

Agenda Item 6

		THE HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE	
Boston Borough Council	East Lindsey District Council	City of Lincoln Council	Lincolnshire County Council
North Kesteven District Council	South Holland District Council	South Kesteven District Council	West Lindsey District Council

Open Report on behalf of Lincolnshire Sustainability and Transformation Partnership (STP) and Lincolnshire Partnership NHS Foundation Trust (LPFT)

Report to	Health Scrutiny Committee for Lincolnshire
Date:	17 October 2018
Subject:	Lincolnshire Sustainability and Transformation Partnership: Mental Health

Summary:
The Health Scrutiny Committee is focusing on several priorities being delivered as part of the Lincolnshire Sustainability and Transformation Partnership (STP). One of these priorities is mental health. This was last considered by the Committee on 21 February 2018. This item updates on progress and strategic activity in relation to the NHS direction for delivery of Mental Health Services in Lincolnshire.

Actions Required:
To consider the progress with the Mental Health priority within the Lincolnshire Sustainability and Transformation Partnership (STP).

"Mental health accounts for almost a quarter of NHS activity but only around 11% of the total expenditure. Poor mental health is known to contribute to existing inequalities and can result in negative outcomes for those in need, particularly in relation to education, employment, housing, substance and alcohol dependence and the criminal justice system. The cost to the economy is estimated at £105 billion a year. This demonstrates the financial implications of not taking mental ill-health seriously."

Lincolnshire JSNA, 2017

1. Background

Lincolnshire Partnership NHS Foundation Trust (LPFT)

Lincolnshire Partnership NHS Foundation Trust (LPFT) is the specialist provider of health services for people who have mental health problems, learning disabilities and other complex needs. LPFT provides these services across Lincolnshire. The organisation runs both ward based services and community services for people living with mental ill health and those people who have a learning disability.

The Trust employs 2100 people and receives an income of circa £100 million per year for the provision of its services. LPFT is rated 'Good' by the Care Quality Commission and are in the top segment of Trusts nationally (segment score of 1) for its financial standing and delivery of key performance indicators.

Five Year Forward View for Mental Health

National policy for mental health is described in the “The Five Year Forward View for Mental Health” published by the Department of Health and Social Care in England. This policy document gives a commitment that mental health and learning disability care and treatment is important and that services must be developed, to support the reduction in stigma for people with mental health problems and improving services for patients.

Priorities for LPFT

There are some key priorities for LPFT to deliver this year, which link to the Sustainability and Transformation Partnership plans. These are: -

- Repatriation of mental health patients back to Lincolnshire; and
- Transformation of the community mental health teams.

During the last year, a number of services have received investment from both Lincolnshire County Council and the South West Lincolnshire Clinical Commissioning Group (CCG), on behalf of the CCGs in Lincolnshire.

These new services support unnecessary admissions to hospital and reduce the need to place patients out of area for specialist mental health services. These services are: -

- i. Psychiatric Intensive Care Unit (PICU) in Lincoln for males (10 beds) – July 2017
- ii. Psychiatric Clinical Decision Unit (PCDU) – January 2018;
- iii. Expansion of the Crisis and Home Treatment teams based in the community – January 2018;
- iv. Expanded Bed Manager Team to help to place patients who may have gone out of Lincolnshire for their care in the past but who now are being seen in Lincolnshire with the ability to stay closer to their homes and families – January 2018.

2. Repatriation of Mental Health Patients back to Lincolnshire

This programme is a collaborative effort by LPFT with the lead commissioner for mental health, South West Lincolnshire Clinical Commissioning Group. This has been a very positive piece of work, which has included LPFT taking an active role in leading and managing the change (to achieve a better service for patients and financial savings).

