

Meeting of:	Healthy Living and Social Care Scrutiny Committee
Date of Meeting:	Tuesday, 12 November 2019
Relevant Scrutiny Committee:	Healthy Living and Social Care
Report Title:	Development of a Locality Model of Community Mental Health Provision across the Vale of Glamorgan
Purpose of Report:	To provide information on the progress of the Vale Locality Mental Health Team
Report Owner:	Director of Social Services
Responsible Officer:	Head of Adult Services / Locality Manager
Elected Member and Officer Consultation:	Councillor Ben Gray, Cabinet Member
Policy Framework:	This is a matter for Executive decision
<p>Executive Summary:</p> <ul style="list-style-type: none"> To inform Scrutiny Committee of the progress of the Community Service Review of Mental Health Services with a specific focus on the Vale Locality Mental Health Team based at Barry Hospital. 	

Recommendation

1. That Scrutiny Committee considers the contents of this report.

Reason for Recommendation

1. To update Scrutiny Committee on developments in community services for adults with mental health problems in the Vale of Glamorgan and to provide Scrutiny Committee the opportunity to comment on the future direction and delivery of mental health services within the Vale of Glamorgan

1. Background

- 1.1 Community Mental Health Teams (CMHT's) in Cardiff and Vale are jointly operated by Cardiff and Vale University Health Board (C&V UHB) and the Local Authorities. They offer a specialist multi-disciplinary service including community based outpatients and psychological interventions as part of a whole system approach. They work in conjunction with in-patients, crisis and home treatment teams, liaison services and a range of specialist community teams such as perinatal, assertive outreach, borderline personality disorder, forensic, rehabilitation and eating disorders.
- 1.2 A number of changes have impacted on the operation of CMHTs in particular the development of Primary Mental Health Support Services (PMHSS) and the Mental Health Measure (MHM). These are intended to support CMHTs to focus on those people with the most complex needs, who require a secondary, specialist service. CMHT staff also describe how the nature of the mental illnesses are becoming more complex and diverse with issues such as dual diagnosis, neuro-developmental disorders and personality disorders increasingly evident. The interpretation of secondary care responsibility has become more diverse as a consequence. This has been a challenge to services.
- 1.3 Within the Vale of Glamorgan, Social Services staff work in partnership with the Cardiff and Vale University Health Board in delivering secondary mental health services. The service supports approximately 1,100 people with mental health needs and receives on average, 180 new referrals each month.
- 1.4 Working to the GP surgeries in the Central, Eastern and Western Vale areas of the local authority, traditionally the service was delivered via Community Mental Health teams in those areas; Amy Evans Centre in Barry, Hafan Dawel in Penarth and Western Vale CMHT in Cowbridge.
- 1.5 With increasing demands on the service, budgetary pressures and the poor state of some of the CMHT's offices, a focussed Community Service Review (CSR) commenced in January 2018. This was sponsored by the Mental Health Clinical Board to consider the future service model for delivering community mental

health services and build upon the work already started in 2015. Work streams were established to focus on the following areas.

- Work stream 1: Organisational Change Process – Locality Model.
- Work stream 2: Building management and transfer arrangements.
- Work stream 3: Service re-design, clinical models and pathways.

- 1.6** In January 2018 a programme implementation steering group was set up to monitor the progress of the three work streams, reporting back to the Community Services Operational Board. The need for change and a focussed approach to the delivery of mental health services was a central theme running through all the work streams and was in accordance with the Together for Mental Health plan and C&V UHB's Shaping Our Future Well-being Strategy.
- 1.7** It was agreed by the Community Services Operational Board that the Vale would be the first area to move to a locality model of working, with the Workforce and Organisational Change work stream dedicated to delivering this aim. The need to move staff out of Amy Evans, coupled with the availability of accommodation at Barry Hospital secured by Capital planning within C&V UHB through the Integrated Care Fund, made this move possible. This signalled the start of Phase 1 of the Community Service Review. Cardiff and Vale UHB employed a dedicated Programme Manager to oversee the project.
- 1.8** In September 2018, following a series of engagement events with people using mental health services, staff consultations and the completion of refurbishment works, the three CMHT's moved into Barry Hospital and became known as the Vale Locality Mental Health Team (VLMHT).
- 1.9** There is an integrated Manager with overall responsibility for the integrated pathway and service user experience from referral to discharge. Supporting this post are two Community Psychiatric Nurse Leads and two Social Work/Approved Mental Health Professional Managers, one of which is a permanent Local Authority funded post and the other a 12 month temporary post funded by the Health Board, three Consultant Psychiatrists, an Occupational Therapy Team Leader and a Consultant Psychologist.
- 1.10** This completed Phase 1 of the CSR in the Vale.

