

TORBAY MENTAL
HEALTH HOUSING,
SUPPORT,
ACCOMMODATION,
AND DAY SERVICE
STRATEGY
2010 – 2016

SUMMARY

'BUILDING BLOCKS TO RECOVERY'

Acknowledgment

Cool Recovery 2011

Cool Recovery is an independent charity for anyone recovering from mental health issues; carers, family and friends, and provides space where people can make changes in their lives.

It evolved from Carers' One-to-One Link (COOL) which began life in South Devon in 1999 as an informal support network and now includes anyone recovering from mental health problems. It is valued and supported by many within the South Devon community, including health and social services.

Cool Recovery has been successfully funded through the Big Lottery, trading, grants and private benefactors. Currently it is in urgent need of new funding in order to continue into 2012. Contributions are welcome.

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'Working together in the belief that recovery is possible for everyone'

Company Reg. No. 5490608

Charity Reg. No. 1110955

With grateful thanks to members of the
'Cool Recovery Art Group'
for providing the artwork included in this Strategy
and below some thoughts from Steve Rae.
Steve recently passed away and will be
sadly missed by everyone who knew him.

*'I felt happy for about
1 hour this morning
I felt like I did before
I got depression... it was
a great feeling, I turned
the radio up! I usually
turn it down and can
hardly hear it. I did
a little dance and
enjoyed the feeling...'*

Foreword

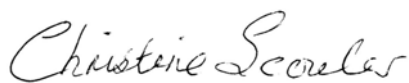
As the Council's Executive member for adult social care I pleased to present this strategy which provides a single plan for the commissioning of housing support, accommodation, respite and day services for people with poor mental health. The focus of the strategy is on wellbeing and recovery and how different agencies will work together with people who use services, their carers and service providers to put in place the building blocks to wellbeing and recovery.

The strategy is written at a time of change with the advent of personal budgets; development of GP commissioning arrangements and; publication of the Government's strategy 'No Health without Mental Health,' which places the emphasis firmly on recovery and removing the stigma of mental health.

We will continue to work in partnership with others to design and deliver the best outcomes at a time of reducing public sector resources. A range of local organisations and individuals including, Torbay Council, Torbay Care Trust, Probation, Devon Partnership Trust and community voluntary sector agencies contributed to the development of the strategy and will deliver the action plan together.

Services will be flexible, meeting individual need and providing the right support at the right time, promoting independence. More services will be provided in the community, supporting people in a preventative way, avoiding homelessness, escalation of poor mental health and supporting people to manage their conditions themselves where possible. In this way we will achieve improved outcomes for people and better value for money.

People will be offered greater choice and be encouraged to contribute their views and expertise to the design, selection and delivery. The intention to put people who use services at the heart of everything we do, adopting the principle of 'No decision about me without me!'



Councillor Christine Scouler
Torbay Council Executive Lead for Adult Social Care and Older People

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1. Consultation (discussion) on the Draft Strategy

The Torbay Mental Health Housing, Support, Accommodation, and Day Service Strategy (2011-2016) is a joint strategy (plan) for Torbay Council, Torbay Care Trust and Devon Partnership Trust.

Torbay Together and other public services in Torbay, are dedicated to delivering top quality and value for money services, to every section of the community, but we need your help to ensure what we provide meets your needs and aspirations. Torbay Together consists of staff from Torbay Council, Health, Police, Fire and Rescue Services.

The Strategy document is available from the Torbay Council, Supporting People web pages:

www.torbay.gov.uk/sppoliciesstrategiesplans

Also on Torbay Council's Consultation web pages:

www.torbay.gov.uk/closedconsultation

The results of what you say can be found

- <http://www.torbay.gov.uk/index/community/consultation/closedconsultations/buildingblocks.thm> (These results are being used to develop the mental health strategy)
- Or you can ring on 01803 208128 to receive a paper copy
- Also hard copies can be obtained on request by writing to:
Supporting People Team
Torbay Council
Pearl Assurance House,
101-107 Union Street,
Torquay TQ1 3DW

A FREEPOST envelope is available, please telephone 01803 208729

- By sending an e-mail to: supporting.people@torbay.gov.uk
- Or by sending us a Fax: 01803 208734

Thank you for all your comments

2. Summary

This Strategy was developed through consultation and research and consists of 2 parts.

