
COS Allotment Group	Y	Group will continue and be service user led with support from a volunteer from Lewisham Time Out Service if needed
COS North Gardening Group	Y	Facilitated by Community Education Lewisham
Gardening Group, Ladywell Unit	Y	Will continue with support of Ladywell activities coordinator
Walking Group	Y for those already attending	For future service users assessed as needing exercise and interaction, support planner will find a suitable group and if necessary a Personal Assistant could be employed to provide individual support
Swimming Group – North	Y	
Swimming Group – South	N	Discussions are taking place to set up a new activities based course for service users at Downham involving a number of different activities – service users will be able to use their IBs to facilitate this and a Personal Assistant may be employed
COSMO Newsletter Group	TBA	Could develop into a social enterprise
COS Black Users Forum	N	Service users will be referred to local services such as ISIS
Bouncin Trax	Y	Funding has been secured for the next 3 years
Snooker Club	Y	Group is self sufficient and will continue and be service user led
Football Group	Y	Transitional support in place until April 2012 to help group continue – service users will use IBs if interested in attending. This is service user led by a service user paid from the service users involvement register
Hearing Voices Group	Y	Will be provided via SLaM psychology services
Creative Writing Group	Y	Is volunteer run
Cookery Group	N	No plans for further groups, but subject to review as part of reablement role of OTs

Group	Continue?	Plans
Network Arts	N	<p>Alternative options for service users will include:</p> <ol style="list-style-type: none"> 1. Arts Lift Programme: art activities 2. Mindlift Programme: creative skills, computing, wellbeing and life skills 3. Sydenham Gardens: card making, painting, felt making, batik/tie dying, candle making, willow work, printing and decorating, mosaics 4. Cooltan Arts: visual arts, batik, digital arts, knitting, video poetry, performing arts 5. CEL: pottery, sculpture, drama, creative writing skills. In New Year, vocational and support planners will be able to use CEL to employ a tutor for art activity 6. Art House Lewisham: art studios, gallery, other associated facilities for those who are interested in art. Programmes include pottery, photography, life drawing

3. Public consultation and service user consultation

3.1 Public consultation

The Healthier Communities Select Committee approved the proposed changes to COS on April 27th 2011, and voted that the changes did not represent a substantial variation in service. Therefore, a public consultation regarding the changes was not required.

3.2 Service user consultation

Currently the COS caseload stands at 326 service users. The Committee were advised at the meeting on April 27th 2011 that there would be a 1:1 service user consultation and that this would take place via an assessment process over a three month period.

The service user assessment process started in September 2011 and is planned to be completed by mid December 2011. Each service user will have been empowered through the assessment process to decide (with support as needed) how to spend their individual budget to achieve their recovery goals as outlined in their care plan. To date, we have offered 238 assessments and 225 have been completed.

The FACS assessments are being conducted by the service user's care coordinator which means that service users not only know the staff working with them on their new care plan, but that the process is being undertaken by clinicians.

Operational processes are being put into place to ensure that staff can coordinate and support service users to "pool" their individual budgets if they wish in order to purchase a specific service together.

This process will be completed by mid December 2011, with every service user having a clear Care Plan in place. The new service will start in mid-December, and Lewisham COS will close on January 6th 2012.

All service users on CPA have a care coordinator (so are under the care of a CMHT) and access to other services as well as those identified in their COS care plan.

If a service user does not meet FACS eligibility for a service from COS then the PCT and Council have identified transitional funding to support service users as required on an individual basis.

A number of senior managers from SLaM as well as PCT/LBL commissioners met with service users from COS on November 29th. It was acknowledged that consultation with them had not been as good as we had hoped and we apologised for this.

We confirmed that the Trust would work with Network Arts as outlined in 4.2 and that the Commissioners would seek advice as to how the Council can support them to make the transition to becoming a Social Enterprise. We have also offered to meet with representatives on an on-going basis so that they do achieve their aim of becoming a social enterprise and independent of statutory services.

4. Network Arts

Network Arts is one part of the COS service and is used by 53 service users, including 3 people who are service user volunteers.

