

**Putting Mental Health First**

**Second Step Business Plan  
2017-2019**



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## Introduction

It's an exciting time for us - we've turned 30 in 2017, rebranded ourselves, developed and are now delivering innovative services, and we're involved in finding new solutions for complex issues with a range of partners. This is our plan for the next two years - it's not written in stone as we are working and living in a time of rapid change. This for us is a dynamic document, reflecting our ability to be a nimble and responsive agency. One thing that isn't changing, and in fact is getting worst, is mental health - that's why we are focussed on **'Putting mental health first'**.

## Second Step - who we are

Established in 1987, Second Step is rooted in Bristol, working across the West of England. Celebrating our 30<sup>th</sup> anniversary in 2017 Second Step has a sustained reputation for developing and delivering community based mental health and wellbeing services.

## Our mission

We promote mental health and wellbeing by supporting people and communities to build brighter futures.

## Our vision for 2019

Second Step will be delivering more community based services to people with mental health needs. We have extended, developed and honed our services to be more effective and efficient, through the use of mobile working, technology and well trained and well led staff. We will be the partner of choice for clinical, secondary and primary care providers, recognising the importance of non-medical interventions which build recovery and self-management skills, focussed on re-building people's lives.

We have strengthened our message, with great partnerships with service users, agencies and with the communities where we work, built on embedded values and a renewal of our organisational culture. We talk confidently about what supports mental health. Bringing our wealth of experience of complex needs we have developed skills in tackling underlying system issues.

## Our values

### Believing in hope and courage

Recovery becomes a reality when we are confident, courageous and inspire hope in one another. Change happens and we can achieve great things.

### Succeeding together

We're at our best when we work together - staff, service users, carers and partners - making the most of each other's talents and strengths.

### Building trust

When we act with integrity, when we strive to be honest with ourselves and those around us, we can build strong bonds of trust

### Celebrating diversity

We value our differences, understanding that being kind and respectful to each other makes us strong.

### Learning and growing

By listening and thinking about how we can learn from our actions, we can help create real change for ourselves and inspire those around us.

## How we work

### **Mental illness doesn't discriminate, neither do we.**

One in four people are affected by mental health problems during their lifetime. Putting mental health first isn't a luxury. It's a must.

We are particularly motivated by those who are forgotten, alone, or feel excluded from, or unable to access help. We believe that with the right support everyone can take control and make the future their own.

At Second Step we firmly believe in **fostering recovery**: that everyone can have good quality of life with or without the symptoms of mental illness. The key attributes that enable and empower people to take the next steps towards recovery are hope and courage. Hope and Courage - to learn, to change, to recover, and to be well.

By putting each person at the heart of the service, we can offer sensitive, tailored and ultimately more successful support. By listening - really listening - we work together to discover the best way to help people recognise and achieve their goals. The voices of people who use our services are central to Second Step. A **strong service user voice and listening to people with lived experience** will deliver better and more effective services.

Our staff are uniquely placed to offer empathy and encouragement because many of them have used mental health services in the past. We're proud that many of our frontline staff are employed specifically to share their mental health experiences with others. Our peer approach to support work is pioneering and increasingly becoming the norm for other organisations worldwide.

We want to be **good partners** to deliver the best outcomes for people: a strong partnership between the person and Second Step, and a collaborative strong partnership between agencies. We want to be the mental health and complex needs partner of choice with NHS, social care and housing providers.

**Learning and reflecting** on what we do and on how we can improve is central to the way we want to continue to work. It's getting timely feedback from people using our services, our stakeholders and staff; it's innovating and piloting new ideas; it's looking for the wider system change. All focussed on achieving better outcomes for people.

Through every contact we aim to inspire hope and deliver change for everybody and every community we work with.

## **What we offer**

Second Step provides community mental health and wellbeing support across the West of England. Our services are recovery and strength based and are psychologically and trauma informed, which complement other agencies. We support people with common mental health issues and people with more severe needs, specialising in those with complex needs.

We work holistically with people, sign-posting and navigating into other services and providing practical support such as housing in some services. Our aim is that every contact matters, providing support today and developing skills for tomorrow to enable and empower people. We aim to build resilience, self-agency, empowering people through developing self-management skills, peer support and community connectedness.

