



MODERNISATION OF LANARKSHIRE MENTAL HEALTH SERVICES

February 2008

Introduction

A major modernisation programme to improve mental health services for patients is currently underway. This briefing provides an up-date on progress with this programme.

Background

The Lanarkshire Mental Health Strategy was agreed last year. It has been developed by NHS Lanarkshire, North Lanarkshire Council and South Lanarkshire Council with input from a wide range of stakeholders. The strategy focuses on developing more community-based treatment, support and care as an alternative to institutional care.

Where are we now?

Following the Accident and Emergency Review, NHS Lanarkshire Board agreed on 30 January 2008 to submit a recommendation to Cabinet Secretary for Health and Wellbeing for the retention of existing emergency care services at Monklands Hospital, subject to some service changes and for there to be no significant change to the current configuration of emergency services within NHS Lanarkshire. The Cabinet Secretary's decision is expected during February.

NHS Lanarkshire will be able to identify how it will move ahead with its programme of investment in community and mental health capital projects following the Cabinet Secretary's decision and notification in February of its financial allocation. The planned programme includes the following:

- New mental health inpatient facilities at Monklands Hospital and Hairmyres Hospital.
- Two new mental health complex need facilities at Caird House/Beckford Lodge, Hamilton, and Coathill Hospital, Coatbridge. Once complete, these facilities will allow the closure of Hartwoodhill Hospital
- Learning Disability Treatment and Assessment Centre

The Board remains committed to implementing as much of the investment programme as possible. It is expected to consider the prioritisation of this programme at its meeting in March 2008.

What have we achieved so far?

Old Age Psychiatry

NHS Lanarkshire is developing additional community services to support greater numbers of older people who have mental health problems in their own homes and in care homes. This approach is based on evidence of how services should best meet patients' needs in the most appropriate place.

As a result, NHS Lanarkshire requires fewer old age psychiatry continuing care beds. Former Old Age Psychiatry wards 1B and 2A at Cleland Hospital are no longer in use. This has allowed £277,000 to be reinvested in community mental health services and enhanced community mental health teams for older people during 2007/08.

NHS Lanarkshire will also increase the staff to patient ratio in its old age psychiatry inpatient units to better meet the increasingly complex needs of patients. In addition, NHS Lanarkshire has developed an old age psychiatry liaison service to nursing homes.

There has also been the development of new psychology and cognitive behaviour therapy (CBT) community services through a dedicated psychology department and CBT therapist for older people.

Adult Acute Psychiatry

NHS Lanarkshire has invested £316,000 during 2007/08 to provide additional staff at the Adult Mental Health Inpatient Units at Monklands and Hairmyres Hospitals. This will allow better staff to patient ratios and increase the ability to provide more therapeutic interventions for patients.

A new treatment and assessment model of care was introduced at the Adult Mental Health Inpatient Unit at Hairmyres Hospital during 2007. This is being evaluated before continuing with the model's roll out at Wishaw General and Monklands Hospitals.

£244,000 has been invested in the further development of Psychiatric Assessment Teams. This service, staffed by experienced nurse practitioners, provides high quality care 24 hours a day within the acute hospitals. It lessens the need for patients who present to Accident and Emergency out of hours being admitted to hospital. It also supports NHS Lanarkshire's ability to meet the legislative requirements around junior doctors' hours.

Forensic

£70,000 has been invested in the Community Forensic Team which will allow it to provide a Court Liaison Service across Lanarkshire to appropriately assess people in custody who may have a mental health condition. The investment will also see NHS Lanarkshire actively participating in the Multi Agency Public Protection Arrangements (MAPPA), which support the assessment and management of the most serious sexual and violent offenders.

£110,000 has been invested on a non-recurring basis to support improved staffing levels in Iona Ward, Hartwoodhill Hospital, until the proposed replacement facilities are available.

