



Item No: 7

Meeting Date: Wednesday 7th November 2018

Glasgow City Integration Joint Board

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MENTAL HEALTH STRATEGY AND IMPLEMENTATION

Purpose of Report:

The purpose of the report is to advise the Integration Joint Board on the development and implementation of the Mental Health Strategy across the City.

To seek approval from the Integration Joint Board for the use of the new Mental Health monies across the City.

Background/Engagement:

The Mental Health Strategy sits alongside the National Strategy for Mental Health, the Director of Public Health's biannual report on Mental Health and the Christie Commission.

As the strategy applies to Greater Glasgow and Clyde there has been extensive engagement with other HSCPs. Within the City there has been regular engagement with the Strategic Planning Group and NHS Staff Side Partnership representatives with specific events held with the non-statutory sector and with senior clinicians and managers. Staff groups have been routinely briefed on the strategy and key priorities for implementation.

Recommendations:

The Integration Joint Board is asked to:

- a) note the proposals outlined in this report;
- b) approve the plans for the use of the new Mental Health funding across the City and the City's contribution to Board wide initiatives; and
- c) request a further report in November 2019 on the progress of the implementation plan.

Relevance to Integration Joint Board Strategic Plan:

The five-year Adult Mental Health Strategy is relevant to all of the IJB's key priorities (page 26.)

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	The strategy and the proposals contained in this report are relevant to all nine National Health and Wellbeing Outcomes.
Personnel:	There are staffing implications both in terms of future workforce planning and arising from displacement of some staff particularly with the planned reduction inpatient capacity. There is confidence based on current circumstances and past track record that any staff affected can be successfully redeployed. Such changes would be managed in partnership with NHS Staff Side Partnership representatives and professional bodies, and in accordance with organisational change policies.
Carers:	The strategy advocates more support for carers with greater visibility and voice in care planning and delivery. The implementation plan will ensure that carers' needs and rights are considered in the development of any new services.
Provider Organisations:	Enhancing the future role of provider organisations in support of new models of care will be key to implementation of the Adult Mental Health Strategy. These proposals ensure that our engagement with the 3 rd sector is a vital part of the implementation of the strategy.
Equalities:	Inequality, mental health and human rights are inextricably linked. The rates of mental ill-health for groups with protected characteristics are higher when compared to the general population. The five-year Adult Mental Health Strategy will ensure Mental Health services are accessible and meet the needs of all patients in compliance with Equality legislation. As part of the development work for the implementation of the five-year Adult Mental Health Strategy across the City and the Board an Equalities Impact Assessment will be undertaken for all aspects of the of service development.
Financial:	The programme of proposals directly link to the new Mental Health funding announced by the Scottish Government and has linkages to 2 other sources of funding Primary Care Transformation Fund and Alcohol and Drugs Partnership Funding. The funding allocated for Mental Health Services in Glasgow City is £1.329 million in 2018/2019 rising to £3.868 million in 2021/2022.

Legal:	None	
Economic Impact:	None	
Sustainability:	The Scottish Government funding will secure services for 4 years to allow the system wide transformation to be developed.	
Sustainable Procurement and Article 19:	None	
Risk Implications:	A risk register will be developed in line with the proposals.	
Implications for Glasgow City Council:	None	
Implications for NHS Greater Glasgow & Clyde:	The proposals outlined in this report will have implications for the delivery of some services across the Board area.	
Direction Required to Council, Health Board or Both	Direction to:	
	1. No Direction Required	
	2. Glasgow City Council	
	3. NHS Greater Glasgow & Clyde	
	4. Glasgow City Council and NHS Greater Glasgow & Clyde	✓

1. Purpose

- 1.1 The purpose of this report is to update the Integration Joint Board on the development and implementation of the 5 year Mental Health Strategy across the City.
- 1.2 To seek approval from the Integration Joint Board on the plans for the use of the new Mental Health Funding across the City.

2. Background

- 2.1. The 5 Year Strategy for Adult Mental Health Services in Greater Glasgow and Clyde 2018-2023, is informed by a range of other documents, including the Scottish Government's Mental Health Strategy 2017-2027 and the 'Healthy Minds' 2017 report by NHSGGC's Director of Public Health. The proposals in the Mental Health Strategy are consistent with the Health Board's vision for 'Moving Forward Together' and are aligned to the National Strategic Direction; to deliver a whole system programme across Mental Health; use the knowledge and skills of our workforce and are engaged with staff; patients and their carers.