Part 1 includes the introduction, aims of the Strategy, the Supporting People Vision, values and outcomes, current strengths, areas needing improvement and, in conclusion, 7 strategic themes.

Part 2 is more detailed, covering current services, outcomes and the consultation process providing the information. Part 2 also includes the Commissioning Strategy, the Glossary (explaining words and terms used in Part 2) and lists of the people and organisations involved in the consultation process.

Good practice needs to be established through better communications with people by:

- Involving people who have experienced poor mental health
- Being flexible about when, where and how communication take place
- Presenting information in understandable formats

'New Horizons', a consultation on a new vision for mental health and wellbeing (feeling healthy and happy) was launched by the Department of Health in July 2009. New Horizons focuses on the promotion of mental health and wellbeing across the population, and improving the quality and accessibility of services. Its key themes are tackling discrimination (prejudice), social inclusion (including people) and personalisation.

'Personalisation' is a term used to describe the services someone receives, which are personal to the individual and help them achieve their desired outcomes. Following New Horizons the Department of Health published 'No Health Without Mental Health' in February 2011, this is a cross-Government Mental Health Outcomes Strategy.

For the purpose of this Strategy 'mental health condition' incorporates both mental health problems and mental illness, as defined below:

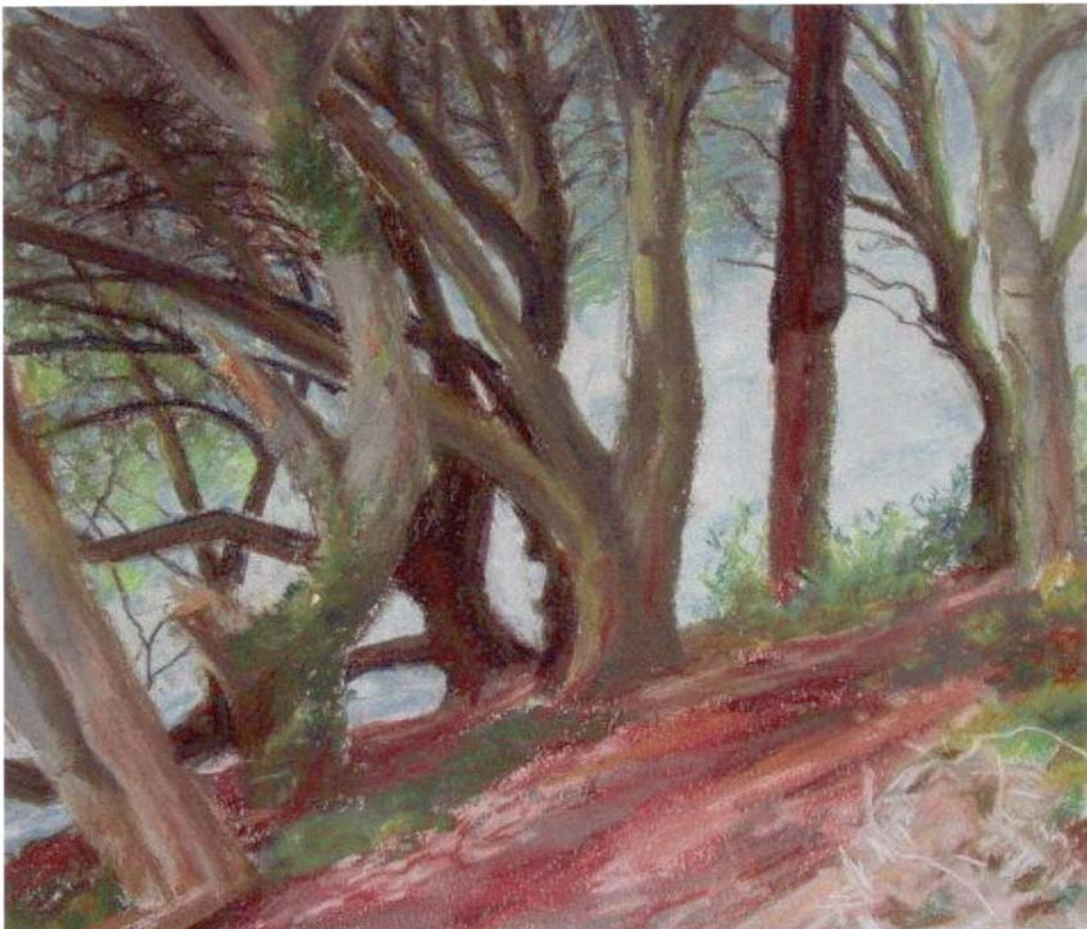
- **Mental ill health/poor mental health** generally refers to difficulties we may experience with our mental health that affect us in our everyday lives. Poor mental health can affect the way we feel, the way we think and the way we function. Poor mental health includes conditions described as personality disorders and also dementia. They can be mild or serious, fleeting or long-lasting.
- **Mental illness** refers to more serious mental health conditions often requiring treatment in specialist services. Someone with a serious mental illness may have long periods when they are well and are able to manage their illness. Many people with mild and serious mental health problems live productive and fulfilling lives.

