
To: Renfrewshire Integration Joint Board

On: 14 September 2018

Report by: Chief Officer

Heading: Mental Health Strategy 2017-2027 Action 15 Plan

1. Purpose

- 1.1 The purpose of this report is to present the draft Initial Action 15 Plan which was submitted to the Scottish Government on 31 July 2018. A detailed Action 15 Plan must be submitted to the Scottish Government on 30 September 2018.

2. Summary

- 2.1 Action 15 is one of the 42 actions/commitments in the national Mental Health Strategy 2017-2027. Scottish Government Ministers gave a commitment to provide funding to support the employment of 800 additional mental health workers across Scotland to improve access to mental health services for those in need.
- 2.2 At a Greater Glasgow and Clyde level the share of national workforce target, were it to be distributed equally, is 179 additional mental health workers to be achieved in 4 years. (Renfrewshire share of this is 27.2 by 2021/22). It is essential that the Health Board and HSCPs work across boundaries and take a collaborative approach due to the way that mental health services are delivered, and it is necessary to optimise use of resources in support of delivery of the GGC wide Mental Health Services. A key principle underpinning the collaborative approach is that there should be equitable contributions from HSCPs to agreed pan-GGC investments based on NRAC shares. Each HSCP is however accountable to its own Board for use of resources.
- 2.3 The Initial Action 15 Plan has a range of proposals both board-wide and Renfrewshire only.

3. Recommendations

It is recommended that the IJB:

- Note the Initial Action Plan;
- Note that the Head of Mental Health, Addictions & Learning Disability Services will continue to work with other Greater Glasgow and Clyde HSCPs to develop the board-wide proposals, and locally with colleagues in Renfrewshire to develop our Renfrewshire only proposals;
- Delegate authority to the Chief Officer to finalise the Action Plan and submit to Scottish Government by 30th September 2018.

4. Background

4.1 NHS Greater Glasgow and Clyde has developed a five-year mental health strategy that spans across both inpatient and community services. The strategy aims to take a whole system approach, linking the planning of services across the whole Health Board area, incorporating the planning priorities of the six Health and Social Care Partnerships, and is aligned with delivery of the Scottish Government's Mental Health Strategy 2017 – 2027. The NHS Greater Glasgow and Clyde five-year strategy focuses on the following themes:

- 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

Implications of the Report

1. **Financial** – Action 15 allocation in 2018-19 for Renfrewshire is **£373, 503**
 2. **HR & Organisational Development** – This allocation will fund addition posts. The funding is recurring, however some of our proposals are for fixed term posts in relation to tests of change.
 3. **Community Planning** - The wellbeing of communities is core to the aims and success of Community Planning. Action 15 will contribute to support this wellbeing agenda. Ongoing engagement with people with lived experience and their carers will help to shape future services.
 4. **Legal** - There are no legal issues with this report.
 5. **Property/Assets** – No issues
 6. **Information Technology** – The HSCP will require to routinely report back to the Scottish Government on progress made against our plans and in particular in relation to our contribution to establishing additional Mental Health Support Workers
 7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement have been identified arising from the recommendations contained in the report. If required during implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the HSCP's website.
 8. **Health & Safety** - Nil
 9. **Procurement** - Procurement activity will remain within the operational arrangements of the parent bodies.
 10. **Risk** – There is no risk identified as this funding is recurring and implementation of the new posts will be governed by a Mental Health Strategy Planning Group.
 11. **Privacy Impact** - N/A
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Renfrewshire Health and Social Care Partnership

Mental Health Action 15 Implementation Plan 2018/19

*Our Vision is for Renfrewshire to be
a caring place where people are
treated as individuals and supported
to live well*

Brighter futures



Mental Health Strategy Action 15 Implementation Plan 2018 – 2019

Renfrewshire Health and Social Care Partnership's Strategic Plan for 2016 – 2019 begins the journey to developing more joint and integrated services and marks a key milestone in our progress towards achieving the Scottish Government's 2020 Vision.

That vision is clear on what we must work to achieve - namely that everyone is able to live longer, healthier lives at home or at a homely setting and we will have a health and social care system where:

- We have integrated health and social care.
- There is a focus on prevention, anticipation and supported self-management.
- Day case care in hospitals will be the norm.
- Whatever the setting, care will be provided to the highest standard of quality and safety with the person at the centre of all decisions.
- There will be a focus on ensuring that people get back into their home or community environment as soon as appropriate with minimal risk of readmission.

The partnership is focused on delivering outcomes within Renfrewshire based on its themes and high level strategic priorities, these are set out below:

- Improving Health and Wellbeing which includes:
 - Prevention, Anticipatory Care and Early Intervention.
 - Community Led Activity.
 - Addressing Inequalities.
 - Adult and Child Protection.
- The Right Service, at the Right Time, in the Right Place
 - Pathways through and between Services.
 - Appropriate Accommodation Options to Support Independent Living.
 - Managing Long-term Conditions.
- Working in Partnership to Treat the Person as well as the Condition
 - Personalisation and Choice.
 - Support for Carers.