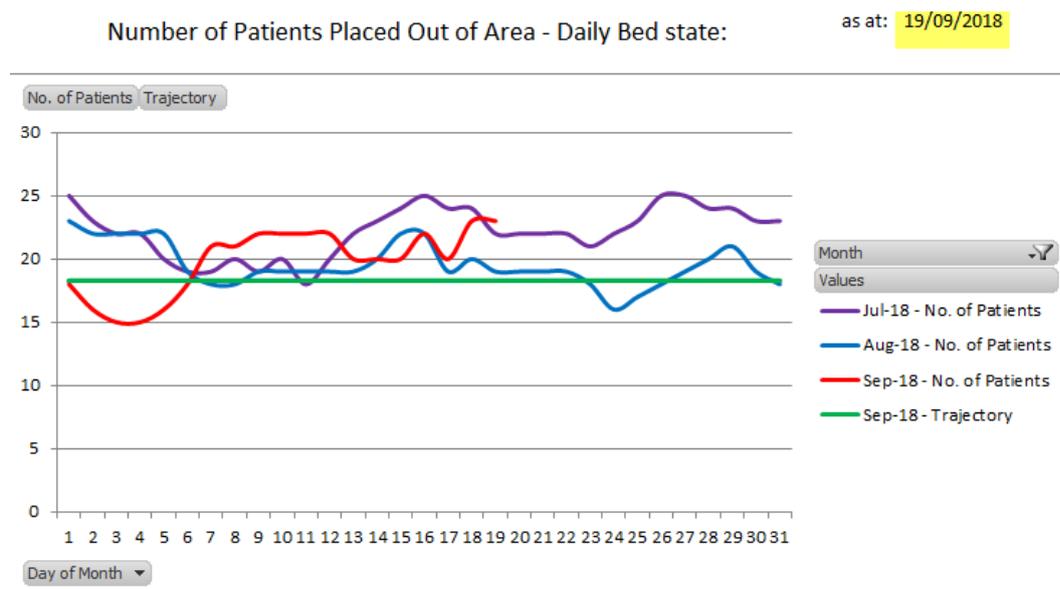
There is a daily dashboard that monitors the number of patients who are going out of area for their care. The daily dashboard is presented in the figure below. It shows the trajectory that LPFT is aiming for and at which LPFT escalates (currently 18 patients out of area) and the number of patients who were recorded as out of area during July, August and September to date).

LPFT is currently looking to bring back both males and females who go out of county for bed based psychiatric intensive care and acute mental health placements.

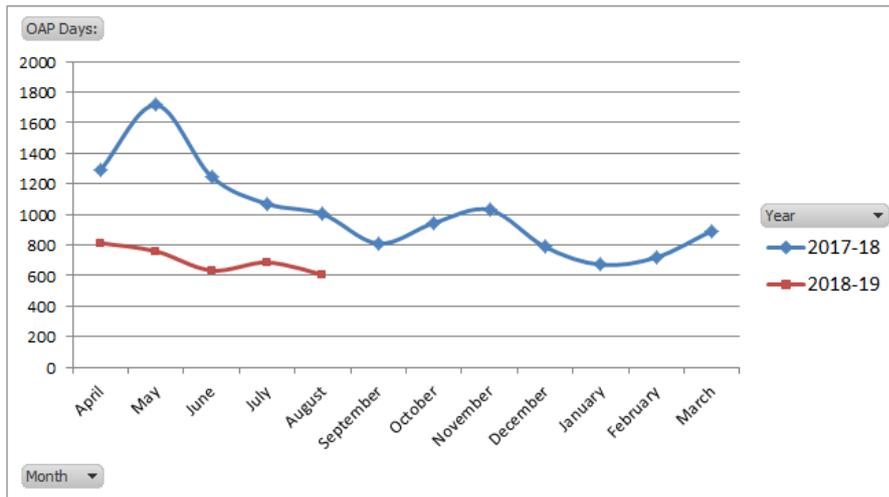
Since the start of the programme: -

- The number of male patients going out of area for psychiatric intensive care is reduced to zero;
- The number of patients in total who have had to go out of area for psychiatric intensive care of acute mental health care has reduced and regularly dips below the trajectory of 18 patients.