The strategy covers people falling within these definitions, regardless of whether they have been formally diagnosed, or are accessing professional support or treatment for their condition. Good mental health and wellbeing is about feeling great, and about flourishing as opposed to deteriorating health. How we feel can be majorly influenced by the wider social factors of health, such as where we live, our financial means, and whether we feel like we belong to a community and have a strong network of friends. Tackling health inequalities does play an important part in keeping people and communities mentally well and feeling great.

The main points highlighted by the research carried out for the Strategy are identified as **recommendations** in 7 key themes, found in the last section of Part 1, of this document.

The 7 Key Themes are:

1. Information needs to be more accessible to people
2. Preventative services targeted to reduce the number of situations needing an emergency or more costly response
3. Services should be commissioned (bought) within a “Right Service, Right Time, Right People” philosophy (way of life and values)
4. More formalised partnership working between health, housing, criminal justice and social care services
5. All services maximise the potential for self-management, self-directed care and support promoting recovery
6. Independence and recovery should not only be associated with people living alone
7. There must be greater engagement between all stakeholders (person(s) with a direct interest) in developing a mutually agreed strategic vision





Part 1

**'Don't Decide for Us
Without Us!'**

3. Introduction

Why do we need a Strategy?

- So there is a long-term plan on how services for people with poor mental health will be designed, delivered and evaluated
- To provide information on the needs and ambitions of people with poor mental health and how organisations will work together with people to meet demand
- To support more person-centred care and support.

This strategy promotes improved mental health and wellbeing for adults in Torbay and supports the recovery of people with mental health conditions.

Mental health influences and is influenced by a broad and complex (multiple) range of issues cutting across different areas of people lives, including health (both physical and mental), employment, housing, leisure and social networks (groups). To promote wellness and recovery a strong multi-agency approach is required which addresses people's needs holistically and increases life long success. This means taking into account all of somebody's physical, mental, and social circumstances in the treatment of their condition or illness. People with poor mental health, particularly those with more severe conditions, are more likely to experience social exclusion (unable to be fully involved in society). One of the best ways to help people who are excluded and prevent exclusion in the first place is to support them with everyday life skills. Services must deal with all of a person's needs enabling them to manage their home and employment, realise their potential, and get the most from their life.

Agencies and statutory partners must work together to ensure the inclusion of disadvantaged groups and populations. The prevalence (occurrence) of mental ill health is not evenly distributed across the country so an analysis (study) of need must be carried out to be sure the correct number and type of services are provided.

- **At any one time around one adult in six experiences symptoms of mental illness and one in four will experience mental illness during their lifetime**
- **Mental illness is the largest single cause of disability in our society**

A fine line exists between being mentally well and mentally unwell. Mental health and wellbeing is relevant to us all and is a state of emotional and social wellbeing in which the individual can cope with the normal stresses of life and achieve their potential. It includes being able to work productively and contribute to community life.