Mild to Moderate Mental Health Project

This pilot project has been introduced in Bellshill and Airdrie Localities. It is a new service offering an alternative to prescribing anti-depressants to people with mild to moderate depression. The team consists of six clinical associates in applied psychology (CAAP's), who offer patients a formal assessment followed by psychological therapy before medication is considered, and two gateway workers who offer information and advice for people with milder symptoms.

Referrals to the project are made via a GP. Also planned is a drop-in service to access the gateway workers and specialised courses with the clinical associates within GP practices. The pilot will be reviewed with the intention of extending it to all parts of Lanarkshire. For further information about the pilot, contact Sylvia Verrecchia, project manager, on 01698 746785.

Child and Adolescent Mental Health Services

NHS Lanarkshire invested £237,000 to develop Child and Adolescent Mental Health Services during 2007/08. A further £400,000 has been committed in early 2008. This follows feedback from the Scottish Government about the level of progress with existing services. The additional investment will be used to provide:

- A dedicated learning disability service for the first time
- Development of primary mental health early intervention
- Additional capacity in the dedicated service for looked after and accommodated children
- Additional capacity to maintain waiting time targets and develop additional support services to help prevent young people being admitted to adult psychiatry beds.

Eating Disorder Service

NHS Lanarkshire has been working with the regional planning group for eating disorders on delivery of the new standards and guidelines. A

Lanarkshire project group is taking this forward locally and has carried out a needs assessment review of existing eating disorder services against best practice. £250,000 has been committed to allow the project team to develop an effective community-based eating disorder service. The service will provide support and treatment to safely and effectively meet the needs of both young people and adults and lessen the requirement for inpatient care.

Alcohol and Drug Services

The North Lanarkshire Integrated Addictions Service began working to an integrated model in May 2007. It was developed by North Lanarkshire Council Social Work Services and NHS Lanarkshire to further support people with substance misuse problems in their communities, give people access to treatment and care services when they require them and offer appropriate and timely help from community support services. Integration has provided better access to services. The service is being further developed to best meet the needs of individuals.

Discussions are continuing between NHS Lanarkshire and South Lanarkshire Council on a proposed model for service integration in the south.

Hartwoodhill Hospital

Work is underway to improve the Hartwoodhill Hospital site for patients. Approximately 70 patients remain on site at the hospital. The following improvement work is being carried out between now and the end of March 2008:

- Three new conservatories being built on site to increase and improve day living space
- Garden areas and patios are being created for patients
- Wards are being painted
- Disused buildings are being demolished to reduce vandalism on site.

The demolition programme started on 12 November. The programme will involve the emptying, demolishing and site clearing of the following buildings:

- Wards 19, 20, 21, 22 and 23
- The Campbell Clark Centre
- The ITD/OT Building
- The Bute Modular Building
- The Arran Building
- The kitchens and staff canteen
- The laundry building

Mental Health Improvement

The main focus in mental health improvement is on development, building capacity and sustainability through links with existing national and local networks and programmes.

The Director of Public Health's document 'Evidence Base for Lifestyle Intervention for Health Improvement 2006' is being used to develop integrated health improvement plans with a focus on prevention and promotion as well as care and treatment across age ranges, settings and target groups.

The core messages, which run through the national programme, are: Choose Life, recovery, 'see me' and increasing well-being. Joint working in Lanarkshire is allowing these to be delivered using an effective, non-competitive and integrated approach.

The key aims of these initiatives are that people will have a good understanding of mental health – what helps and how to help others, positive attitudes about mental illness, and know what help is available and use it as required.

Further development of the strategy

Mental Health Clinical Leadership Groups

There are four Lanarkshire Clinical Leadership Groups for mental health:

- Old Age
- Adult
- Addictions
- Child and Adolescent Mental Health Services

These groups allow decision making to take place closer to those working in the above services. They have been strengthened during the last year and include input from senior managers, lead clinicians service development managers, clinicians, clinical governance and practice development nurses.

The Adult Clinical Leadership Group has events planned for early this year to reaffirm local strategy and translate national strategy into local actions. These events will involve a wide range of staff, local authority partners, advocacy groups and focus on the adult CLG's three main workstreams:

- Acute inpatients
- Complex needs and community services
- Primary care

Old Age Clinical Leadership Group has set up work stream groups for the following:

- Acute admissions
- Community and day care
- Complex needs
- Continuing care.