The plan is to achieve a further reduction in the number of patients going out of area. If a patient is successfully placed in a Lincolnshire NHS bed, such as the PICU, this means that not only the patient experience is improved but that the money that would have been paid to a provider out of Lincolnshire comes back into the Lincolnshire system.



Number of Out of Area Bed Days - Year On Year:



Year on Year:

OAP Days:	Year	
Month	2017-18	2018-19
April	1291	814
May	1716	760
June	1248	634
July	1070	687
August	1003	606
September	810	#N/A
October	945	#N/A
November	1031	#N/A
December	788	#N/A
January	672	#N/A
February	720	#N/A
March	894	#N/A
Grand Total	12188	#N/A

Part of the work that is being undertaken by the LPFT bed managers is to repatriate patients who are already out of area and the impact of this on length of stay and out of area bed days is shown in graph two above. This is showing a significant reduction in the number of bed days used by patients going out of area since the start of the programme.

3. Transformation of Community Mental Health Teams (CMHTs)

Part of the solution to preventing people having to go out of Lincolnshire for their care is having stronger community mental health services. In some cases if community provision was in place, patients would not necessarily require admission at all – either in Lincolnshire or outside of Lincolnshire.

The provision of community mental health services for working age adults (people aged 18 to 65 years) is provided under a block contract in Lincolnshire. Previously, the emphasis of the CMHTs was primarily on treating serious mental illness but the spectrum of demand is now much broader; approximately 70% of the c6500 people on the CMHT caseload are non-psychotic in nature and a significant number have a diagnosis of personality disorder (10-15%) for which there is currently no effective service offer.

Development of Care Pathways and Reducing Waiting Times for Patients

Over the last eighteen months, the division has listened to patients and stakeholders at a series of workshops to share the proposals and invite feedback. These have been used to shape the current service plan to ensure it is fit for purpose. The service plan is now developed and consists of three distinct care pathways:

- Longer term care
- Psychosis/trauma
- Common mental health disorders

Additional investment is likely to be needed in order to deliver a comprehensive Personality Disorder Service.

The service will be tailored to each individual so that treatment is matched to the level of need, which will maximise resources and clinical outcomes.

The long psychology waiting times, which had been a key concern for the Trust, are now reduced significantly. This work will continue so that LPFT reduces waiting times overall with a single referral route in for patients and a multi-disciplinary team working together to make sure that the patient sees the most appropriate professional for their care.

Clinics and Support Groups

A number of new clinics and support groups have been established including: -

An extension of **Clozapine clinics**, with one in Grantham and one in Lincoln; and there are plans for a further one in Louth. These clinics enable the monitoring and dispensing of a medication to people with serious mental illness (SMI) which can have significant side effects related to physical health. LPFT also has a number of depot clinics for people with SMI, which are based in GP surgeries.

Some localities now have **physical healthcare clinics**, providing the checks recommended in national guidance, that are vital to reducing the inequality around mortality which prevails in the SMI population.

The service also has a designated LGBT lead, who has commenced an **LGBT+ group** for people wishing to attend the service to seek support and discuss issues relating to access and treatment.

The service has commenced a **Bi-Polar group**, this is a psycho-education and skills based group for people with a diagnosis of bipolar disorder or schizoaffective disorder and is part of an East Midlands wide project. The group provides evidence based psycho-education distress tolerance, and relapse prevention in a group format.

Acknowledging the amount of time taken by professionally registered staff dealing with benefits advice, the Grantham CMHT is trialling **benefits drop in sessions** to support patients with this dimension of living.

Accreditation and Meeting High Standards

In tandem with the care pathway group, the division embarked on a programme of quality improvement using the Accreditation for Community Mental Health Services (ACOMHS) scheme, which is overseen by the Royal College of Psychiatrists. Commencing with Grantham CMHT, work was completed to align service delivery with the ACOMHS standards with a peer review by the national team taking place in June 2018.