National figures indicate more people experience mental health conditions than write with their left hand, but left-handed people are not discriminated against! It is important to remove the stigma and discrimination (being seen as unusual and facing difficulty in being accepted by society) associated with mental ill health and by promoting better mental health and general wellbeing, discrimination and social exclusion will be reduced.

For people to benefit from the information contained in this Strategy, it is essential multiple agencies work together to commission and deliver a person-centred approach by listening, learning and focusing on what is important to each individual. By understanding

the needs and ambitions of people with poor mental health and the impact society can have on their lives, it is essential policies and processes do not disadvantage them.

When people with mental health conditions become unwell, it can impact on their families, their carers and the people around them; therefore their input is not only valuable but essential. They often know the person well and share experiences of their illness. Confidentiality must be a priority to each person being supported and cared for and where allowed, services will work closely with family members and other supporters and services should encourage each person to maintain contact with family and friends.

Under the Children and Young Persons Sector, there are proposals to have housing related family support embedded in the Locality Teams working arrangements, so these parents could access support this way. This is a potential area for targeted delivery of community outreach, giving more choice to parents with poor mental health, over their services.

People rarely experience mental health problems in isolation; they normally have additional needs, which must be met to ensure recovery. To enable people to achieve and maintain good health and wellbeing they will need appropriate accommodation and services. This strategy covers the following people with mental health conditions:-

- **Adults from the age of 16 with poor mental health who need support to manage their condition and recovery.**
- **People who have a mental health support need and who may also have secondary needs, such as domestic abuse, learning disability or drug and alcohol issues.**

An important part of this strategy is to promote effective 'step-down' (progression or move-on) to aid recovery, from hospital in-patient services and residential provision into private rented sector, supported and other housing options in the community.

Recovery is mentioned throughout this strategy, but what is recovery?

In mental health, 'recovery' has a range of meanings and does not always refer to the process of complete recovery from a mental health problem in the way that we may recover from a physical health problem. For many people, the concept of recovery is about staying in control of their life despite experiencing a mental ill health. Professionals in the mental health sector often refer to the 'recovery model' to describe this way of thinking.

Putting recovery into action means focusing the support and care given on the recovery process, building the strength and resilience (resistance) of people with mental ill health, not just managing their symptoms. There is no single definition of the concept of recovery, but the key idea is one of hope that it is possible for meaningful life to be restored, despite serious mental illness. Recovery is often referred to as a process, outlook, vision, a framework or guiding principle.

The recovery process:

- **provides a holistic view of mental illness focusing on the person not just their symptoms**

- **believes recovery from severe mental illness is possible**
- **is a journey rather than a destination**
- **does not necessarily mean getting back to where you were before**
- **happens in 'fits and starts' and, like life, has many ups and downs**
- **calls for optimism and commitment from all concerned**
- **is greatly influenced by people's expectations and attitudes**
- **requires a well organised system of support from family, friends or professionals**
- **requires services to embrace new and innovative ways of working**

The recovery model aims to help people with mental ill health to move beyond just survival and existence, encouraging them to have ambition, and develop skills and relationships giving their lives meaning. Recovery emphasises while people may not have full control over their symptoms, they can have full control over their lives. Recovery is not about 'getting rid' of problems but about seeing people beyond their problems. Mental illness and social attitudes to mental illness often impose limits on people experiencing ill health. Recovery looks beyond these limits to help people achieve their own goals and aspirations (ambitions).

Torbay Council and Torbay Care Trust have a duty to make sure the use of public funding contributes to identified outcomes, for example, the number of adults in contact with secondary mental health services in settled accommodation, employment, training and education.

To create 'building blocks' or direction for the strategy a review of current services was undertaken, using both quantitative (measurable) and qualitative (quality as opposed to quantity) data, to identify how the sector performed as a whole. Particular attention has been paid to the messages given by people currently using services and their carers and relatives, about what works, what is frustrating and what they think will meet future needs. It is important to recognise the vital role of carers and must ensure they are supported to maintain their own health and wellbeing.

The strategy is very much in line with the philosophy of personalisation (choice and independence) at the centre of Government's 'Putting People First' agenda for the transformation (modernisation) of Adult Social Care.