4.1 Outcome of 1:1 assessments of Network Arts service users

As of December 5th, 43 members of Network Arts have had a FACS assessment out of a total of 53 service users.

Of these assessments:

- 26 have been assessed as having substantial/critical need, and so will be eligible for an Individual Budget.
- 17 service users have been assessed as having low/moderate needs, and so will be eligible for transitional support. Transitional funding arrangements are in place for all service users until April 2012.
- A preliminary calculation of those 26 service users with substantial need indicate that 16 will require a financial assessment through London Borough of Lewisham, as they have never been subject to S117 Aftercare (MHA 1983).

Please see appendix 2 for anonymised excerpts of support plans for Network Arts service users.

4.2 The future of Network Arts

Concern has been expressed regarding the planned closure of Network Arts, indeed the Trust gave Network Arts a slot to speak about their concerns around the changes at the recent Trust Annual General Meeting.

However, the Trust has been made aware by Network Arts that they have started the steps to set themselves up as independent organisation, including the appointment of four Directors including two service users.

To help support this move:

- Funding from SLaM Trustees: A SLaM Non Executive Director/lead for SLaM Charitable Trustees has met with Network Arts representatives, and has indicated that if they were to put a bid in to cover the fees required to set themselves up independently (i.e. as a charity, social enterprise or both) that the Trustees would look favourably upon it. They would consider covering the costs associated with: legal fees to set up the new organisation, financial advice for a business plan and forecast, and marketing advice for a marketing plan
- Lee Centre: To help support Network Arts' move into an independent organisation, the Trust has agreed to allow Network Arts to remain at the Lee Centre for an interim period of 6 months from January 2012

It should be noted that once an independent Network Arts is up and running, if they wished, service users who are eligible to have IBs could use their IBs to purchase services provided by Network Arts if they chose to do so.

The Trust/PCT/LA wish Network Arts well in their move to become a social enterprise. However, unfortunately due to current financial pressures we are unable to provide transitional funding to the service beyond that available from the SLaM Trustees should a bid be successful.

5. Staff consultation

In keeping with Trust policies, a 30 day staff consultation was run regarding the changes from September 15th 2011 to October 14th 2011.

The consultation was initiated with an all staff meeting to explain the changes and the consultation document.

Staff were also offered the chance to book individual meetings with senior managers during the 30 day consultation period to raise any issues or concerns regarding the changes. The management response to the consultation was issued on October 27th 2011 which concluded the formal consultation process.

During November 2011, the employment process has continued including interviews for roles in the new service and the initiation of the redeployment process as required by individual circumstances.

It is anticipated that all recruitment will be complete by mid December, with staff transitioning into their new roles in time for the new service to start in January.

The Trust continues to work hard to find suitable alternative roles for staff from the service undergoing redeployment, and is hopeful that job losses will be minimised given its successful redeployment track record in the past.