- 2.2 The strategy identified priorities for Mental Health Services which includes:
- Medium- to long-term planning for the **prevention and early intervention** of mental health problems, including well-being-orientated care and working with Children's Services to promote strong relational development in childhood, protecting children from harm and enabling children to have the best start in life.
 - **Recovery-oriented care** supporting people with the tools to manage their own health. Promoting recovery in inpatient provision and a range of community-based services, including HSCP and third sector provision.
 - **Productivity initiatives in community services** to enhance capacity while maintaining quality of care.
 - **Unscheduled care** across the health system including responses to crisis and distress, home treatment, and acute hospital liaison.
 - **Shifting the balance of care** identifying the plan for a review and reduction of inpatient capacity.
- 2.3 The Scottish Government announced in December 2017 further funding of £17 million for Mental Health Services across the country. They set a target of introducing 800 additional mental health workers over a 3 year period to improve access to dedicated mental health professionals across key settings including Accident and Emergency, GP practices, Police station custody suites and Prisons.
- 2.4 Nationally the additional funding to support this commitment will increase to £35 million by 2021-2022, with an initial £11 million being made available for Adult Services to support the first phase of this commitment in 2018-2019. Glasgow City's allocation of this funding is £1.329 million for 2018-2019 rising to £3.868 million in 2021-2022. The phased approach is to allow local and national service providers to co-ordinate service developments to provide effective models of care and efficient use of resources. The Government have set a national target of employing 800 additional mental health support workers. Each Board has to reach this target by the end of the programme 2022. Glasgow City's HSCP target is 100 additional support workers by 2022.
- 2.5 A further £5 million has been identified for Children's Services across the country. The Scottish Government have identified areas for improvement in this year's parliamentary announcement, particularly around waiting times for Child Adolescent Mental Health Services and increased capacity for mental health support in schools. This report will identify additional areas of work in Children's Services that can be funded in year by the current allocation given to Adult Mental Health Services to allow Children's Services to begin to address the ACEs agenda. (Adverse Childhood Experiences).
- 2.6 The Scottish Government have challenged Integration Joint Boards to ensure that this stream of funding and the additional funding for Primary Care are co-ordinated to ensure that there are effective and co-ordinated pathways for service users.

3. Proposals

- 3.1 In order to respond to the Scottish Government's funding allocation Glasgow City has developed a range of proposals that takes forward the key priorities of the Mental Health Strategy; ensures a strong interface with the developments in Primary Care and makes linkages to the specific funding outlined by the Scottish Government for Alcohol and Drugs Partnerships. The Mental Health system is a complex Board wide system and this set of proposals aims to develop some Board wide coherence in the development of new services as well setting out an implementation programme for the City. As such the identified proposals require to be shared and in some cases supported financially on a proportionate basis by other HSCPs from their individual allocations. This will continue to be co-ordinated via the Mental Health Programme Board.
- 3.2 The Glasgow City Mental Health Implementation Plan has been developed and been submitted to the Scottish Government outlining the initial plans for the City and the City's contribution to the Board wide initiatives (Appendix 1). A further report on the financial framework will be submitted to the Scottish Government by the end of September 2018.
- 3.3 There are a range of proposals for the City to improve Mental Health Services. They have been grouped under key improvement areas:
- Prevention and Early Intervention
 - Productivity
 - Recovery

The proposals will cover the financial years of 2018-2020 and will identify both City and Board wide proposals.

4. Prevention and Early intervention

The allocation of the funding for each of these areas of development is outlined in Appendix 2 of this report.

4.1 Collective Training Programmes (Board wide Service)

This proposal is a Board wide initiative to sustain and deliver Mental Health training (including Mental Health First Aid) and Suicide Prevention training. A dedicated training development and delivery resource will develop and up scale the delivery of training for partnerships. In addition the allocation of funding will deliver trauma training needs assessment across prison health care, community justice and mental health settings. The proposal will allow planning capacity for training across Greater Glasgow and Clyde and a budget to commission a 'core' level of delivery on a portfolio of training courses from multiple providers.