The broader strategic framework (outline) was presented at a major stakeholder (somebody with direct interest) event, this outlined the strategic themes and provided critical feedback for the need to sharpen their definitions. The seven strategic themes clearly indicate the direction for policy and practice development, and the type of services to be commissioned over the next 5 years.

Commissioning (buying) of future services must emphasise the importance of self-directed (led by the individual) care and support provision and people self-managing their condition or illness. Contract performance must be monitored and evaluated with success being measured against the percentage of identified outcomes being achieved. The new models of commissioning are described more fully in Part 2.

4. Plans and Strategies

The development of this strategy was linked to relevant cross cutting (overlapping) strategies including:

- Strategic Move-on
- Supporting People Strategies: Homelessness, Criminal Justice, Drugs and Alcohol; Learning Disability; Older Persons; Children and Young Persons
- Vulnerable Adults Safeguarding
- Affordable Housing Strategy
- Dementia Strategy
- Child Adolescent Mental Health Service (CAMHS)
- Multi-Agency Public Protection Arrangements (MAPPA)
- Children and Young People's Plan (Children's Safeguarding)
- Domestic Abuse Strategy
- The emerging Prevention of Suicide Strategy
- Department of Health's New Horizons Programme
- Department of Health's 'No Health Without Mental Health' outcomes strategy
- Housing Partnerships Emergency Temporary Accommodation (Draft)
- Maintaining Mental Health and Wellbeing Strategy (Draft)

Aims of the Strategy

- **People in Torbay to live as independently as possible in their chosen home, with dignity and the necessary support and care to achieve this, putting them at the centre of all decisions made about them.**
- **To work in partnership with people, their carers and services to support them to meet their needs in the most appropriate way, so they remain as well as possible and improve their quality of life.**
- **To work in partnership with Torbay Care Trust, Devon Partnership Trust, Probation, Stakeholders and the Voluntary Sector; (with particular focus on user led organisations) so that services are focused on mental wellbeing as well as mental ill health, promoting recovery, aligning funding and services to improve outcomes for people providing an active pathway to independent living.**
- **People will have a personalised support plan (individual plan) based on their needs and outcomes they aim to achieve to support their recovery, including the choice of provider and how their support is delivered.**
- **Develop quality services enabling independent living, taking into account peoples' background, values, beliefs and lifestyles.**

Torbay's Supporting People Vision is to ...

"Support people in their communities by involving and empowering (giving power to) people to improve lives through innovative partnership and commissioning"

.... which leads to

Values & Outcomes

People with poor mental health should be able to:

- Achieve financial wellbeing
- Enjoy and achieve the life they want
- Stay safe and remain as independent as possible
- Make a positive contribution
- Be healthy
- Develop confidence enabling control and involvement
- Have an active role in the community without fear of discrimination
- Have easy access to up to date and accurate information
- Have personalised support plans, increasing choice
- Be supported by services promoting and enabling recovery and wellbeing
- Self manage their condition
- Prevent further episodes of poor mental health
- Reduce the number of suicides

.... the success of services to date ...

Current Strengths

- Listening to people who use services, working to put people at the centre of their own care and support plans, giving them more control over their own lives and what they need to help them achieve this
- Reviewing everything currently provided, keeping what is working well and developing new ideas and services that are missing
- Identifying waste in services, avoiding duplication of services and make savings by better partnership working and by buying services together
- Improving services and putting people first, designing services to fit people *not* fitting people into inflexible services, this enables people to live as independent a life as possible

- Working with Torbay Voice (a group of people who are or have used services), we have achieved more client involvement; people are helping with recruitment, meetings, minutes and sub-groups and bring a wealth of personal experience
- Torbay Voice members are involved with 'Mindful Employer', which is a project aimed at increasing awareness of mental health at work and providing ongoing support for employers in the recruitment and retention of staff
- Employing 'Quest' (a group of people who are using or have used services) to provide an expert view and maximise client's input to help review services and develop new service specifications
- Torbay Voice Link Co-ordinator (who is a current or previous user of services) working as part of the Supporting People Team
- Improving services, crisis intervention (crisis prevention), community services, specialist services, preventative services, day services, meaningful activities, improving education and voluntary or paid employment.

.... and how to achieve the vision ...

