

**To: Renfrewshire Integration Joint Board**

**On: 28 January 2022**

**Report by: Interim Head of Mental Health, Addiction & Learning Disability Services**

**Heading: NHSGGC Mental Health Strategy – Update on Implementation of Action 15**

Direction Required to Health Board, Council or Both	Direction to:	
	1. No Direction Required	X
	2. NHS Greater Glasgow & Clyde	
	3. Renfrewshire Council	
	4. NHS Greater Glasgow & Clyde and Renfrewshire Council	

## 1. Summary

- 1.1 Renfrewshire IJB was updated on the NHS Greater Glasgow & Clyde (NHSGGC) Adult Mental Health Strategy 2018-23 at the meeting in March 2021. This strategy spans across both Adult Mental Health Inpatient and Community Services to ensure services are modern, patient focused, effective and efficient. The strategy takes a whole system approach, linking the planning of services across NHSGGC, incorporating the planning priorities of the six HSCPs, and is aligned with delivery of the Scottish Government's Mental Health Strategy 2017–27. The strategy has a range of workstreams that report to a Programme Board led by Glasgow HSCP on behalf of the six HSCPs.
- 1.2 Renfrewshire HSCP is represented by Interim Head of Mental Health, Addictions and Learning Disabilities Services on the Programme Board, with a full range of representatives actively engaged across all the workstreams and project areas.
- 1.3 Experience and learning from the COVID 19 pandemic have been used to review and refresh the 2018-2023 NHSGGC Mental Health Strategy with due regard to the ongoing impact and recovery from the pandemic. A key assumption of this recovery planning is that demand for mental health services and support will increase during and post pandemic. The work of the Programme Board has been critical in monitoring the impact of this by managing a cohesive response to changing need and demand whilst embracing the required transformation aligned with the priorities of the strategy. Renfrewshire continues to work with HSCPs across the NHSGGC Board area in developing our system wide Mental Health contingency plan.

- 1.4 Recruitment to key posts funded by Action 15 of the national strategy has been integral to providing increased flexibility, opportunity, and capacity across the mental health system, both locally in Renfrewshire and across the NHSGGC Board area as tests of change and jointly funded initiatives. This report provides an update on Renfrewshire HSCP's current Action 15 status and developments.
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## **2. Recommendations**

It is recommended that the IJB:

- Note the work that has been progressed; and
  - Receive a further, more comprehensive update on the progress of the wider strategy, including a revised financial framework to the IJB meeting in May 2022.
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## **3. Background**

- 3.1 The National Mental Health Strategy 2017-2027 sets out a range of 40 actions as commitments across four broad themes:

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

- 3.2 The ambitions associated with 'Access to treatment and joined up services' are noted as:

- Access to the most effective and safe care and treatment for mental health problems should be available across Scotland, meeting the same level of ambition as for physical health problems
- Safe and effective treatment that follows clinical guidelines
- Safe and effective treatments accessed in a timely way
- Services that promote and support recovery-based approaches
- Multi-disciplinary teams in primary care to ensure every GP practice who can support and treat patients with mental health issues
- Appropriate mental health professionals are accessible in Emergency Departments and through other out of hours crisis services.

- 3.3 Integral to the delivery of these ambitions is the assumption that access to services for mental health problems within a clinically appropriate timescale is a fundamental issue of health equality.

Having the right workforce in place with different skill mixes across different services is key to ensuring the principle of 'ask once, get help fast' is met.

3.4 Action 15 of the strategy is specifically related to improving access to treatment and the development of accessible, joined up services by *'Increasing the workforce to give access to dedicated mental health professionals to all A&Es, all GP practices, every police station custody suite, and to our prisons. Over the next 5 years increasing additional investment to £35 million for 800 additional mental health workers in those key settings'*

3.5 Funding to support the delivery of this commitment was provided to each Integration Authority. Across the GGC area the share of national workforce target was 179 additional mental health workers to be achieved in 4 years between 2018-2022. Within this, Renfrewshire's target was 27.2. A key principle underpinning the implementation plans for Action 15 across the GGC area was that to support the delivery of the wider GGC Mental Health Strategy, equitable contributions from HSCPs to Pan GGC investments would be based on NRAC shares.

#### 4. Financial Allocations for Renfrewshire

Allocation by HSCP	HSCP NRAC Share %	NRAC Share £'s
2018 – 2019 share of 11 million total	3.40%	£373,503
2019 – 2020 share of 17 million total	3.40%	£577,233
2020 – 2021 share of 24 million total	3.40%	£814,917
2021 – 2022 share of 32 million total	3.40%	£1,086,555

4.1 At a meeting with Scottish Government colleagues in October 2021, it was confirmed that Renfrewshire HSCP had performed well and exceeded the target set of 27.2 and had recruited to 28 posts from allocated Action 15 funding.