Our continued focus is on outcomes: the sustainable long term positive changes a person can achieve.

We work actively within the mental health, homelessness and complex needs arenas, locally and nationally. As lead agency for Bristol's Golden Key programme, we are working with sector partners to transform services for people with complex needs. Taking a system wide perspective, understanding blocks and barriers, listening to service user experience, enables Second Step to understand system issues. Second Step is informing and enabling system change to achieve better outcomes for vulnerable people.

## About us - it starts with the person

We believe that everyone has skills, strengths, talents and dreams. Our aim is for people to discover and nurture these.

People gain confidence, build self-esteem, develop decision making and self-management skills when they are at the centre. Services are more effective and more efficient. We've learnt this at Second Step - working together, tailoring our service is better, for everyone.

We know from listening to services users people want a home, a job, relationships (personal and in their community), with mental health and health services on tap but not on top. We're providing support in all these areas:



**We employ 220+ staff, with 140 volunteers**

**We are the lead agency for the Golden Key programme - delivering system change for those with multiple complex needs.**

## Strategic context

Second Step is working in a challenging environment where our services are needed as much as ever:

### Poor mental health continues to increase

- 1 in 4 experience poor mental health; about 2% of people have severe mental health needs, with complexity of need increasing
- 1 in 3 adults with mental health needs due to adverse childhood events
- 1 in 5 young people with diagnosable mental health
- Isolation is the biggest killer
- People with mental health needs have low levels of employment, increasing inequality and most live in insecure accommodation
- High numbers of homeless people have mental health needs (up to about 66%)
- Rough sleeping is near the peak it was 20 years ago
- Stress is one of the top two reasons for staff absence nationally
- Often physical health needs are overlooked for people with mental health needs and vice versa.

### There are a number of external factors that will continue to impact on our activity and also provide opportunity

- It is a dynamic, fast moving, changing environment, with all agencies under financial pressures, some with severe pressures
- Housing, social care and health systems are under acute pressure, with service demand up
- Local authority budgets are reducing - our traditional source of funding
- There is a move to spot contracts for individual clients, with very low tariffs, making delivery very challenging financially
- The move is towards local devolution and place based service integration
- New solutions and systems thinking is required for skills shortages, system failures, and increasing demands
- Transformation projects such as the NHS Sustainability and Transformation Plans will focus on patient pathways, building up community services to prevent hospital admissions, earlier interventions.

### What does this mean for Second Step?

Given the growing need and sector pressures there are opportunities for Second Step as we continue to be the voluntary sector experts at providing mental health and wellbeing services in the community. These opportunities are:

- Increased integration with physical health services, particularly primary care
- Bringing our distinctiveness to work effectively within the new commissioning environment
- Being a partner of choice for NHS Trusts, CICs and GP practices engaged with mental health and community health services, bringing a value based social care, non-medical perspective



- Advocating and developing a Housing First approach to better provide for the housing needs of homeless people and those with complex needs including mental health needs
- Bringing together consortia to provide joined up services to tackle complex mental health needs.

It is vitally important that Second Step continues to tailor and adapt our offer and challenge ourselves in the way we meet people's needs to increase our effectiveness and impact. We must look at new models of delivery, new markets, new partnerships and new funding sources to ensure we are fit for purpose in this new and fast evolving environment. Our organisational structure must enable a more nimble response. Developing our talent throughout Second Step is essential to enable a diverse, dynamic and youthful offer. With a reputation for strong values we want to strengthen our story and culture so that people in touch with the organisation know who we are, what we stand for and experience behaviours that match our values and a committed and passionate staff team.

## Strategic goals

Our strategy from 2017 to 2019 focuses on five key areas identified by the Board in consultation with staff and service users; they direct and guide what we do over these two years. They are:

- **Service delivery and innovation** delivering and demonstrating what works, being innovative, with imaginative solutions, expand our peer voice and ensuring a strong user voice.
- **Organisational development** dynamic leadership and developing talent; one team approach, positive culture and behaviours, investing in staff through learning and development, new ways of working.
- **Financially sound and strong infrastructure** robust forward financial planning; investment in client management and other IT systems; driving efficiency and effectiveness with no unnecessary costs; a great place to work.
- **Speaking up for mental health** building our reputation for improving system change; a strong influential service user voice, building our networks of influence.