2. Key Issues for Consideration

- 2.1** Phase 2 of the Community Service Review is underway, with new ways of working within the VLMHT being developed. Examples of this are: end of day multi-disciplinary meetings, primary mental health support services and 3rd sector attending referral meetings, Focussed Outreach and Recovery Team staff based at the VLMHT, and recruitment of five Mental Health Practitioners to work within primary care to be based in GP surgeries. These changes are all aimed at making a person's pathway through mental health services as seamless as possible.

- 2.2** It is recognised that considerable staff support during the process of on-going change and development of the Locality Model has been required.
- 2.3** Recruitment to a longstanding vacant Consultant Psychiatrist post, along with the recruitment to Nursing, Social Work and Occupational Therapy vacancies have improved the stability of the team. However there remains ongoing recruitment challenges for psychologists and Speciality doctors (currently 1.6 full-time equivalent posts) which compromises the ability to fully implement new ways of working.
- 2.4** The pressure on the Approved Mental Health Professional (AMHP's) Service has been recognised by the senior management team within the council with measures put in place to support and maintain existing AMHPS and to try and increase the number of social workers undertaking the training.
- 2.5** Since 2013 the number of AMHPs in the Vale have reduced from 12.5 (FTE) to the current number of 7 (FTE) (this includes the Integrated Manager and Team Managers who have had to go back on the AMHP rota to ensure service delivery). C&V UHB have not agreed to release any appropriate health staff to undertake the AMHP training and there are no existing health staff who are AMHPs in the Vale.
- 2.6** The number of Mental Health Act assessments continues to increase. From 1st January 2017 – 31st December 2017 there were 120 MHA assessments – this increased to 185 from 1st January 2018 – 31st December 2018.
- 2.7** It is important to highlight that although the team have faced considerable changes and ongoing challenges, the Health Inspectorate and Care Inspectorate Wales Joint review carried out on 4th and 5th December 2018, assessed that: 'Overall, we found evidence that the service provided safe and effective care to its service users'.
- 2.8** The Inspection report published on the 6th March 2019 summarises the main findings:

What the service did well:

- Service user feedback was generally positive.
- The environment was clean and tidy.
- Robust management of medicines processes in place.
- Provision of a support worker service that evidenced a positive and direct impact on service users.
- Application of Mental Health Act and Mental Health Measure (2010) and legal documentation.
- Identification of a vision for the future of the service supported by a passionate management team.
- Strong integrated leadership model, supported at a senior management level.

Recommendations for service improvement:

- Recruitment into key roles, such as psychiatrists and psychologists.
 - Timeliness of transportation for service users to a place of safety and/or hospital.
 - Organisation of outpatient and medication clinics.
 - Completion of appropriate forms for service user capacity assessment by clinical staff.
 - Clarity for staff regarding new processes and procedures following the merger of the three teams.
- 2.9** As outlined above, plans have been put in place and action undertaken, led by C&V UHB, to address these recommendations for improvement.

3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?

- 3.1** Long-term: A Locality Model of service delivery offers longer term sustainability. Through having all staff based in one building there is greater flexibility in staff cover, greater opportunity for peer support and professional skill sharing and reduced building costs. Variation in access to specialist treatments and therapies has been reduced by merging of the smaller, less well resourced teams.
- 3.2** Prevention: Provision of Mental Health Practitioners within GP surgeries are to support people in managing their mental health needs at an early stage. Closer links with 3rd sector agencies and Primary Mental Health Support Services supported by their attendance at weekly referral meetings allow for early identification and provision of support.
- 3.3** Integration and Collaboration: Is central to the delivery of the Vale Locality Mental Health Service as evidenced throughout this report.
- 3.4** Involvement: People receiving support from the team were consulted in respect of the move and have been involved in a recent joint Health Inspectorate for Wales/Care Inspector for Wales' review of the service. The focus on greater involvement of people in their care pathway is central to the development of the service.

4. Resources and Legal Considerations

Financial

- 4.1** The Vale Locality Mental Health Team structure does not have any additional financial implications for the Local Authority. The additional Social Work Manager post is funded by Cardiff and Vale University Health Board, agreed on the basis that the one and a half health funded Integrated Managers (IM) posts previously covering Amy Evans and West Vale, were no longer required with the

only remaining IM funded by the Local Authority. There are no financial implications to the Local Authority to utilise accommodation at Barry Hospital.

- 4.2 There has been no financial impact in respect of travel expenses for local authority staff due to change of base.
- 4.3 Accommodation refurbishment costs and the cost associated were drawn from ICF capital funding for the refurbishment of Barry Hospital and the savings being released from lease arrangements for the previous neighbourhood clinics.

Employment

- 4.4 There are no specific employment implications as a result of this report.

Legal (Including Equalities)

- 4.5 There are no specific legal implications as a result of this report.

5. Background Papers

Cardiff and Vale Health Board – June 4th 2018 – Community Service Review of Mental Health Service.

HIW/CIW Inspection Report