

# Strategic Business Plan 2014-2015



## 1. Introduction/Background Information

AIMHS is a user led service which actively influences mental health services in Coventry.

### 1.1 Project Contact Details

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## **1.2 History of the Service**

In line with the requirements laid down by the National Service Framework, in 2000 - Coventry Health and Social Services committed themselves to the process of employing a Mental Health User Development worker who was subsequently recruited in 2001.

Based in the community, the User Development project began to forge links between mental health service users, the voluntary sector and the statutory services.

Various gaps in provision were identified and the evolution of user development in Coventry created the requirement for a Mental Health Alliance Coordinator who was appointed in 2004 after the User Development project 3 year term had ended.

Service users were now involved in many of the operational aspects of mental health services and the communication network included information from the recently formed Service User Forum being fed through to the Mental Health Partnership Board via the Mental Health Alliance Coordinator.

In February 2007 through a collaborative effort between Coventry Mental Health service users and the Mental Health Alliance Coordinators "Coventry AIMHS (Actively Influencing Mental Health Services)" was formed and has established a strong presence within the 3<sup>rd</sup> sector as a firm link between users of the services and the statutory providers.

In 2008, AIMHS became a company limited by guarantee.

In 2010, AIMHS became a registered charity.

### **1.3 The current need for the service**

Historically, people who endure mental ill health have been disempowered and as a consequence are typically excluded from planning processes and decision-making including those that affect their lives.

This is evident in people's personal daily lives and also in life in general; for example health care, housing, leisure, education and employment.

### **1.4 Funding**

In the current year (2014) the main funding for AIMHS has been provided by Coventry and Rugby CCG. We are also utilising small grants from the Cook and Eatwell Fund and Awards for All.

### **1.5 National Policy and Standards**

The Government's NHS Plan highlights a 'patient-centered' approach to the Health Service. The national shift to GP based commissioning and how this is implemented locally has the potential to affect decisions relating to our on-going core funding – this is a crucial factor which affects not only our future development, but also our survival.

*The Health & Social Care Act 2001* places a requirement on every NHS body to undertake the involvement of patients and the public in its activities; not just when a major change is proposed, but in the development of proposals and in ongoing service delivery.

## 1.6 Consultation

AIMHS is committed to ensuring that service user involvement is more than consultation or seeking views, and means users have equal involvement as a stakeholder, and are central to the design, delivery and review of services and activities.

In the formulation of this business plan AIMHS has consulted with and incorporated direct feedback from our Members, our Board of Trustees, our Commissioners, the staffing team and partner organisations within the voluntary sector in Coventry.

Comments and suggestions were also taken from Members at our Annual General Meeting in August 2013 and we held a 'Service Planning Day' 20<sup>th</sup> November 2013 which was attended by The AIMHS Board of Trustees and the staffing team

*In relation to this - We also conduct;*

Service User satisfaction questionnaires  
Regular Service User forums here at the Koco Building

*We currently have;*

Service User representatives on the AIMHS Board of Trustees

We participate in established external agency coalition meetings which include representatives of service users and agencies who work in partnership to achieve continuous improvements in their local services.

*Recent ways of involving our members include:*

Regularly consulting with our members on our Business Plan and set targets which have agreed dates by which to be achieved.

As in 2012, Members 'ice breaker' comments taken from AIMHS Annual General Meeting in 2013 have fed directly into the formulation of this revised business plan.

## **1.7 Key developments highlighted in the Strategic Business Plan**

### **Working Well with Others and Building Relationships**

- Identify – changes to the key organisations who we should be working with.
- Clarify - what are we providing and how we are providing it.
- Timeline – when are we going to do it.
- Identify the resources we need and the protocols we will need to have in place to work safely and effectively.
- Address - how are we going to represent the whole community (including hard to reach groups).

### **Information, Education, Training**

- Further Development of AIMHS Training provision.
- Identify training issues within our membership base and staffing team.
- Delivering training arm of AIMHS – stigma, mental health awareness.
- Identify current staffing responsibilities, ensuring clearer roles and responsibilities.