Our plan is driven by these ambitions:



## **Expanding our impact: meeting more people's needs**

We know we can do more to meet people's needs. We are ambitious about developing and growing our services as we see opportunities to innovate and integrate. In 2017-18 we will:

### **Developing our offer**

- Broaden our offer to older people, who have anxiety and depression, to tackle social isolation and loneliness to improve quality of life and reduce impact on other health conditions
- Broaden our young people offer as there are gaps in community provision for those with complex and other mental health needs to prevent long term contact with secondary services
- Continue to develop our offer to BME communities, such as African Caribbean men, to ensure tailored services
- Continue to develop community-based services working towards a stable home, good health, purpose and building connections and relationships
- Develop our understanding of complex trauma and adverse childhood events to deliver trauma informed care across our services, and develop with others new pathways for those with personality type disorders who have complex needs
- Target new geographical areas where there is further potential and business opportunities, such as Gloucestershire and Somerset, through seeking partnerships where we can add value, developing new networks, bringing our service and systems expertise with models that work
- Expand our service offers for our innovative, effective services such as Community Rehabilitation to enable those with severe mental health needs to live actively in the community, and Improving Access to Psychologically Therapies (IAPT) services to reach more people with anxiety and depression including those with long term conditions
- Secure accommodation to tackle homelessness, bed blocking and out of area placements.

### **Meeting the integration agenda**

- Focus on our offer to the NHS and integration agenda, informed by 'Five Year Forward View for Mental Health' and Sustainability and Transformation Plan opportunities such as social prescribing, recovery navigation, health link, multi-disciplinary teams.

### **Working differently**

- Seek partners to further complement and add value to our offer (from the charity, statutory or business sectors )
- Pilot 'test and learn' projects with scalability working with GPs and NHS trusts
- Pilot, learn and drive change from Golden Key and other innovations

- Deliver a fund raising and philanthropic strategy to add value and attract socially motivated investment to work alongside public funding
- Identify new ways of delivering services, including the use of technology, evaluating new models and different interventions, and new funding routes including Social Impact Bonds.

## Objectives for 2017/18

We have agreed 27 Business Plan actions to achieve these Business Performance Indicators. Our priorities for 2017/18 are:

- Launch our new vision and brand
- Ensure that our long term financial modelling and planning is fit for the new environment
- Assess all our current service delivery to ensure that it fits with our ambitions and deliver agreed contributions
- Assess all new business opportunities to ensure that they fit with our ambitions
- Ensure that our organisational structure makes best use of talent, is efficient and flexible
- Embed our Next Steps projects – refreshing our values, agreeing the culture and development of the behaviours that support these values to create one team thinking and acting
- Develop and deliver a Communications and Influencing Plan to maximise our strategic engagement and opportunity
- Upgrade infrastructure to ensure robust collection of data and evidence to continuously improve outcomes.

## Business Performance Indicators

We have set clear targets to us to monitor our effectiveness and success. Wherever possible these are SMART (specific, measurable, achievable, realistic and timed).

Strategic objective	Business Performance Indicator
<b>Excellent services and innovation</b>	<ul style="list-style-type: none"> <li>• User satisfaction to exceed 90%</li> <li>• 70% of service users have a meaningful say in service delivery and design</li> <li>• All externally regulated services to achieve "Good" or better</li> <li>• Achieve good contract performance against key KPIs</li> <li>• 90% of service users achieve a positive outcome</li> <li>• Achieve growth target (retained and new business)</li> <li>• Reduce the use of agency staff by 50% whilst maintaining safe staffing levels</li> <li>• Reduce the number of level 3 &amp; 4 incidents by 10% by addressing themes or factors</li> </ul>
<b>Organisational development with motivated and talented staff</b>	<ul style="list-style-type: none"> <li>• Achieve overall staff satisfaction and engagement of 80%</li> <li>• Achieve staff voluntary turnover, staff sickness that below the sector benchmark</li> <li>• Maintain a good reputation with stakeholders (commissioners and partners)</li> <li>• Delivery of business plan targets to time</li> <li>• Improve BME staff diversity by 50%</li> <li>• 100% of staff completing mandatory training within their probationary period, with on-going mandatory training maintained at 100% compliance</li> </ul>
<b>Meeting more people's needs - growth and development</b>	<ul style="list-style-type: none"> <li>• Retain 100% of viable existing business</li> <li>• Win at least 70% of new business bids</li> </ul>
<b>Financially sound, with strong infrastructure</b>	<ul style="list-style-type: none"> <li>• Achieve our operational outturn against budget and meet our liquidity target of 1.25</li> <li>• Achieve or better our target reserves level</li> <li>• All individual contracts meet agreed</li> </ul>