Appendix 1 – Timeline: Changes to Lewisham COS

Meeting	Date	Notes
PCT, SlaM, GP, LBL Planning event	30/9/2010	COS included as part of NHSL/LBL QIPP savings plans
11 th Annual Mental Health Stakeholder Event	12/11/2010	COS included as part of NHSL/LBL QIPP savings plans. Open to the public
NHS Lewisham Clinical Commissioning Executive Committee (replaces PCT Board, now called Lewisham Clinical Commissioning Committee (LCCC))	28/10/2010 Plans tabled at various LCCC meetings throughout the remainder of 2010/11 and 2011/12	COS included as part of NHSL/LBL QIPP savings plans
NHS Lewisham and LBL Adult Joint Strategic Partnership Board	20/10/2010	COS included as part of NHSL/LBL QIPP savings plans.
NHS Lewisham and LBL Adult Joint Strategic Commissioning Group	29/11/2010	COS included as part of NHSL/LBL QIPP savings plans.
NHS Lewisham and LBL Adult Joint Strategic Partnership Board	8/12/2010	COS included as part of NHSL/LBL QIPP savings plans.
Healthier Communities Select Committee	3/3/2011	COS included as part of NHSL/LBL QIPP savings plans. Committee reserved judgement as to whether it was a substantial variation and asked for more information at the next meeting.
Lewisham Users Forum	2/3/2011	
Mental Health Partnership Board	11/3/2011	COS included as part of NHSL/LBL QIPP savings plans.
NHS Lewisham and LBL Adult Joint Strategic Commissioning Group	23/5/2011	COS included as part of NHSL/LBL QIPP savings plans.
NHSL/LBL/SlaM Risk Share meeting	30/3/2011	COS plans discussed
NHSL/SlaM Core Contract meeting	20/4/2011	COS plans discussed
Healthier Communities Select Committee	27/4/2011	COS changes discussed – the PCT/LA paper noted the 3 month service user consultation and that this would be done via assessment. Committee voted that the changes were not a substantial variation. Committee noted that it wanted to ensure sufficient provision was available for service users and the needs of existing service users are considered.
Lewisham Joint Consultative Forum for user empowerment	19/5/2011	Both COS changes and process around individual budgets discussed.
NHSL/LBL/SlaM Risk Share meeting	June	COS changes discussed
Mental Health Partnership Board	8/7/2011	COS included as part of NHSL/LBL QIPP savings plans.
Healthier Communities Select Committee	12/7/2011	COS changes discussed: minutes

Meeting	Date	Notes
		show that the assessment process with service users would take place on a 1:1 basis. Minutes show item as resolved and that Committee resolved to note the report.
NHS Lewisham/SlaM Core Contract Meeting	27/7/2011	Notice served on COS service by NHSL/LBL
NHSL/LBL/SlaM Risk Share meeting	27/7/2011	COS changes discussed
Staff consultation started	15/9/2011	Meeting with all COS staff and provision of staff consultation document
NHS Lewisham/SlaM Core Contract Meeting	31/8/2011	COS changes discussed
Service user assessments started	September	
Mental Health Partnership Board	8/9/2011	COS included as part of NHSL/LBL QIPP savings plans.
NHS Lewisham and LBL Adult Joint Strategic Commissioning Group	12/9/2011	COS included as part of NHSL/LBL QIPP savings plans.
Staff consultation finished	14/10/2011	
Management response to staff issues raised in consultation provided	27/10/2011	
Staff interviews	7/11/2011 - 5/12/2011	
Recruitment complete	5/12/2011	
Staff at risk meetings	November – December	
Service user assessments completed and plans in place	16/12/2011	
COS service redesign completed	6/1/2012	

Appendix 2 – case studies: Excerpts from Support Plans for two Network Arts service users

1) Support Plan around activities that C finds meaningful

C writes in a service user led news magazine on a monthly basis and would hope to continue to write his articles in some form. C will work with the Vocational specialist and there are plans to continue a monthly magazine.

C attends voluntary work, on a weekly basis, at a library which he finds interesting and stimulating. C enjoys working in the library and finds this environment stimulating.

Every Monday C goes to the Ladywell Leisure centre at 2pm - 3pm for an exercise group that is tailored to his needs in terms of his physical health.

Tuesdays are currently free for C and on these days he plans to start Cognitive Behaviour Therapy sessions with a Psychologist from SLAM. C also attends any medical appointments and assessments with his Family Action Keyworker.

On Wednesday between 1-3 pm C attends the newsletter group where he writes articles and contributes to the newsletter.

On Thursday C currently attends Network Arts Project between 10am -12pm at the Lee Centre. C will be able to continue in an art project and will be working on looking at the Arts Lift project run by Community Education Lewisham.

On Friday C attends voluntary work at the Bromley Archives between 10 am – 12noon. Saturday and Sunday are currently free.

2) Support Plan around activities that A finds meaningful

Referrals have now been made to other agencies, to ensure that A continues to access groups for support, learning and social inclusion. These are as follows:

Time Out, requesting befriending support

Family Health ISIS, for a drop-in group

Sydenham Gardens Project.

A is under the impression that the COS walking group will continue, as a service user-run group, which he is keen to engage with.

A is also aware of other drop-in services such as the 999 Club in Downham.