## **Campaigns – Challenging Stigma and Raising Awareness**

- Challenging stigma – linking in with national campaigns (Time to Change).
- Continue raising awareness of mental health issues faced by people in Coventry and Warwickshire

## **Developing AIMHS**

- Creating a portfolio of involvement opportunities for our members which includes the development of an external auditing and monitoring provision.
- Governance, Good Housekeeping
- Review of current policies and procedures
- Working towards gaining external accreditation and quality systems (PQASSO)
- Set Board meeting dates for the next twelve months – including 3 informal meetings where staff can update on progress.
- Increasing membership – attracting new members to the service
- Increase the level of training we currently provide - becoming an NOCN accredited training centre.
- Hold more frequent meetings with our commissioners.
- Make connections with our new commissioners (post April 2014).
- Secure additional funding to allow for additional growth and development.
- Continue with our input into the development, commissioning, and review of local mental health service provision.
- Increase our capacity in relation to the monitoring of services.
- Address Equality and Diversity issues relating to organisational development
- Increase publicity and service awareness activity
- Recruiting new members to our Board of Trustees

## **2. Project Definition**

### **2.1 Objectives**

The objectives of AIMHS are:

- To relieve the needs of people living in the City of Coventry and surrounding areas who have mental health problems by the provision of services and advice.
- To advance education about mental health for the public benefit in the City of Coventry and surrounding areas with the object of creating awareness and reducing the stigma attached to mental health.

### **2.2 Mission**

AIMHS exists to enable people who have experienced mental ill health to have a voice which:

- Influences, develops and improves mental health services.
- Challenges stigma in all forms.
- Challenge unfounded beliefs about mental well being.
- Work in partnership with providers of mental health and related services.

### **2.3 Vision**

AIMHS works with individuals from all walks of life to promote a 'User Voice'. We achieve this by supporting people to acquire skills and gain confidence to better represent themselves, this ensures those who experience mental ill health can play an active part in improving services, to be better informed about choice, and enjoy a better quality of life.

We believe that people who experience mental ill health:

- Should be fully involved in the planning delivery and review of mental health service provision.
- Have a right to have some control over the services that they receive
- Will adopt more effective coping strategies and recover more quickly when they are involved in and have some control of the services they can receive.

## **2.4 The purpose of the service**

Our goal is to improve mental health services in Coventry and Warwickshire by real involvement of those who use (or have used) services. We believe service users are experts through their experience, and only by listening to service users and representing their views can services evolve to truly respond to meet their needs. We believe that involvement leads to empowerment, and that empowerment is a crucial element of recovery. Our vision is one where involvement takes place at every level of decision making and service user input is valued and acted upon.

We work with local agencies both in the statutory and voluntary sectors to provide them with insight and experience of those who access their services.

## **2.5 Service Description**

We are primarily a User Involvement Service and our main objective is to promote the 'User Voice' and inclusion. AIMHS works with people who access mental health services to support and develop their skills, confidence and self esteem. We assist people to address their individual or collective needs via peer support, encouraging self and group advocacy and effective communication.

We work with service providers to ensure they understand the experiences of those who access their services and value service user involvement at every level of decision making.

## **2.6 Specific Interventions**

We host open meetings at the Koco building and also work in hospital settings at venues such as the Caludon centre, St Michael's Hospital and the Willow View day hospital where we hear about the experiences of people accessing mental health services in Coventry and Warwickshire.

AIMHS attends many meetings around the city which facilitates people with lived experience of mental health services to play an active part in shaping the future of those services. We co-chair the Coventry mental health open forum with June Cooley of Coventry Carers.

AIMHS works to create equal opportunities and real choices within all mental health services.

We offer training opportunities which equip people with the necessary skills to input into the planning, development and improvement of mental health services in the locality.

We keep our members up to date with changes to the provision of mental health service in Coventry.

## **2.7 Method of approach**

AIMHS members have highlighted two activities as central to making user involvement work in our locality. These are: people being able to get together to work collectively for change and mutual support, and the importance of making known their own experience, views and ideas.