Strategic objective	Business Performance Indicator
	contribution requirements <ul style="list-style-type: none"> <li>• Delivery of investment projects to time and budget</li> </ul>
<b>Speaking up for mental health</b>	<ul style="list-style-type: none"> <li>• Evidence of 3 significant examples of system change that improve services.</li> </ul>

We are benchmarking our outcomes externally where we can (e.g. People Count Survey for human resources benchmarking) and internally for all quantitative indicators. We will use these benchmarks to assess our current position and develop improvement plans where our performance requires development. These plans will inform the review of business plan actions 2018/19.

## Priority Business Plan actions for 2017/18

Strategic objective	Business Plan actions
<b>Excellent services and innovation</b>	<ul style="list-style-type: none"> <li>• Be at the forefront of good interventions – an updated PIE strategy, Recovery practice, strengths and assets approach, move-on at all stages of the client’s journey, reaching diverse communities</li> <li>• Secure and deliver better housing solutions through a feasibility and options appraisal on how we secure accommodation and how we manage it</li> <li>• Expand peer work building on our experience and expertise</li> </ul>
<b>Organisational development with motivated and talented staff</b>	<ul style="list-style-type: none"> <li>• Implement the Organisational Development Plan to develop talent, social capital and skills</li> <li>• Develop leadership throughout the organisation.</li> <li>• Further support staff wellbeing</li> <li>• Strong staff voice - improve staff satisfaction and feedback loops, ensure we hear from all staff and respond to their ideas and concerns</li> <li>• Learning &amp; Development Strategy - deliver next phase integrated with the OD plan (including management training)</li> <li>• Review terms and conditions, including pay structure.</li> <li>• Review roles to support new ways of working e.g. coaching, mentoring</li> <li>• Update Organisational Structure to fit current and future business demands</li> <li>• Successfully launch updated vision and brand</li> </ul>
<b>Meeting more people’s needs – growth and development</b>	<ul style="list-style-type: none"> <li>• Agree and deliver targeted business action plan.</li> <li>• Explore and develop partnerships to add value, build capacity and bring efficiencies</li> <li>• Develop roles for the Social Care/NHS Integration Agenda</li> <li>• Implement a grants fundraising strategy to innovate interventions and learn</li> <li>• Bring in new types of customer including private sector and self-pay customers</li> </ul>
<b>Financially sound, with strong infrastructure</b>	<ul style="list-style-type: none"> <li>• Ensure excellent IT infrastructure both for offices and projects and mobile working</li> <li>• Ensure effective, efficient company-wide processes, fit for purpose, eliminate waste. Supported by system development</li> </ul>



Strategic objective	Business Plan actions
	<ul style="list-style-type: none"> <li>• Develop HR IT systems, processes and policies. Explore enabling staff self-management of time, expenses</li> <li>• Secure good office/resource space that is accessible, enables learning, team-work and communication</li> </ul>
<b>Speaking up for mental health</b>	<ul style="list-style-type: none"> <li>• Develop our ability to be a lead agency for delivering system change in Bristol, regionally and nationally, through Golden Key and other routes</li> <li>• Build a stronger client voice to learn from their experience, agree a co-production strategy, provide further opportunities for clients to influence change within the organisation and the systems more widely</li> <li>• Expanded Communications and Public Affairs Strategy to talk more widely about mental health at a local, regional and national level to influence policy and funders</li> </ul>

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# **SECONDSTEP**

**PUTTING MENTAL HEALTH FIRST**