In pursuit of this vision and focusing on our strategic priorities, we must ensure we deliver on the agreed 9 national health and social care outcomes. These are set out below:

Outcome 1: People are able to look after and improve their own health and wellbeing and live in good health for longer.

Outcome 2: People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.

Outcome 3: People who use health and social care services have positive experiences of those services, and have their dignity respected.

Outcome 4: Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.

Outcome 5: Health and social care services contribute to reducing health inequalities.

Outcome 6: People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.

Outcome 7: People using health and social care services are safe from harm.

Outcome 8: People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.

Outcome 9: Resources are used effectively and efficiently in the provision of health and social care services.

Mental Health Services are an important part of delivering on our priority areas. NHS Greater Glasgow and Clyde has developed a five year mental health strategy that spans across both inpatient and community services. The strategy aims to take a whole system approach, linking the planning of services across the whole Health Board area, incorporating the planning priorities of the six Health and Social Care Partnerships, and is aligned with delivery of the Scottish Government's Mental Health Strategy 2017 – 2027 which can be accessed [here](#). The NHS Greater Glasgow and Clyde five year strategy focuses on the following themes:

- Prevention, early intervention and health improvement
- Physical health
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- Primary care
- Community and specialist teams
- Social care
- Unscheduled care
- Bed modelling

National Mental Health Strategy – Action 15

Action 15 is one of the 42 commitments in the national Mental Health Strategy 2017 – 2027. Scottish Government Ministers gave a commitment to provide funding to support the employment of 800 additional mental health workers across Scotland to improve access to mental health services for those in need. The goal was to 'Increase the workforce to give access to dedicated mental health professionals to all Accident and Emergency departments, all GP practices, every police station custody suite, and to our prisons.'

Funding to support the delivery of this commitment is being provided to each Integration Authority although £1M has been top sliced for a national Police Scotland/SAS demonstrator project. Each HSCP is required to develop an Initial Action 15 Plan by 31 July 2018, and a detailed Action 15 Plan by 30 September 2018. The plan should set out goals for improving capacity in the settings outlined in Action 15 of the Mental Health Strategy.

At a Greater Glasgow and Clyde level the share of national workforce target, were it to be distributed equally, is 179 additional mental health workers to be achieved in 4 years. (Renfrewshire share of this is 27.2 by 2021/22). It is essential that the Health Board and HSCPs work across boundaries and take a collaborative approach due to the way that mental health services are delivered and it is necessary to optimise use of resources in support of delivery of the GGC wide MHS. A key principle underpinning the collaborative approach is that there should be equitable contributions from HSCPs to agreed pan-GGC investments based on NRAC shares. Each HSCP is however accountable to its own Board for use of resources.

The plan from each Integration Authority is to set out the following:

How it contributes to the broad local improvement principles

- the application of additional resources should result in additional services commensurate with the commitment in the Mental Health Strategy to provide 800 additional mental health workers by 2021-22;
- the nature of the additional capacity will be very broad ranging – including roles such as peer and support workers;
- prospective improvements may include the provision of services through digital platforms or telephone support;
- improvement may include development for staff who are not currently working in the field of mental health.

How it takes account of the views of local Justice and other Health partners in the area about what improvements should be introduced.

How it fits with other local plans currently in development.

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 enable primary care responses to low level mental health need, and ensure effective pathways for those patients coming into and going out of specialist Mental Health services.

Interface with Children's Services:

A significant part of NHS GG&Cs Mental Health Strategy focuses 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.

Renfrewshire, as part of our Mental Health Implementation Plan, will work closely with Children Services to develop a range of initiatives to deliver on the prevention and early intervention agenda. These will in part be directed towards the specific funding identified by the Scottish Government to improve mental health for children and will also be included within Action 15 considerations.

Interface with Community Justice:

Renfrewshire does not have a prison or police custody suites. The responsibility for provision of mental health care in these settings rests with NHS GGC. Police Custody Healthcare and Prison Healthcare services hosted by Glasgow City HSCP. Renfrewshire HSCP will explore opportunities to improve mental health for people within criminal justice services; this will be done in partnership with Renfrewshire Council Criminal Justice Services.

Interface with Alcohol and Drugs Partnership:

Renfrewshire will continue to develop connectivity between the work of the Mental Health Implementation Plan and the Alcohol and Drugs Partnership. It will particularly focus on those adults with multiple and complex needs who access both services and require significant support from accident and emergency, criminal justice services and primary care. We are in the initial stages of developing our recovery pathway for people with alcohol and/or drug issues and mental health issues.

Engagement and Consultation:

In developing this plan, an initial consultation with a range of services has taken place; however, it is our intention to now develop a Renfrewshire Mental Health Strategy Implementation Group. Action 15 priorities will be progressed as part of this group. Details of this will be included in our September submission.

Financial allocations for Renfrewshire are as follows

Allocation by HSCP	HSCP NRAC Share %	NRAC Share £
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

Renfrewshire HSCP Initial Action 15 Plan

Our initial proposals for investment of Action 15 funding are set out below. Other proposals have been developed pan – Greater Glasgow and Clyde and set out Renfrewshire's share of the required investment. The board wide proposals have not been finalised so these may be subject to change. These will be reflected in the September Plan.