## 2.8 What difference has AIMHS made?

Some of the ways that we will tell whether or not we have made a difference are:

- Changes to service provision as a result of the involvement of service users and the work of AIMHS
- Positive feedback from events led by AIMHS for example user led training
- The active involvement of service users from a wide range of backgrounds, ages and cultures
- Users routinely involved in many different forums and activities and treated as equal partners

These kind of things are sometimes called *outcomes*. An outcome is a consequence – something that wouldn't have happened without the work of AIMHS.

## 2.9 Outputs

Funding bodies also talk about *outputs*. An output is usually something that is produced such as a booklet. Or it is something that can be counted, for example, the number of people who attended a training course. Some of the outputs for AIMHS might be:

- The number of people attending forums and other meetings
- The number of user led training events delivered by AIMHS
- Information leaflets, web pages, directories produced by AIMHS
- Events put on by AIMHS for example for World Mental Health Day

At the present time our main funders have set a variety of formal outputs for the service.

## **2.8 Service User Involvement**

Our members are involved and consulted on all aspects of AIMHS service design, development and delivery – this is achieved in a variety of different ways, such as feedback from user forum meetings, and specific information gaining exercises. We recently held our third annual general meeting where our members were asked to give feedback on how they would like to see AIMHS develop – these ideas have been incorporated into this plan.

We have Service User representation on our Management Committee and we regularly host user forum meetings where the views of our members are sought and acted upon. Our members are involved in our recruitment process and also represent themselves at various local strategic meetings.

## **2.9 Monitoring and Reporting Project Performance**

AIMHS records and reports on various outcomes which relate directly to our service delivery. These include detailed quarterly service monitoring statistics which we provide to our commissioners.

AIMHS Board of Trustees regularly meets to monitor and review all aspects of AIMHS work. Our Board of Trustees provide AIMHS service staff with support guidance and expertise.

## **2.10 Constraints**

The constraints on AIMHS service delivery are directly linked to our level of funding and the number of staff employed at any one time - sourcing and applying for additional funding remains a priority.

### **3. Project Management and Staffing**

AIMHS is currently staffed by a Service Manager (37 hours per week), one part time Service Administrator (20 Hours per week), one part time Forum Facilitator (20 Hours per week) a part time Training Facilitator (20 Hours per week) – fixed term contract and a part time Deputy Manager (20 Hours per week) – fixed term contract.

#### **3.1 Board of Trustees**

Coventry AIMHS board of Trustees currently comprises of;

- Christine Trethowan      Chair
- Colin Tysall              Trustee
- Sue Williams             Treasurer
- Rani Saund                Trustee
- Peter Smith                Trustee

### **3.2 Critical Friends/Advisors**

AIMHS is networked with other service user involvement services in neighbouring areas, we have an established support and information sharing network.

AIMHS continues to develop positive relationships with our service commissioners and third sector mental health organisations in the locality who are very supportive of our core aims and objectives.

### **3.3 Management Structure/Delivery Team for 2014**

AIMHS currently employs four staff members.

- Andrew Collis - Service Manager
- Kay Wheeler - Service Administrator
- Sheila Marston - Forum Facilitator
- Patricia Wood - Training Facilitator
- Karen Keates - Deputy Manager

### **3.4 Communication Mechanisms**

Reports of our progress are made via AIMHS member forum meetings, via updates on our website, through membership mailings and also via the AIMHS discussion board currently on *Facebook*. We elicit our member's views whenever we can, which feeds into our planning process.

### **3.5 Staff Recruitment, Selection and Retention**

AIMHS has a robust recruitment and selection of staff policy and we are also supported by Citation - Human Resources (HR) Services to keep us up to date with current legislation.

### **3.6 Qualifications, training and experience**

AIMHS management committee members, paid members of staff and service volunteers have a diverse range of skills and mental health related experience. AIMHS works closely with partner 3<sup>rd</sup> sector organisations who share a broad range of free training provision. Arrangements are in place for AIMHS Service User Representatives to access relevant training provided by external agencies.