4.2 Mental Health Digital Platform (Board wide Service)

Greater Glasgow and Clyde now has the 'Heads Up' web platform for patients and public. This digital platform needs considerable development to support the public

to navigate access to community well-being and Mental Health Services. Accessing prevention and self-care services and ensuring the website has greater accessibility for vulnerable and excluded groups.

4.3 Social Cohesion. (Citywide Service)

“Healthy Minds” Director of Public Health report of 2017 presents the evidence base around the impact of loneliness and social isolation on well-being, equivalent to smoking 15 cigarettes a day. Within Glasgow there is a need to implement the recommendations of the Health Inequalities Commission which focused on social isolation and cohesion. This proposal will support third sector organisations to increase their focus on social isolation and positive mental health for adults across the City.

4.4 Mental Health Support Worker Training (City Service)

Glasgow City will commission a third sector provider to develop accredited training for support staff working across the HSCP to enhance skills in Stress and Distress and Dementia support. This will be targeted at frontline support workers working across both Adult and Older People’s Services and will also be offered out to third sector providers who deliver this support role.

4.5 Primary Care Computerised Cognitive Behaviour Therapy (cCBT) (City Service 2018-2019 and Board wide Service 2019-2020)

This proposal provides additional resource to give greater co-ordination, support and supervision for technology assisted solutions to increase access to psychological approaches. This service has been rolled out across the Board area and has a direct impact on the workload for Primary Care. This attached briefing paper outlines implementation of Computerised Cognitive Behavioural Therapy (cCBT) service across NHS GGC and the 6 HSCPs with an update on progress. (<https://glasgowcity.hscp.scot/publication/computerised-cognitive-behaviour-therapy-ccbtp-project-briefing>)

4.6 Pathways from Primary Care to Specialist Mental Health Services (City Service)

This proposal is to commission an expert body in Health and Social Care to review the pathways for patients between Primary Care and Adult and Older People’s Mental Health Services. This is a short term piece of work but will inform the HSCP on the delivery of more effective and efficient pathways across and between services.

4.7 Bi-Polar Hub (City Service 2018-2019 and Board wide Service 2019-2020)

The ‘Bipolar Hub’ is an innovative partnership with a third sector organisation, Bipolar Scotland, to ensure the provision of evidence based holistic care and treatment for individuals with Bipolar disorder across Greater Glasgow and Clyde. This is a model that has been successfully adopted for other conditions, most notably for Dementia and Addictions. The hub will act as a resource for the provision of a range of supports and interventions to complement on-going care provided within Community Mental Health Teams. It is designed to act as a ‘one stop shop’ resource in order to ensure up-to-date information, advice and support

is readily available for individuals with Bipolar Disorder (BD). It will support individuals to take a more active role in their care and help develop self-management skills whilst reducing overtreatment and non-value added clinical contacts.

4.8 Dementia Supports (City and Board wide Services)

The dementia group of proposals is made of 2 different programmes:

Proposal number 1 will see an extension of “stress and distress” training to care homes across the City as well as in key NHS units. This proposal will offer a range of low level interventions and supports for people suffering with dementia. These initiatives will support service users and their families/carers at the earliest possible stage and will help them to live longer in the community. The training for care home staff will also support the unscheduled care agenda.

Proposal number 2 outlines an additional Board wide resource to support people with young onset dementia. This post will introduce:

- Dementia Cafes for younger people with dementia and their carers - across the Health Board area
- Cognitive Stimulation Therapy (CST) groups.

4.9 Children’s Services (City Service)

This proposal will fund 2 third sector providers to deliver parenting support services across the City. Focusing specifically on the ACE’s agenda and ensuring children who are adversely affected by parental mental health; alcohol and drug misuse and disability get support as early as possible. This will be a one year funded programme to assist the development of a family support service recognising that early intervention in Children’s Services is fundamental to Adult Mental Health Services. The Scottish Government have still to announce the allocation of funding for Children’s Mental Services.

5. Productivity

5.1 Unscheduled Care (Board wide)

- **Crisis Resolution and Home Treatment**

This proposal is to implement Board wide access to Crisis Resolution and Home Treatment teams as an alternative to hospital admission. The teams will support patients known to Community Mental Health services both in and out of hours and will ensure there is effective support in place for vulnerable services during the out of hours period. This service will be specifically rolled out in Glasgow; East Renfrewshire and East Dunbartonshire. The other HSCPs already have a service in place.