4.2 There was positive feedback and interest in specific areas and posts aligned to CIRCLE Recovery Hub, Peer Support Workers and Community Safety Nurses with reference to their work; and community links related to gender-based violence.

4.3 Subsequently, Renfrewshire HSCP was invited to make further application for additional funding from Action 15 with the stipulation that posts be recruited to before end of March 2022. Funding for an additional 12 posts was confirmed in late December 2021 and recruitment is now progressing to these posts. The total value of additional funding is £544,416

- 4.4 It is our understanding that it is the intention of the Scottish Government to confirm that funding for all Action 15 funded posts will be made permanent. However, the HSCP awaits formal communication from the Scottish Government to ratify this.

## 5. Renfrewshire and Pan GG&C Action 15 Developments

- 5.1 There has been an extensive range of activity both locally and across the GGC Board area which has increased the workforce and capacity of mental health services as set out within the ambition of Action 15. The developments ensure robust pathways and interfaces with key elements of wider system planning including:

- Primary Care Improvement Plan
- Alcohol and Drugs Partnership
- Children's Services
- Community Justice

- 5.2 Engagement with people with lived and living experience continues to be a priority and is being further enhanced with representation on local planning and reference groups. The development of CIRCLE Recovery Hub and the Peer Support Model has encouraged and enabled increased opportunity for meaningful consultation and collaboration.

- 5.3 Attached as appendix 1 is a summary of key posts, developments, and Tests of Change, some of which are still in progress and subject of ongoing evaluation.

## 6. Next Steps

- 6.1 Conclude evaluations of 'Tests of Change' across GGC Board area.
- 6.2 Continue recruitment to outstanding posts by March 2022.
- 6.3 Agree longer term commitments locally and GGC boardwide pending confirmation of funding arrangements from Scottish Government.

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## Implications of the Report

1. **Financial** – the financial framework is detailed within the report.
2. **HR & Organisational Development** – none
3. **Community Planning** – none
4. **Legal** – none
5. **Property/Assets** – property remains in the ownership of the parent bodies.
6. **Information Technology** – none
7. **Equality & Human Rights** – none
8. **Health & Safety** – none
9. **Procurement** – none

**10. Risk – None.**

**11. Privacy Impact – n/a.**

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**List of Background Papers:** IJB Report - Mental Health Strategy Programme  
Update (26 March 2021)

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## Action 15 - Renfrewshire and Pan GGC Posts and Developments

<b>CIRCLE Recovery Hub - Renfrewshire</b>	<p>The CIRCLE Recovery Hub opened in December 2021. Working in partnership with local people who have lived or living experiences of mental health, alcohol or drug related issues, CIRCLE has been developed to provide enhanced support to local people who are on a recovery journey. The service will provide a wide and varied programme of activities, aimed at encouraging, involving, and supporting people in recovery.</p> <p>This development aims to address a key gap within Renfrewshire's mental health and alcohol and drug services, where a lack of recovery opportunities for people in treatment was previously identified. As has been evidenced in other areas in Scotland, enhanced recovery opportunities do contribute to better outcomes for individuals. CIRCLE will provide people with improved recovery opportunities and improved links to and from other related services, ensuring individuals feel sufficiently supported throughout their journey. This will increase opportunities for people to have more independence and choice on how they manage their own recovery.</p> <p>A range of recovery support workers and Occupational Therapy staff are already in post with additional being recruited as part of newly allocated funding with the inclusion of a Family Support/Link Worker and additional Occupational Therapy practitioners. Significantly, Recovery Support Workers will have lived experience of mental health and/or addiction. These posts will help to improve mental health, wellbeing and recovery and reduce stigma by implementing support structures across ADRS, Mental Health Services and the wider partnership.</p>
<b>Emotional Unstable Borderline Personality Disorder (EUPD)</b>	<p>2 Nurses have been recruited to support people with a diagnosis of EUPD. The aim is to provide support which will reduce attendance with Emergency Departments, Police, and reduce length of stays within adult mental health inpatient wards. Another post is being recruited to from recently allocated additional funding to bring the total to 3 WTE.</p>
<b>Community Safety Nurses</b>	<p>At present 2 Nurses facilitate working closely across multiple agencies linking with Police, Renfrewshire Health and Social Care Partnership (HSCP), Multi-Agency Risk Assessment Conferences (MARAC), Gender Based Violence Team, Housing/Homelessness and Schools. The team offer early intervention and provide brief assessments for those most vulnerable and not known to mental health services. Recruitment process is underway for a further 2 posts as part of recently allocated additional funding which will bring the total to 4 WTE.</p>
<b>Early Discharge Coordinator</b>	<p>2 Nurses/In-reach Workers from the Intensive Home Treatment Team (IHTT) to the acute psychiatric admission wards in Dykebar with a remit of optimising early discharge to support from IHTT, improving availability of beds; improving the experience of patients/families; and offering the opportunity for care to be delivered in peoples own environment.</p>