Proposal	Descriptor	Outcomes	Delivery	Strategic Links	Posts
1/ Investment in trauma informed and mental health training and a range of prevention initiatives including suicide prevention, safe talk	Investment in mental health training for primary care practitioners, contractors and services in and out with Mental Health Services	Increase awareness of mental health conditions and support for frontline practitioners	Board-wide	Action 15 and Primary Care Improvement Plan	Currently being worked up via GGC Mental Health Programme Board
2/ Establish a Discharge Coordinator/Bed Manager post	Reduction in length of hospital stays and occupied bed days, for Mental Health Adult and Older Adult patients. Smoother and quicker transition home	Enable timeous admission and discharge for Inpatient services, coordinated by one practitioner	Renfrewshire	Action 15; 5 year Mental Health Strategy	1 Band 7 Nurse
3/ Computerised CBT Service	Roll out of the CBT service across GG&C	Improve access to low level psychological therapies for service users and patients	Board-wide	Primary Care Improvement Plan Action 15 Action 25	See 1/
4/ Establish a CAPMH post (Children Affected by Parental Mental Health)	Strengthen our approach to children affected by parental mental health	Identify children by sensitive routine enquiry within Adult Mental Health Services and assess the impact, working closely with Children's Services	Renfrewshire	5 Year Mental Health Strategy	1 Band 6 Nurse

5/ Unscheduled Care	Enhance capacity of Crisis Teams across GG&C to reduce admissions to accident and emergency and inpatient services Psychiatric Liaison: enhance the liaison service across the City to support emergency departments both in and out of hours	Deliver an efficient out of hours response to planned and unplanned mental health support and assessment Reducing response time from 2 hours to 1 hour	Board-wide	Action 15 Out of Hours Primary Care Improvement Fund	See 1/
6/ Test of Change – Management of Borderline Personality Disorder Patients on transition from Inpatients into the Community providing additional support	Two band 6 nurses to facilitate and care manage clients with BPD and support early discharge into the community	Support the reduction in attendance at A&E departments and the reduction in the admission and readmission rates to mental health beds for these patients	Renfrewshire	Mental Health Strategy	2 Band 6 Nurses
7/ Mental Health in Police Custody.	Mental Health nursing support to the development of the police custody hub and the formation of a multi-disciplinary team approach to the delivery of police custody services	Deliver an efficient and responsive mental health support to people within to police custody service	Board-wide and Hosted Service	Action 15	See 1/
8/ Establish a Recovery Hub for Patients with Mental Health and Addiction Issues.	Provide a community hub for people in recovery from alcohol and/or drug issues or mental health issues, or both. Working in partnership with a range of partners providing in-reach support. Providing peer support from individuals with lived experience	Increase support within the community. Promote recovery. Increase in life skills, raise mental health literacy and promote self-management. Reduction in the rates of admissions to mental health beds	Renfrewshire	Action 15 ADP	Workforce to be developed but will include Peer Support/Recovery Workers Training for volunteers

9/ Review of Rehabilitation Beds.	The development of 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	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	Board-wide	Action 13	See 1/
10/ Establish a test of change linking physical and mental health	Pilot a physiotherapist in our Doing Well Service (PCMHT)	Address physical health issues which impact on mental health to aid recovery	Renfrewshire		1 Band 6 Physiotherapist
11/ Psychological Intervention in Prisons	The development of a low intensity psychological service across the three prisons within GG&C. Focus of work to improve transitions from prison to community and improved support for long term prisoners	Deliver a programme of low level support to prisoners to enhance mental health and wellbeing	Board-wide hosted service	Action 15	See 1/
12/ Develop 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 bipolar hub with the third sector to support service users with longer term care	Board-wide	Action 15	See 1/
13/ Borderline Personality Disorder (BPD) Service	Implementation of an evidence-based framework of care for people with BPD ensuring access to a coordinated programme of clinical care, including DBT and MBT where indicated	Enhance services for patients with BPD to ensure more effective response to patients. This will support the planned reduction in A&E attendance, crisis admissions and contact	Board-wide	Action 15, Primary Care Improvement Fund Alcohol and Drugs Funding	See 1/

		with out of hours emergency services			
14/ Development of a Recovery Orientated System of Care	Development of a recovery model of care for mental health service users focusing on mental health support and third sector engagement. Peer Support Worker Test of change	Deliver effective community supports to promote and facilitate recovery. Increase life skills and promote self-management. Routes to training and employment for patients/ service 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 A&E Departments, reduce admissions to inpatient services.	Board-wide	Primary Care Improvement Fund Action 15 Action 37	See 1/
15/ Project Management Support	The development of a Board-wide project management team to ensure the Mental Health Strategy is implemented and has significant links to the Primary Care Strategy and other programmes of work	Support the implementation of the Adult Mental Health Strategy including the generation and analysis of data to improve service user outcomes while reducing spending	Board-wide	Action 15 Primary Care Improvement Fund	See 1/