- **Psychiatric Liaison Services to Acute Hospitals**

The service will provide a single Adult Mental Health Liaison service across Greater Glasgow and Clyde, with designated teams working into each Acute Hospital during working hours, and a coordinated out of hours response via a single point of access to Emergency Departments 24/7.

- **Out of Hours CPNs (Board wide)**

The proposal addresses filling the gap in the present CPN Out of Hours' service and creating a single point of access for the service. The CPN service will be part of the broader out of hours' response and will deliver a key mental health component to the planned integrated out of hours' service provision.

- **Older People's Acute Psychiatric Liaison Service (City Service)**

This proposal will allow for a test of change to be delivered in the City for Older People's Psychiatric Liaison to Acute Services specifically Acute Receiving and Admissions Units (ARU/AAU). There is currently no identified service to ARU/ AAU. This proposal will see a new service being developed to support distressed older people and to support them with accessing appropriate Mental Health services.

5.2 **Police Custody (Board wide)**

The Police Custody service is currently working with Police Scotland in supporting the development of a Custody Hub model within London Road Police Station. This model would see improved connectivity with a range of services, potentially supporting appropriate diversion from court and custody. Police Scotland data for 7th June – 27th June 2018, evidences that out of the 499 attendances at London Road:

- 32% had mental health problems
- 5% displayed suicide / self-harm risk
- 17% were alcohol dependent
- 22% were drug dependent

The Police Custody Health Service already has mental health trained nurses on site to support the mental health needs of people who have been arrested and or detained. This additional funding would support the provision of an additional 24hr nursing component which will work more closely with Police Scotland colleagues in responding to calls prior to the individual being arrested and supporting diversion from custody. This will also include supporting Police when attending A&E to deal with distressed individuals who are challenging services.

5.3 **Borderline Personality Disorder (BPD) (Board wide)**

There are effective non-in-patient treatments for BPD with the evidence base favouring intensive programmed care models such as Dialectical Behaviour Therapy (DBT) and Mentalisation Based Therapy (MBT). Programmed care involves the delivery of a scheduled, time-limited model of psychological therapy,

typically for up to 18 months. This proposal is an extension of the Pilot DBT treatment programme in South Glasgow and will be rolled out across the Board.

5.4 Project Management Support (Board wide)

The proposal is for the development of a project management team to ensure the Mental Health Strategy is implemented and has significant links to the Primary Care Strategy, Alcohol and Drugs Strategy and other programmes of work

5.5 Review of Rehabilitation Beds (City Service)

This proposal is to develop a small team focusing on the use of the rehabilitation and hospital based complex care beds to promote discharge planning and reduction in inpatient activity and capacity. This team will specifically focus on long-stay patients and develop different commissioned models of services to promote their discharge from hospital.

5.6 Increase Capacity of Mental Health Officers (City Service)

This proposal will see the increased capacity of Mental Health Officers for the City. These specially trained Social Workers are crucial for the delivery of the statutory component of Mental Health Services. The additional resource will be used to augment the current service and deal with the growing demand for the service.

5.7 Safe Haven Distress Café (City Service)

This proposal is for the development of a Safe Haven Café operated by a third sector organisation which will support distressed services users and offer an outreach response. The model will see the development of a citywide base or hub where people in distress can access trained counsellors, peer support workers and specialist Mental Health services if required. The aim of this type of provision is to promote a calm and quiet atmosphere, enabling a listening and responsive approach to distress with assessment and opportunity for follow up or escalation to more specialist services. The Safe Haven Cafe will also include an option of service provision of home and/or telephone support offering advice to people in distress and their families and carers. The proposal is for a commissioned Safe Haven service to be available from 8pm until 2 am. Access will be by referral from Primary Care, Out of Hours GPs/NHS 24 and Police Scotland/Scottish Ambulance Service.

5.8 Older People's Care Home Liaison Service

This proposal will enhance the current liaison service to offer psychiatric support for older people in residential and nursing care across the City. Currently service users have limited access to mental health supports and this will enhance the service provision on offer as well as supporting residential and nursing care staff to safely care for service users without capacity.