### **3.7 Volunteers**

AIMHS has the support of a number of dedicated volunteers, our Board of Trustees are non salaried. The majority of our volunteers carry out duties on AIMHS behalf as Service User Representatives. Other volunteering opportunities arise from time to time. All volunteers are offered training, support and supervision in line with our volunteering policy.

### **3.8 Working in Partnership**

AIMHS continues to form productive partnership working with 3<sup>rd</sup> sector organisations in the locality. AIMHS is currently running several user led projects which involve collaborative working and joint delivery.

## **4. Policies and Procedures**

AIMHS in partnership with Citation HR Support has developed a portfolio of policy and procedures which reinforce and clarify standard operating procedure in our workplace. Our policies help us to manage staff more effectively by defining acceptable and unacceptable behaviour in the workplace, and set out the implications of not complying with those policies. AIMHS workplace policies generally consist of a statement of purpose and one or more broad guidelines on action to be taken to achieve that purpose. A policy is generally required where there is a diversity of interests and preferences, which result in vague and conflicting objectives among those who are directly involved.

## **5. Risks and Threats**

Financial; \*Loss of core funding or reduction in current funding is a potential threat, this can be minimised by ensuring that there is more than one funding stream to the service and further development of a diverse range of activities such as service user training which can attract more funding opportunities is regarded as a priority.

Membership; decline in the number of members / failure to attract new membership to the organisation is a risk which can be avoided by ensuring that membership is promoted at key events throughout the year.

Staffing; Loss of key members of the board / staffing team is a potential threat which could - in the short term, de-skill the organisation. As people move on it can be difficult to be proactive in this area. Often the only option is to deal with each situation as it arises and react accordingly.

\*AIMHS is due to have a review in relation to receiving core funding in the next 12 months.

## **6. Continuity Plan**

AIMHS has an evolving continuity plan (Service Contingency Plan) which presently covers us for loss of services, closure of our office building, fire and flood. This will ensure that disruption to the service is minimised in an untoward event or emergency.

## **7. AIMHS – A Future Vision**

### **Priorities for AIMHS in the next year includes:**

Acquire additional funding streams

Strengthen our membership base – both for individuals and also for local 3<sup>rd</sup> sector providers.

Continue to target 'hard to reach' groups – the 'forgotten generation', BME, and working with younger people – move towards a more fully inclusive service.

## 8. Action Plan

**12 months (covering from April 2014 to March 2015)**

No	Heading	Target/Objective	Action	Lead	Timescale/ Deadline	Resource implications	Review Date
1	Governance	Frequency of Board meetings.	Set bi-monthly dates for board meetings for the next twelve months. (3 times per year staff will join to update)	Chair	April 2014	Time /Room Hire	March 2015
		Ensure commissioners and contracts manager are kept up to date on recent events status	Contact commissioner / contracts manager to arrange regular meetings which should be agenda driven.	Service Manager	April 2014	Time	December 2014 and March 2015
		Review of AIMHS Policy & Procedure	Review all P&P which have reached their due date – usually every 12 or 24 months.	Administrator / Board of Trustees	On-going	Time	At each Board meeting
			*Formulate Equality and Diversity action plan which sits alongside the D&E policy – review every 12 months (sub group required for D&E Subgroup).	Board and Staff	July 2014	Time/Room Hire	December 2014
	Implementation of PQASSO	Re-commence working through Pqasso modules and assembling a portfolio of evidence.	Service Manager	July 2014	Time.	September 2014	

		Board of Trustees	PQASSO Training for Trustees?	Trustees and Staffing Team,	September 2014	Time	November 2014
			AIMHS needs to attract new members to the Board of Trustees to ensure adequate skill mix.	Chair / Service Manager / Board of Trustees	May 2014	Time / Advertising costs?	Ongoing – agenda item at board meetings
			Refresher training for Trustees	Administrator to track on training records – notify when due	April 2014	Time	Sept 2014
			Implement New Trustee Induction Training (training pack)	Service Manager	May 2014	Time	December 2014
	Creating further Opportunities for Service Users	To further develop training provision	Secure additional funding in relation to above	Service Manager	On-going	Manager / Trainer – time	On-going
		Explore additional methods to increase service user involvement opportunities through development of external auditing / monitoring provision.	Identify any tender opportunities / grant funding opportunities which will facilitate increase in SU involvement and opportunities.	Service Manager	May 1014	Manager – Time	December 2014
			Explore joint / partnership grant applications	Service Manager	May 2014	Manager - Time	December 2014