Areas Needing Improvement

- Increasing the number of people included in developing their support plan
- Allowing people more choice on how to live their lives
- Designing clear pathways for referrals to cross agency services
- Access to emergency accommodation for homeless people with complex needs, enabling support and treatment to begin immediately
- Working towards better outcomes for people; particularly managing poor mental health, gaining employment and accessing training and managing substance misuse
- Enabling people to remain in their own homes by providing innovative and flexible care and support in the community
- Flexible, integrated support and care services tailored to the individual circumstances of people with more complex needs
- Continuously improving services and achieving better value for money
- Partnership working with people, their carers, peer support groups, e.g. Quest, statutory and voluntary agencies
- Responsive preventative services to avoid hospital admissions

- Reduction in the length of stay on acute wards by providing individually planned services in the community on discharge
- Reducing the number of people who are placed in services outside Torbay
- Pooling and aligning resources including funding staff, buildings and skills with partners to commission strategically relevant, best value services
- All carers of people with a severe and enduring mental illness will be eligible for an assessment of their needs.

.... Summing up ...

The need for informed delivery, person centred (putting the person at the centre) care and support, at the right time, in the right place, by the right person; being able to respond to the needs of people and their carers through an individual holistic approach ensuring access to appropriate treatments and interventions, including physical care and wellbeing.

.... What supports recovery ...

Research has found that important factors that support people on the road to recovery include:

- good relationships
- financial security
- satisfying work
- personal growth
- the right living environment
- developing one's own cultural or spiritual perspectives
- developing resilience to possible adversity or stress in the future

Further factors highlighted by people as supporting them on their recovery journey include:

- being believed in
- being listened to and understood
- getting explanations for problems or experiences
- having the opportunity to temporarily resign responsibility during periods of crisis

Included in the Strategy are success stories highlighting positive outcomes achieved by agencies working together providing people with correct services at the right time, developing skills, achieving goals, turning people's lives around and giving them the opportunity for a brighter future.

Success story: Mr Bay is currently receiving treatment from the Mental Health Team after suffering a serious episode of mental ill health while living in the family home. Since a recent incident, the Bay Family find themselves being treated differently by the neighbours. The children became traumatised after witnessing the incident and are now too afraid to sleep in their own rooms at night, resulting in the whole Family sharing one bedroom. In addition, Mr Bay suffers from paranoia and believes they are all being watched, this fear is heightened because the property backs onto woods. Local services supporting the Bay Family worked together to help them move property. Devon Home Choice awarded the Bay Family an emergency card, giving them priority when bidding for a property. The Bay Family successfully placed a bid for a more suitable property, which has had a positive effect and the whole Family have become healthier and happier. Mr Bay is currently in recovery and their lives are back on track.



5. Key Themes

Key Theme 1

Information needs to be more accessible to people

Objectives

- To ensure greater accessibility of information enabling people to make meaningful comparisons between services.
- To implement an effective way of allowing referrers to talk to each other and share information.
- To identify and explain what needs to change to support personalisation.

Recommendations

- Providers must produce clear information explaining the choice and delivery of service offered, also who and how they can access it.
- Information should be widely publicised in formats accessible to everyone.
- Ensure information is available in places in the community where people access information, advice and advocacy.
- Commissioners must support providers, people and carers to achieve more self-directed support and personalisation of services.
- Partners agree appropriate information sharing protocols and practice.

Success has been achieved when:

- ✓ People talk to commissioners, through reviews or Quest and let them know if their service is working well or not.
- ✓ There is evidence of clients and carers directly influencing the planning and delivery of mental health services.
- ✓ Service specifications are more outcome based enabling choice and personalised services.
- ✓ New services are awarded through a competitive tendering process.
- ✓ Services are contract managed through QAF (Quality Assessment Framework) or CQC (Care Quality Commission) inspection reviews ensuring good quality services and best value.
- ✓ Individual recovery outcomes are achieved.
- ✓ All information is in accessible formats and locations.
- ✓ People and carers can clearly see and understand the pathways for services to care and support people.
- ✓ Partners implement appropriate information sharing protocols and practice.