6. Recovery

6.1 Development of a Recovery Orientated System of Care (Board wide)

This proposal is for the development of a Peer Support Model to assist with the introduction of a Recovery Oriented System of Care within Mental Health Services. The workers will get alongside individuals to provide additional support within their communities, assisting them to stay at home where appropriate and smoothing the transition back home where individuals have had a period of inpatient care. The introduction of people with lived experience of mental health problems into the mental health workforce is widely accepted as probably the single most important factor contributing to change towards developing a more recovery oriented service. It requires a shift in thinking in seeing people with lived experience as part of the solution and their experience as something that can enhance services and improve service user/patient experiences. This development will be on a co-production basis with colleagues from third sector and people with lived experience.

6.2 Psychological Intervention in Prisons (Board wide)

This proposal is for the development of a low and high intensity psychological service across the three prisons within Greater Glasgow and Clyde Health Board. The focus of this work is to improve transitions from prison to community and to provide improved support for long term prisoners.

7. Recommendations

7.1 The Integration Joint Board is asked to:

- a) note the proposals outline in this report;
- b) approve the plans for the use of the new Mental Health Funding across the City and the City's contribution to the Board wide programmes; and
- c) request a further report in November 2019 on the progress of the implementation plan.



DIRECTION FROM THE GLASGOW CITY INTEGRATION JOINT BOARD

1	Reference number	071118-7-a
2	Date direction issued by Integration Joint Board	7 November 2018
3	Date from which direction takes effect	7 November 2018
4	Direction to:	Glasgow City Council and NHS Greater Glasgow and Clyde jointly
5	Does this direction supersede, amend or cancel a previous direction – if yes, include the reference number(s)	No
6	Functions covered by direction	Mental Health Services
7	Full text of direction	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to implement the plans outlined in this report.
8	Budget allocated by Integration Joint Board to carry out direction	As outlined in this report and appendix.
9	Performance monitoring arrangements	In line with the agreed Performance Management Framework of the Glasgow City Integration Joint Board and the Glasgow City Health and Social Care Partnership.
10	Date direction will be reviewed	October 2019

