

**Item No: 15**

**Meeting Date: Friday 24<sup>th</sup> June 2016**

## Integration Joint Board

**Report By: Alex MacKenzie, Chief Officer Operations**

**Contact: Doug Adams and Susanna McCorry-Rice**

**Tel: 0141 287 0428**

### CLINICAL SERVICES REVIEW – MENTAL HEALTH UPDATE

<b>Purpose of Report:</b>	To provide the Integration Joint Board with an update on the Mental Health Component of the NHS Greater Glasgow and Clyde Clinical Services Review and the ongoing implementation arrangements.
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<b>Recommendations:</b>	The IJB is asked to note the on-going mental health service development programme in Glasgow and NHS GG&C.
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#### Implications for IJB:

<b>Financial:</b>	The avoidance of increased contract charges will contribute to resource release as part of the Integrated Joint Board and Health Boards financial plan.
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<b>Personnel:</b>	Full staff partnership engagement has been established and progressed to address any impact upon staff.
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<b>Legal:</b>	None
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<b>Risk Implications:</b>	Currently the remaining two inpatient wards at Parkhead Hospital are clinically isolated; the relocation of this service to the Stobhill Hospital site mitigates this risk.
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<b>Economic Impact:</b>	None
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<b>Sustainability:</b>	None
<b>Sustainable Procurement and Article 19:</b>	None
<b>Equalities:</b>	An increase in the number of single room wards which will facilitate better flexibility for meeting mixed sex accommodation, co-morbidity and age discrimination requirements and ensure that services are equitably and consistently available to service users according to their needs.
<b>Implications for Glasgow City Council:</b>	None
<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	There is a potential financial risk in relation to the Inpatient Programme not being delivered as planned.

## 1. Background

- 1.1 The 2001 Modernising Mental Health Strategy set out the framework for the development of comprehensive community services and the reconfiguration of inpatient beds in response to that balance of care transfer from inpatient to community settings.
- 1.2 In 2002 the Scottish Government approved the consolidation of beds for North East Glasgow through the reprovision of Parkhead beds on the Stobhill site. The majority of that reprovision has now been implemented with only 2 adult acute wards now remaining as the sole inpatient wards on the Parkhead site. This remaining reprovision is the final area of inpatient site reconfiguration outstanding from the 2001 Modernising Mental Health Strategy.
- 1.3 The Clyde Modernising Mental Health Strategy and the subsequent Vale of Leven Consultation proposals set out the framework for similar development of the Clyde services. However at that stage there was only a limited opportunity to develop the synergy between the inpatient sites in the Clyde area and those in the Greater Glasgow area – perhaps the most notable outstanding issue being the proximity between the Leverndale and Dykebar acute mental health sites.

## 2. Clinical services review: clinical and service strategy

- 2.1 The Mental Health Component of the clinical services review confirmed a continuation of the community based model of care of comprehensive community services & 24/7 access to community crisis supports, underpinned by access to inpatient supports when required.

- 2.2 Implementation of that model of care has already seen a balance of care transfer of 60% of inpatient based activity to community based care settings, with comprehensive community services consistently in place throughout the GG&C area.
- 2.3 The remaining areas for development identified through the clinical services review process related to:
1. Improving service user and carer experience through improving the management of multiple morbidities. I.e. a focus on practice within the service model
  2. Further realignment of the inpatient estate to the service strategy
  3. Review of the functionality of community services & refinement and development of the operational specification for community services
  4. Recognition that service delivery for secondary care services was at a more advanced level of development than was the case for less intensive lower level promotion and prevention supports.

### **3. Inpatient Programme Update**

- 3.1 Subsequently proposals to realign the inpatient estate to the service strategy have been considered by the Health Board at the Health Board Quality & Performance Committee on 20<sup>th</sup> January 2015 at which the overall service strategy and inpatient realignments were agreed. Additionally the Health Board meeting of 19<sup>th</sup> April 2016 agreed specific implementation proposals in relation to implementation and sources of funding involving a mix portfolio of funding using revenue, capital receipts from estate disposals, and access to treasury capital. This mixed approach to sources of funding has been designed as a pragmatic response to enable immediate implementation of the more urgent service imperatives whilst rephrasing implementation of less urgent areas to be linked to the projected timing of treasury capital and capital receipts.
- 3.2 The phasing of implementation was set out in that report as follows:
- 3.2.1 Phases 1 & 2 – A two stage process to reconfigure mental health services in North Glasgow that will see the withdrawal of the final 2 AMH acute wards from Parkhead Hospital to be reprovided on the Stobhill site, and 2 wards of Older People Mental Health complex care beds from the Birdston Complex Care Facility to reposition on the Stobhill & Gartnavel Inpatient sites.
- 3.2.2 Phase 3 – The consolidation of Alcohol and Drugs Addiction in-patient services in a new build ward at Gartnavel Royal.
- 3.2.3 Phase 4 – The consolidation of acute adult mental health beds for South Glasgow and Renfrewshire on the Leverndale site.
- 3.3 The detail of the capital procurement and implementation phasing are set out in Health Board Paper April 2016, appended to this paper at Annex 1 are the detailed proposals in terms of the service rationale which went to the

NHSGGC Quality & Performance Committee January 2015, the paper can be found at the following link:

[http://www.nhsggc.org.uk/media/237088/nhsggc\\_board\\_paper\\_16-17.pdf](http://www.nhsggc.org.uk/media/237088/nhsggc_board_paper_16-17.pdf)

#### **4. Community Services Review Update**

- 4.1 Considerable work has been undertaken including meaningful engagement and consultation with staff and patient / service users. Through this process what has emerged are a number of key 'case for change' issues to address, specifically the need:
1. To develop patient pathways.
  2. For the systematic recording of patient outcome measures.
  3. To utilise service improvement methodologies to improve productivity.
  4. To review services to ensure that they are equally available.
  5. To ensure that services and pathways are understandable to patients and other stakeholders.
- 4.2 The further work has resulted in the development of a service specification for Mental Health Services in the community that outlines:
1. Guiding principles and a Clinical Framework for community Mental Health Services.
  2. Function of community Mental Health Services.
  3. Review of Community Health Services.
  4. Key Performance Indicators.
  5. Service improvement.
- 4.3 The development of the areas outlined above is being shaped by existing and developing Community Mental Health Teams' good practice and is underpinned by the principles of 'Recovery and Person Centred Care'.
- 4.4 These principles also formed the basis for the development of the Operational Framework for Community Mental Health Teams.
- 4.5 The intention of the framework is to articulate what Community Mental Health Teams need to achieve in relation to operational standards and KPIs, and how this will be measured. How teams organise themselves to deliver against the required outcomes for patients can be further determined in locally developed Standing Operating Procedures (SOP). These SOPs will set out how teams do what they do.
- 4.6 The intention over the next twelve months is to support teams to implement the framework and to develop their local SOPs by April 2017. The framework will be reviewed twelve monthly so that feedback from patients, learning and shared best practice is fully embedded.
- 4.7 A detailed summary of the work of the Community Mental Health Review, the Operational Framework document and the Service Specification can be found

at the following link: [http://library.chps.org.uk/mediaAssets/CHP  
Glasgow/NHSGGC CMHT Operational Framework.pdf](http://library.chps.org.uk/mediaAssets/CHP%20Glasgow/NHSGGC%20CMHT%20Operational%20Framework.pdf)

## **5. Recommendations**

- 5.1 The IJB is asked to note the on-going mental health service development programme in Glasgow and NHS GG&C.