Key theme 2

Preventative services targeted to reduce the number of situations needing an emergency or more costly response

Objectives

- To promote mental health and wellbeing in order to reduce the demand on emergency and crisis service.
- To identify a lead professional where there is no mental health service involvement.
- To maintain independence allowing individuals to be supported at home.
- To support people with complex and enduring mental health needs to develop self-management strategies.
- Services will be based on the principles of recovery, self-help, early intervention and social inclusion.

Recommendations

- Each person referred to the Supporting People Referral Hub, not subject to a Care Programme Approach (CPA), should have an allocated lead professional or a point of liaison.
- A multi-agency approach is taken to assessment.
- Consultation with people through Torbay Voice, Quest and Links/Healthwatch (involving people in health and care) encouraging active lifestyle, giving better access to non-statutory and voluntary services.
- To ensure a wide range of meaningful recovery orientated, community activities are available to meet individuals' needs.
- Torbay Council and Torbay Care Trust to review in more detail providers' strategies to engage effectively with minority groups.
- People, their carers and families are able to engage through easy access to relevant service.

Success has been achieved when:

- ✓ Admissions to acute psychiatric wards and residential care are reduced.
- ✓ People have an identified lead professional, a CPA or a point of liaison identified ensuring joint working between MH services & housing.
- ✓ A multi-agency approach is standard practice.
- ✓ Individuals participate in recovery focused community services.
- ✓ Performance indicators show increased engagement from minority groups.
- ✓ Services are available to families and carers.

Key Theme 3

Services should be commissioned within a “Right Service, Right Time, Right People” philosophy

Objectives

- To better enable service providers, (including the Referral Hub, clinical and community networks) to work together to promote recovery to address complex needs and behaviour.
- To enable people to move more easily between or re-access services allowing them to better manage their health and maintain wellbeing.
- Services will be delivered increasingly within community settings.

Recommendations

- Data systems are fit for purpose, analysis of data is accurate and valid, adequate information is provided to make future investment decisions.
- Commissioners should procure future services, taking into account the need for the following:-
 - A specialist service (or set of services) to cater for people with complex and/or enduring needs.
 - More emergency temporary accommodation services with access to specialist mental health support and care.
- All service specifications must be linked to more effective partnerships with education, training and employment providers and services for people who misuse substances, underpinned by the recovery philosophy.
- Community services should link housing, health and employment services into the wellbeing and recovery pathway.
- All service providers must demonstrate how they support these partnerships while achieving individual recovery outcomes.
- To avoid duplication and double funding by providing a consistent service.

Success has been achieved when:

- ✓ People with complex needs, have timely access to relevant services.
- ✓ People are given choices and encouraged to self-manage their condition.
- ✓ When people identify they are becoming unwell, they engage the relevant services specified in their WRAP (Wellness Recovery Action Plan).
- ✓ People have choice over the treatment and services they receive and can plan this in advance through support plans.
- ✓ There are increased numbers of people successfully engaging in education, training and employment.
- ✓ People are supported to work with specialist services i.e. substance misuse.

Key theme 4

More formalised partnership working between health, housing, criminal justice and social care services

Objectives

- A single recovery pathway.
- Best use of the available resources.
- Diagnoses, which may have previously resulted in exclusion from mental health services, will not be a barrier for acceptance to services.

Recommendations

- TCT, TC, DPT and other Torbay Together partners should align and pool funding to maximise resources against commissioning priorities.
- All service specifications and contract management must support the recovery philosophy and encourage effective partnerships with education, training, employment providers and services for substance misusers.
- Procurement of emergency, temporary accommodation and support, suitable for people with complex needs.
- Providers should have a clear planned move-on strategy, which includes continuity of professional and community support networks and removal of barriers to accessing mainstream housing.
- The operational definition of "short-term" should be clarified as no more than 6 months.
- People should be able to access appropriate support and/or care provision to meet their identified need and achieve relevant outcomes.

Success has been achieved when:

- ✓ People are able to access services to meet their recovery pathway.
- ✓ People feel agencies are working together towards the same outcomes.
- ✓ Move-on policies are transparent, easy to understand, well planned and support independence and recovery.
- ✓ People with mental ill health don't feel discriminated against.
- ✓ There is no duplication of services avoiding waste and making the best use of the money available.
- ✓ People are able to choose an individual or provider to supply their services.
- ✓ GP practice based commissioning and personalisation, including self-management is supported and developed.