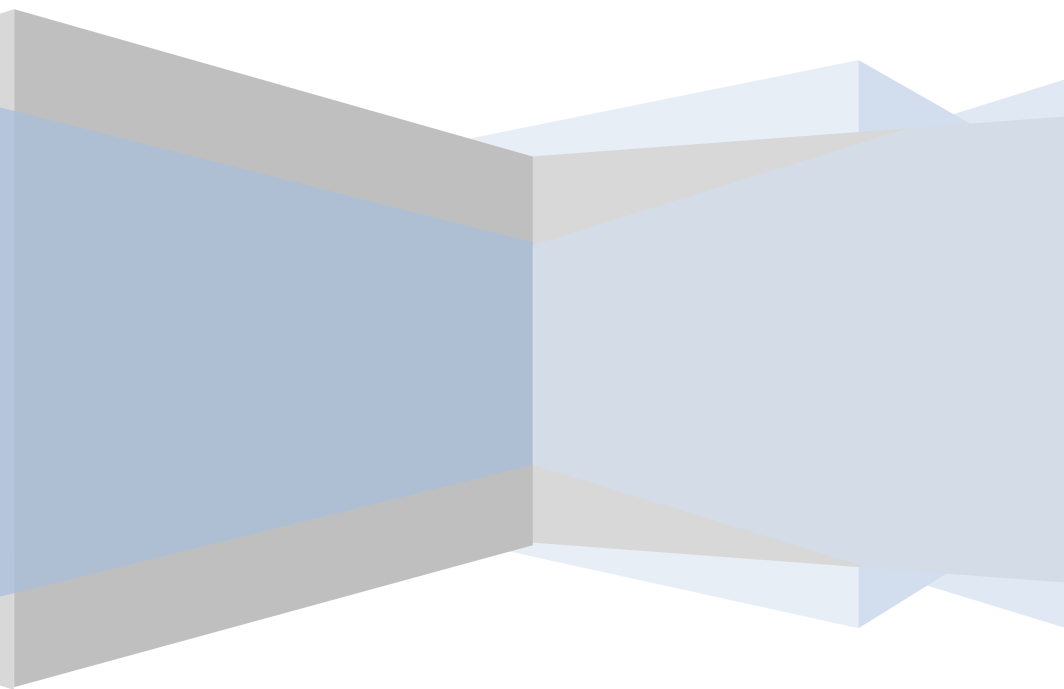
Glasgow City Funding

Programme Citywide	2018/19 (£000)	2019/20 (£000)
Collective Training Programme – Social Cohesion	60	60
Mental Health Support Worker Training Network	117	63
Computerised CBT Service	22	
Efficient Pathways from Primary Care to Specialist MH Services	100	
Bipolar Hub	64	
Dementia - Stress and Distress training	30	50
Children's Services	100	
Crisis resolution and Home Treatment (City contribution)	58	169
Older Peoples Acute Psychiatric Liaison Services	100	199
Review of Rehab Beds and Integrated Discharge Planning Team	27	83
Increase capacity of Mental Health Officers	112	229
Safe Haven Cafes	77	200
Older People Care Home Liaison Service	57	142
Total	924	1195
Additional Staffing funded in the City via Action 15	60WTE	76 WTE
Board wide Programmes	Glasgow Share 2018/19 (54.11%) (£000)	Glasgow Share 2019/20 (54.11%) (£000)
Collective Training Programmes Digital Platform Computerised CBT(2109/20) Bi-Polar (2019/20) Young Onset Dementia Unscheduled Care Police Custody Borderline Personality Disorder Project Management Recovery Peer Support Workers Prison Health Care	404	883
Total Spend for the Health Board	1328	2078



Glasgow City HSCP

Mental Health Implementation Plan 2018-2019



Our Vision

Glasgow City's Health and Social Care Partnership's Strategic Plan for 2016 to 2019¹ set out our vision for the future of health and social care services in the City:

“We believe that the City’s people can flourish, with access to health and social care support when they need it. This will be done by transforming health and social care services for better lives. We believe that stronger communities make healthier lives”.

We will do this by:

- Focussing on being responsive to Glasgow's population and where health is poorest
- Supporting vulnerable people and promoting social well being
- Working with others to improve health
- Designing and delivering services around the needs of individuals carers and communities
- Showing transparency, equity and fairness in the allocation of resources
- Developing a competent, confident and valued workforce
- Striving for innovation
- Developing a strong identity
- Focussing on continuous improvement

Our Approach to Mental Health Services

NHS Greater Glasgow and Clyde commissioned the development of a 5 year Mental Health Strategy across both community and inpatient services. The strategy attempts to take a whole system approach to the Strategic Planning of Adult Mental Health services, particularly given the inter dependency and connectivity across the six Health and Social Care Partnerships in relation to mental health and inpatient services. The strategy links closely to the Scottish Government's Mental Health Strategy 2017 – 2027 and focusses on a number of key areas:

- Prevention, Early Intervention and Health Improvement
- Physical Health
- Recovery Orientated and Trauma-Aware Services
- Primary Care
- Community and Specialist Teams
- Social Care
- Unscheduled Care
- Bed Modelling

¹ <https://glasgowCity.hscp.scot/strategic-and-locality-plans>

Our Commitment to Scottish Government's Mental Health Strategy 2017 – 2027²

The City's Mental Health Improvement Plan will place a renewed focus as outlined in the National Mental Health Strategy on:

- Prevention and early intervention
- Access to treatment and joined up accessible services
- The physical well-being of people with mental health problems
- Rights, information use and planning

This Plan aims to address the national priorities by:

Integration and Collaboration

- A whole-system collegiate approach to Mental Health across HSCPs/ NHS GG&C Board area, recognising the importance of interfaces and joint working with Primary Care, Acute services, Public Health, Health Improvement, Social Care and Third Sector provision.

Prevention

- Ensuring that services maintain a focus on prevention, early intervention and harm reduction as well as conventional forms of care and treatment.

Choice and Voice

- Ensuring greater self-determination, participation and choice through meaningful service user, carer and staff engagement and involvement in the design and delivery of services.