<b>Activities within Inpatient Services</b>	5 Occupational Therapy Support Worker Posts have been established to support activities within Continuing Care Wards to improve mental health wellbeing for our inpatients.
<b>CAMHS Outreach Posts</b>	<p>Several posts have been developed to support young individuals who are experiencing difficulties with emotional regulation and deliberate self-harm.</p> <p>The practitioners will support the transition to adult services. These posts are currently going through the recruitment process.</p>
<b>Discharge Coordinator</b>	Patients with highly complex mental health issues, such as people with an EUPD diagnosis, can have a large resource impact on Police, Ambulance and A&E services. People with these types of conditions are more at risk of self-harm, suicide attempts, neglect, exploitation from others and anti-social behaviours. By ensuring a comprehensive support package is developed while the patient is in hospital, the impact on these services should be reduced and the outcomes for patients should improve.
<b>Introduction of the 'Decider Life Skills' Training</b>	Offering low intensity psychological interventions for nursing staff to use with their patients to help them to adapt and change how they manage their own emotions and mental wellbeing.
<b>Community Wellbeing Nurses</b>	4 Nurses are currently working between Community Mental Health Teams (CMHTs) and GP Surgeries to provide easier access for patients at local area, appropriate referrals to secondary care/access to mental health services and improved interagency working with GPs. There is an additional 1 post in the recruitment process which will bring the total to 5 WTE.
<b>Primary Care Occupational Therapists (Based in GP surgeries)</b>	2 additional posts to provide streamlined support for people with co-morbidities who have complex difficulties and high levels of need. To reduce patient reliance on the GP and specialist MH services Enables availability of primary care occupational therapy improving access to the right care, at the right time and in the right place.
<p><b>Pan Greater Glasgow and Clyde</b> developed models and tests of change continue to and operate and are subject to ongoing evaluation. Renfrewshire's share of the required investment is based proportionately on the NRAC formulae. These are implemented through workstreams that are developed across the GGC Mental Health Strategy Programme Board. This aims to ensure changes delivered are safe, person centred and enable sharing of good practice and consistent approaches where appropriate.</p>	
<b>Peer Support Worker Test of Change and Wider Recovery Orientated System of Care</b>	<p>Renfrewshire HSCP is leading on the Peer Support Test of Change &amp; Wider Recovery Oriented System of Care Workstream Group. There is a strong emphasis on recovery within the GGC 5-year Mental with an emphasis on working collaboratively with people with lived experience, local mental health services and Scottish Recovery Network to promote recovery. All GGC HSCPs contribute to the funding of the test of change.</p> <p>11 Peer Support Workers (PSWs) have been employed in a 'Test of Change' to demonstrate reduced number of patient admissions, reduced length of stay in hospital and reduced contact with Mental</p>



	<p>Health Services whilst in the community services. Protracted recruitment of the Mental Health Recovery Operational Manager and COVID restrictions have had an impact on the delivery of the PSW test of change. The PSW Test of Change was initially planned for 18 months. However, was extended to 23 months (March 2022).</p> <p>An independent evaluation is currently underway with early indicators highlighting that this as a positive development within Mental Health Services. Key partners within the Test of Change have indicated in the recent evaluation workshops that PSW interventions:</p> <ul style="list-style-type: none"> <li>• Have empowered service users in taking responsibility for self-managing their condition</li> <li>• Are goal focussed, working toward a plan</li> <li>• Offer hope and build confidence and self esteem</li> <li>• Have reduced dependency on services</li> <li>• Have improved outcomes for service users and carers</li> <li>• Offer additional role and approach to Multi-Disciplinary Teams (MDT)</li> <li>• It is not appropriate for all service users</li> </ul>
<b>Unscheduled Care</b>	<p>Renfrewshire funds 2x Band 6 Unscheduled Care Practitioners. Current liaison posts within Renfrewshire (1x Band 7 and 1x Band 6) will transfer to the Board wide Liaison Service. This will standardise the service across GGC to support emergency departments both in and out of hours. This process was complete by September 2020 and the service is hosted by Glasgow Specialist Mental Health Services. The crisis workstream is currently on hold as the Board was unable to recruit to medical posts, this has a direct impact on the proposed model. Renfrewshire continues as before as the Intensive Home Treatment Team delivers a medical led model.</p>
<b>Mental Health Assessment Units (MHAUs)</b>	<p>The MHAU model was developed in response to the COVID-19 pandemic demands/pressures and challenges to reduce attendances to Emergency Departments and provide safe patient care. Glasgow HSCP host two MHAUs one based at Stobhill Hospital and another at Leverndale Hospital. The units receive all emergency mental health assessments from Police Scotland, GPs, and Scottish Ambulance service. On completion of assessment, the patients care is transferred to relevant local area for appropriate interventions and treatments. Renfrewshire contributes to the funding of this service.</p>