The decision on the Grantham team achieving ACOMHS accreditation will be announced in November 2018; however, early indications are positive with the team receiving very few actions for improvement at the peer review stage. The Lincoln South and Louth teams are now preparing for accreditation and all eight CMHTs are then expected to work towards accreditation.

In addition staff, patients and carers have undertaken a training programme called 'Enhancing the Quality of User Involved Care Planning in Mental Health Services' (EQUIP). This programme has been developed with the University of Manchester and has demonstrated that, using a process of involvement of carers and service users in care planning, can improve care outcomes. The training has now been rolled out to all team members in the CMHTs and should ensure that care plans are co-produced, with realistic aims that lead to better recovery.

Carers

Significant development work with carers has also been undertaken. In addition to working to accreditation for the national Triangle of Care, each team now has a carer champion, who will meet with carers to discuss questions or issues and can signpost to other support and resources available.

LPFT has also registered the CMHTs for the Carers Quality Award 'You Care – We Care'. By achieving the quality award LPFT will be able to demonstrate its commitment to providing high quality support to carers.

Carer-led groups have been implemented in individual teams. Carers and service users have been involved in the development of these initiatives, have participated in training of staff and continue to have an active role in development of services.

The Trust is working in partnership with Carers First to support carers including making sure that carers have carer assessments.

Workforce Developments

A workforce plan has also been developed to support the service transformation. Successful delivery is predicated on having a skilled and supported workforce, which is appropriately trained to deliver evidence based interventions at the right level. Examples of new posts already created are Advanced Nurse Practitioners who can support medical staff and who can deliver many of the services traditionally provided by medical staff (including prescribing of medication).

4. Multi Agency review of crisis care

The Lincolnshire Multi-Agency review of crisis care was commissioned by Lincolnshire County Council to obtain a clear picture of commissioned mental health crisis services across Lincolnshire.

The review covers the whole population of Lincolnshire, including all ages and geographical locations, and therefore looks at provision of services for children and young people, working age adults and older adults across the county. These

services include Crisis Resolution and Home Treatment Teams (CRHTTs), Approved Mental Health Professionals (AMHPs), mental health liaison service, triage car, crisis housing, Section 136 suite and other health-base places of safety, Child and Adolescent Mental Health Services (CAMHS) and the Single Point of Access (SPA), and acute inpatient services are also included for the purposes of mapping the crisis pathway following assessment and identifying the impact of current crisis services on acute bed usage, both within Lincolnshire and in out of area placements. Additional focus is also placed on those services not commissioned for mental health crisis response but who play an important part in the pathway, specifically Lincolnshire Police, Accident and emergency departments at United Lincolnshire Hospitals NHS Trust and General Practitioners.

The report made identified these key issues for the Lincolnshire system: -

- Increasing and sometimes inappropriate demand on crisis teams, police, A&E; and issues with people getting access to the service they need;
- The level of experience in some staff groups and understanding of mental health;
- Fragmented services, poor planning for transitions between services and a lack of joint working arrangements;
- The need for preventative work to avoid people reaching crisis point or relapsing following discharge from mental health services;
- Transport delays with patients left waiting or the police conveying people (with the impact on their resources and the associated potential for stigma for people with mental health crisis);
- Funding and resource issues; particularly staffing and lack of funding for prevention.

The findings of the review did not demonstrate anything not already known, but has provided an opportunity to reflect on how we need to work across the system of provision to respond.

5. Investment in other mental health services

LPFT has also received additional income for perinatal mental health services for women and their families; Individual Placement Support and health based places of safety. Lincolnshire County Council has continued to support the improvement of mental health services for children and young people with welcome investment in Healthy Minds – an emotional and behavioural support service for children and young people. In addition the Section 75 contract for adult care and the Managed Care Network have benefited from welcome additional funding from Lincolnshire County Council.

The Lincolnshire Mental Health Crisis Concordat was successful in securing capital funding of £640K to develop ‘places of safety’ in both Lincoln and Pilgrim Emergency Departments and to build a mental health crisis hub. The new urgent mental health care hub will provide space for patients and carers to access advice and support from LPFT mental health services, alongside other supporting organisations such as housing and homelessness support, relationship advice, debt management, drug and alcohol services.