High Quality, Evidence Based Care

- Identifying and delivering pathways of care that are based evidence-based and cost-effective forms of treatment

Data Analysis

- Gathering data and analysis to improve service quality, productivity and strategy implementation

²<http://www.gov.scot/Publications/2017/03/1750>

Matching Care to Needs

- Developing a stepped/matched model of care responding to routine clinical outcome measurement and using lower-intensity interventions whenever appropriate: “all the care you need, but no more”
- Focusing on minimising duration of service contact consistent with effective care, while ensuring prompt access for all who need it – the principle of “easy in, easy out”
- Shifting the balance of care from hospital to community services where appropriate
- Equalities sensitive services

Compassionate, Recovery-Oriented Care

- Developing services that are attentive to trauma and adversity where that influences the presentation and response to treatment
- Developing recovery-based approaches, including peer support and investment in user and carer experience that generates community and social impact

Our Commitment to Action 15

Action 15 challenges Integration Authorities to increase the workforce, to give access to dedicated Mental Health professionals in all accident and emergency departments, all GP practices, every police station custody suite and prisons. Glasgow City HSCP host for the Board area Police Custody and Prison Health Care services and this plan will contain proposals for the development of dedicated Mental Health staff in both these settings.

Our Commitment to the Expansion of Mental Health Support Workers

Glasgow City HSCP will develop a plan to ensure that an additional 100 Mental Health support workers are in place by 2021-2022. This will include delivering a range of accredited training for frontline practitioners and developing a range of new posts directly employed or employed in partnership with the third sector to deliver support to Mental Health service users.

Interface with Primary Care Improvement Plan

Within the National Mental Health Strategy 2017-27 there are a number of commitments that are linked to the transformation programme for primary care. These include

- Action 23 – Scottish Government will “test and evaluate the most effective and sustainable models of supporting mental health in primary care, by 2019”.
- Action 15 - to increase the workforce to give access to dedicated mental health professionals to all A&Es, all GP practices, every police station custody suite, and prisons. Over 5 years the Government has committed to additional investment to recruit 800 additional mental health workers in these key settings.

This Plan will have a focus on the interface between primary care and specialist Mental Health services and the resources required to ensure effective pathways for those patients coming into and going out of specialist Mental Health services.

Interface with Alcohol and Drugs Partnership

Glasgow City HSCP will ensure there is significant connectivity between the work of the Mental Health Implementation Programme and the Alcohol and Drugs Partnership. It will particularly focus on and tailor services to those adults with complex needs who access both services and require significant support from accident and emergency, criminal justice services and primary care.

Interface with Children's Services

A significant part of NHS GGC's Mental Health Strategy focusses on early intervention and prevention. It recognises that mental illness in children, young people and adults is strongly correlated with the exposure to childhood adversity and trauma and adverse childhood experiences (ACEs) are an established indicator to trauma.

Glasgow City, as part of our Mental Health Implementation Plan, will develop a range of initiatives to deliver on the prevention and early intervention agenda and specifically focussing on children's services. These will be directed towards the specific funding identified by the Scottish Government to improve mental health for children.

Proposals

Prevention and Early Intervention

This Plan aims to look at a range of initiatives that will significantly enhance mental health support and interventions at the earliest possible stage. It will focus on the interface with primary care and support patients and service users to access services at the right time and in the right place.

Proposal	Service Descriptor	Outcome	Strategic Links	Timescale for Implementation
Computerised CBT Service	Roll out of the CCBT service across the City	Improve access to low level psychological therapies for service users and patients	Primary Care Improvement Plan, Action 15 and Action 25	December 2018
Continued investment in mental health training for primary care practitioners and contractors	Continued investment in mental health training programmes for primary care practitioners and contractors	Increase awareness of mental health conditions and support for frontline practitioners	Action 15 and Primary Care improvement Plan	December 2018
Efficient Pathways from Primary Care to Specialist Mental Health Services	A specific piece of work to strengthen pathways to specialist Mental Health services	To improve access to Mental Health services for General practice	Action 15, Action 23 and Primary Care Improvement Plan	Model of service developed by June 2019
Developing mental health support worker training network	Targeting a range of frontline staff and enhancing their knowledge and skills in mental health support ensuring patients and service users receive the right support at the right time and in the right place	Delivering a planned programme of training for frontline staff on Mental Health awareness; stress and distress	Action 15 and Primary Care Improvement Plan	Training provider and programme identified and developed by March 2019