Development events for these workstreams will be held later this year.

Partnership working

NHS Lanarkshire, North Lanarkshire Council and South Lanarkshire Council have a strong tradition of partnership working. This is being built on by the North Lanarkshire Mental Health Partnership Board and the South Lanarkshire Mental Health Joint Future Implementation Group.

In North Lanarkshire there are also Local Health and Care Partnership Forums in each locality and underneath them the following Locality Planning Groups: Addictions; Disability; Older People; and Mental Health.

There is also a strong tradition of involvement and engagement with users and carers, primarily through Lanarkshire Links.

Delivering For Mental Health

Delivering for Mental Health is the mental health delivery plan for Scotland. It sets new challenging targets and commitments for local mental health services including a reduction in readmissions to acute units. Existing performance in Lanarkshire will need to be reviewed against targets and consideration given to how we can redesign services to enhance quality while meeting the new targets.

As part of this process, Lanarkshire is looking at the possibility setting up a home treatment and crisis team pilot during 2008. The pilot project would look at alternatives to admission for mental health patients in the community. The pilot team would work with Professor Sashi Sashidharan, who has experience in running home treatment and crisis teams in England. The pilot project would take place in South Lanarkshire. Further details will be developed through the Adult Clinical Leadership Group.

Mental Health Collaborative

A Mental Health Collaborative for Scotland is being launched in April 2008. This is a three year national improvement programme providing tools and techniques to involve all staff in continuously improving the delivery of patient-centred services. In particular, it will support a reduction in the:

- Annual increase in prescription of antidepressants
- Number of readmissions.

The reduction in antidepressants will be linked to the Mild to Moderate Mental Health Project in Bellshill and Airdrie which is mentioned above. For the

reduction in readmissions, work will initially focus on Wishaw General Hospital. Training will be provided for staff in relation to both projects.

Towards A Mentally Flourishing Lanarkshire

A Lanarkshire consultation event on Monday 4 February 2008 at Airdrie United FC Stadium is part of the process of developing a local response to the Scottish Government's discussion paper entitled Towards A Mentally Flourishing Scotland: the Future of Mental Health Improvement in Scotland. The paper outlines the proposed direction for individual and population mental health improvement for 2008-2011. It is available at www.scotland.gov.uk/Publications/2007/10/26112853/0. The consultation event will include involvement from NHS Lanarkshire, South Lanarkshire Council, North Lanarkshire Council as well as community, voluntary and public agencies and teams.

National Mental Health Leadership Programme

NHS Lanarkshire and key partners including North and South Lanarkshire Councils, users, carers and voluntary sector representatives have participated in a year-long leadership development programme. The programme aims to develop increased leadership capacity within mental health through participation in a number of nationally co-ordinated leadership workshops and action learning sets to deliver a change management project.

Integrated Care Pathways

The Scottish Government is committed to improving mental health services and has launched five Mental Health Integrated Care Pathways covering:

- Dementia
- Schizophrenia
- Bi-polar disorder
- Depression
- Personality disorder

These pathways are seen as an effective means of improving the consistency and quality of healthcare by providing a framework that integrates service inputs from community, primary and secondary healthcare. NHS Lanarkshire and partners are working on a programme to launch the Integrated Care Pathways and to ensure a structured approach is taken to support their implementation.

Next steps

The Lanarkshire Mental Health Programme Board is responsible for overseeing the modernisation programme. It is chaired by Colin Sloey, Director of North Lanarkshire Community Health Partnership. The programme board includes service users and carers through Lanarkshire Links, staff-side

representatives, clinicians, North Lanarkshire Council and South Lanarkshire Council.

The programme board will take stock of where we are so far with implementing the Lanarkshire Mental Health Strategy and refresh the strategy in light of above developments such as the Mental Health Collaborative before agreeing the next steps.