	Working with Others	Improve networking with other agencies	<p>Map existing networks / continue to develop new networking and joint working initiatives</p> <p>Increase BME User inclusion by working in collaboration with Sahil, Tamarind and Coventry NHS (CDW's)</p> <p>Improve engagement with wider groups Inc. Younger people, Lesbian, Gay, Bisexual and Transgender, Older people.</p>	<p>Forum Facilitator</p> <p>Anita Kumari (Sahil) – sub group to re-established</p> <p>Sub group to address</p>	<p>On-going</p> <p>July 2014</p> <p>December 2014</p>	<p>Time</p> <p>Time / £££ for venue hire</p> <p>Time/ Networking</p>	<p>On-going</p> <p>December 2014</p> <p>March 2015</p>
	Finance / Funding	<p>Gain additional funding to improve capacity and effectiveness</p> <p>Improve budgetary control at service level</p>	<p>Apply for grants for relevant projects which are in line with and will complement our mission and objectives.</p> <p>Review AIMHS budget at every Board meeting.</p>	<p>Service Manager</p> <p>Aimhs Board of Trustees / Treasurer and Service Manager</p>	<p>On-going</p> <p>Ongoing</p>	<p>Time</p> <p>Time</p>	<p>On-going</p> <p>Ongoing</p>

	Developing AIMHS	Gain accreditation / external quality awards	Continue to work towards PQASSO accreditation	Board, Manager and Staff	Commence July 2014	Time / Cost	September 2014
		Hosting fund raising events	Members expressed interest in being involved with fundraising for AIMHS. Look at innovative ways of achieving this.	Via UNA & Forum Meetings Group	July 2014	Time and Networking	May 2015
	Publicity	Update AIMHS Website	Continue to update AIMHS website on a regular basis	Service Manager / Administrator	Monthly	Time	At Board meetings
		Service / UNA Group Newsletter	Recruit more AIMHS / UNA members to the editorial group for the newsletter	Trainer	December 2014	Time	March 2015
		More guest speakers to AIMHS forums	Higher profile speakers from the locality.	Forum Facilitator	April 2014	Time and Room Hire £££	After every meeting – within team meetings
		Increase AIMHS publicity opportunities	Utilise Press, Radio, Website and Staff Presentations	Forum Facilitator / Manager	On-going	Time	At Board meetings
		Promotional leaflets to be revised	Wording needs to be updated to reflect current activities	Service Manager	July 2014	Cost of print run / time	Review after production of new leaflets
		Publicise good news stories	Increase public awareness of organisation	Manager – Staff team	Ongoing	Time	Ongoing

	Staff Training	Staffing Team require specific training	Ensure continuing professional development – as identified in appraisal and supervision.	Board / Staff / Volunteers	Ongoing	Training budget – Staff allocation and time.	Within Supervision.
	Training Provision	Become an accredited NOCN Training Centre	To enable AIMHS to develop and deliver nationally accredited training courses.	Service Manager	April 2014	Time / Administration fee £500	June 2014
	Contractual Obligations	Report for funders– including statistical monitoring.	Produce on-going statistics and end of project reports	Service Manager and Staff Team	On-going	Time	On-going - To be completed at end of each separate project.

**9. Monitoring and Reviewing the Action Plan/Key Performance Indicators**

Monitoring of the action plan will be on-going as specified. Reviews of this will be formally discussed as an on-going agenda item within AIMHS Board Meetings and also through an annual review conducted by the Board which will review progress against this action plan.

**10. Financial Management**

AIMHS financial management continues to be reviewed on a regular basis by AIMHS Board of Trustees – and the Treasurer, The Service Manager and externally our end of year reports are produced by Brandon Accounting.

End of year financial status is published in our Annual Report. This is a public document.