Key Theme 5

All services maximise the potential for self-management, self-directed care and support promoting recovery

Objectives

- Personal recovery plans are at the heart of delivery.
- Services are flexible and meet individual need, 'right time', 'right place', 'right person' philosophy.
- Emphasis will be on promoting self-directed support services and encouraging people to self-manage their condition towards wellbeing and recovery.

Recommendations

- Future commissioning of services should be based on the principles of personalisation, consistent with Putting People First, the vision for development of a personalised approach to delivery of adult social care.
- Services should be based on a "core and flexi" model where there is a balance of commissioned and self-directed support models.
- Providers must take a flexible and person centred approach based on recovery values, enabling people to develop independent living skills.
- Services are accessible to people with complex needs and behaviours who may previously have been excluded.
- Commissioners should procure services, taking account of the need for:-
 - Specialist services catering for people with complex and/or enduring needs and challenging behaviours, avoiding exclusion
 - More emergency accommodation services with access to specialist mental health care and support
- The Link Co-ordinator role was reviewed and recommendations made to strengthen the commitment to increasing take up of personal budgets, supporting planned move-on to greater independence.

Success has been achieved when:

- ✓ People are offered choice over the provider and service they use.
- ✓ The right service is provided at the right time by the right person/agency.
- ✓ People are supported to develop and use recovery self-management plans such as Wellness Recovery Action Plan (WRAP).
- ✓ All services are person centred and flexible.
- ✓ People decide how much of their service they want control over.
- ✓ People are active participants in their community, taking part in education and leisure activities of their choice.

Key Theme 6

Independence and recovery should not only be associated with people living alone

Objectives

- There is an acknowledgment for the need for choice, to live independently either alone or in shared housing.

Recommendations

- Shared housing accommodation is recognised as a positive option for some people, supporting individual choice.
- Providers should consider all options in their move-on policy to meet the needs of each individual.
- Improve partnership working to increase access to existing housing, options including home share, shared ownership, and supported lodgings.
- Torbay Council continues to prioritise people moving-on from supported accommodation through Devon Home Choice.

Success has been achieved when:

- ✓ Shared housing is one of a range of options available.
- ✓ The quality and location of accommodation supports recovery.
- ✓ Providers encourage move-on, as positive progression towards recovery in a timely manner.
- ✓ Services are commissioned that promote independence and empowerment.
- ✓ There is a wider range of housing support options available to help people remain in their own homes.
- ✓ Services are available to people in crisis.

Key Theme 7

There must be greater engagement of all stakeholders in developing a mutually agreed strategic vision

Objectives

- Strategy development is a joint process fully involving **all** people, including people currently using or who have used services in the past, carers, front-line staff, providers and the wider community.
- A common language in which words such as care, support, risk, chaotic, high, medium and low are defined.
- To monitor and positively manage risk regarding the mental wellbeing of people using the service.

Recommendations

- Future commissioning of services should be based on the principles of Recovery and Wellbeing and Personalisation, consistent with Putting People First.
- Consideration is given to the best way to involve Torbay Together Partners and people (clients, carers, communities of interest, providers etc) in all decision making.
- Review current structures and partnerships to determine the most efficient and effective way of aligning resources and devolving (handing over) decision-making.
- Multi-agency approach to managing risk and appropriate information sharing protocols.
- Terminology used to define conditions and length of services is agreed.

Success has been achieved when:

- ✓ Everyone is comfortable with and understands the language used.
- ✓ Partner agencies have mutual understanding of terms used and definitions are consistent across all services e.g. recovery, high, medium and low.
- ✓ People have clear understanding of what they can expect from services.
- ✓ Self-directed care and support is at the centre of all services commissioned.
- ✓ People who chose a Personal Budget can have a combination of services provided and agencies will be willing to work alongside each other to complement the different services provided.
- ✓ Individual outcomes are achieved through effective risk management.
- ✓ Partners are able to share information.