Developing a Bipolar programmed approach model	Implementing a pathway of evidence-based interventions with Bipolar Scotland for training and self-management of bipolar disorder, including suicide prevention, promotion of physical health care, family and carer support and staying well plans.	The development of a Bi Polar hub with the third sector to support service users with longer term care	Action 15	March 2019
Physical Wellbeing of people with Mental Health Problems	Continued support for two Test of Change programmes focussing on the physical well-being of people with mental health problems in primary care	Offering a range of self-help programmes and evidenced based interventions to primary care patients	Action 15, Action 23 and Primary Care Improvement Plan	Currently funded and evaluated by June 2019
Development and enhancement of support networks for people with dementia.	Extension of "stress and distress" training to care homes as well as NHS units Consolidation of a model of PDS across the City Support for peer networks and peer support for dementia care	Offering a range of low level interventions and supports for people suffering with dementia. This initiatives will support service users and their families/carers at the early possible stage and will help them to live longer in the community	Action 15, Action 23 and Primary Care Improvement Plan	March 2019

Productivity

The Plan will ensure that we enhance current service level provision whilst developing new services to ensure greater effectiveness and efficiency for access to treatment and support.

Proposal	Service Descriptor	Outcomes	Strategic links	Timescale for Implementation
<p>Unscheduled Care</p>	<p>Enhance capacity of Crisis Teams across the City to reduce admissions to mental health inpatient services</p> <p>Psychiatric Liaison: enhance the liaison service across the City to support emergency departments both in and out of hours</p> <p>Safe Haven Cafes: development of a third sector safe haven café approach across the City to support distressed service users and prevent attendance at accident and emergency units</p> <p>Enhance Capacity of the older people's liaison services to acute sector</p>	<p>Deliver an efficient out of hours' response to planned and unplanned mental health support and assessment</p>	<p>Action 15 and Out of Hours Primary Care Improvement Fund</p>	<p>March 2019</p>

Mental Health in Police Custody	Mental Health nursing support to the development of the police custody hub in the City and the formation of a multi-disciplinary team approach to the delivery of police custody services	To deliver an efficient and responsive mental health support to people within to police custody service	Action 15	March 2019
Borderline Personality Disorder	Implementation of an evidence-based framework of care for people with borderline personality problems ensuring access to a coordinated programme of clinical care, including DBT and MBT where indicated.	To enhance services for patients with border line personality disorders to ensure more effective response to patients. This will support the planned reduction in A&E attendance, crisis admissions and contact with out of hours emergency services	Action 15	Roll out of service across the City March 2019
Project Management Support	The development of a project management team to ensure the Mental Health Strategy is implemented and has significant links to the Primary Care Strategy, Alcohol and Drugs Strategy and other programmes of work	To support the implementation of the Adult Mental Health Strategy including the generation and analysis of data to improve service user outcomes while reducing spending	Action 15, Primary Care Improvement fund and Alcohol and Drugs funding	December 2018
Review of Rehabilitation Beds and development of an Integrated Discharge Planning Team	The development of a small team focussing on the use of the rehabilitation and hospital based complex care beds to promote discharge planning and reduction in inpatient activity	To develop viable community alternatives to support service users in long-term beds This will promote shifting the balance of care and reduce reliance on inpatient services	Action 13	December 2018

Recovery

Glasgow City HSCP aims to develop a recovery orientated system of care for patients, services users and their carers. This will ensure that the voice of those with lived experience is at the centre of the development of mental health services across the city.

Proposal	Service Descriptor	Outcomes	Strategic Links	Timescale for Implementation
Development of a Recovery Orientated System of Care	Development of a recovery model of care for mental health service users across the City focussing on mental health support and third sector engagement	To deliver effective supports and routes to training and employment for services users going through the recovery journey. This will be in conjunction with people with lived experiences and the third sector. This will reduce reliance on attendance at GP practices and Accident and Emergency Departments	Primary Care Improvement Fund, Action 15 and Action 37	December 2018
Psychological Intervention in Prisons	The development of a low and high intensity psychological service across the three prisons within Greater Glasgow and Clyde Health Board. Focus of work to improve transitions from prison to community and improved support for long term prisoners	To deliver a programme of low level support to prisoners to enhance mental health and wellbeing	Action 15	March 2019

Financial Planning

A detailed financial plan for this programme of work will be developed by September 2018. The plan will make links to other sources of Government funding including Primary Care Improvement Fund and Alcohol and Drugs Partnership Funding.