6. Investment in buildings to protect privacy and dignity

Older Adult Services: LPFT is about to commence work to upgrade the patient environment on one of its older adult wards in Lincoln; this to create single rooms to protect patient dignity (there are currently bed bays on this ward, which is not acceptable for good patient care). As a result, the ward is now temporarily closed for refurbishment and the staff who worked on the ward will be providing Home Treatment into the community and into care homes for the people who would have been admitted to the ward, whilst it is being refurbished. The Home Treatment Service commences this month and the Health Scrutiny Committee for Lincolnshire may wish to receive a report in early 2019 to understand the impact of this pilot and the outcomes achieved.

Adult Services: working in partnership with the STP, a bid for public dividend capital was submitted to the Department of Health to develop three new wards for people requiring mental health inpatient care. This is a significant new building, which requires £30m+ investment in infrastructure. The outcome of the bid is not yet known but is expected towards the end of this calendar year.

7. Children and Young Peoples Mental Health Services (CAMHS)

Children and Young Peoples Services: the national publication “Future in Mind” (2015) emphasised the need for ‘improved care for children and young people in crisis so they are treated in the right place, at the right time and as close to home as possible’. This includes ‘implementing clear evidence-based pathways for community-based care, including intensive home treatment where appropriate, to avoid unnecessary admissions to inpatient care’.

In Lincolnshire, we have excellent community services in place for children and young people. These are commissioned by Lincolnshire County Council and provided by LPFT. The ethos of the community service is about one way in to service; prevention of crisis; early intervention in care; community services being close to home and offering safe alternatives to in-patient care for children and young people who do not need an admission to hospital.

There is also an excellent inpatient unit Child and Adolescent Mental Health Services in Lincolnshire, based in Sleaford. The direction for inpatient Child and Adolescent Mental Health services has been subject to national review by NHS England. To make sure that the best care is always delivered in inpatient units, the standards being set by NHS England for inpatient units to meet are increasing to protect patient safety, be clinically effective and to provide a good patient experience.

Nationally there is a move to make sure that high quality treatment and care is delivered in the “least restrictive” setting, close to home, and offer safe alternatives to in-patient care for children and young people who do not need an admission to hospital. This is, again, in part about building stronger community based services whilst retaining bed based services for those who need them. This provision of joined up care, reaching across and beyond the NHS, will eliminate costly and “avoidable” out of area placements and improve the experience of young people and their families.

6. Conclusion

The Lincolnshire Sustainability and Transformation Partnership and the Lincolnshire Health and Wellbeing Board are supporting mental health and learning disability developments for the benefit of Lincolnshire patients.

There is additional investment and transformation underway in all services for people with specialist mental health needs, across all age groups. There are some difficult choices as the system faces the challenge of finding investment for purposes of nationally directed mental health development and transformation of new services.

The cost of meeting this recommendation is estimated to be up to £30m. Capital monies were spent on the introduction of the Psychiatric Intensive Care Unit, which resulted in significant system financial savings as well as a quality benefit to patients, carers and families. It allowed Lincolnshire to develop a new service.

The current national profile of Mental Health and Learning Disability services is unparalleled. The national strategic vision for better accessibility and improved quality is founded on good evidence. The Lincolnshire system has a great opportunity to implement these proposals, but at a time of considerable financial challenge. The recent NHS Planning Guidance for 2018/19 has re-emphasised the need for systems to ensure these services are in place in the timescales described. The STP is working hard at identifying how this can be achieved given the challenges identified above.

5. Consultation

The Health Scrutiny Committee is asked to consider its role in relation to the Government's commitments to Mental Health as a strategic oversight committee of the Lincolnshire System.

6. Background Papers

The following background papers were used in the preparation of this report:

NHS England Five Year Forward View for Mental Health [available here: <https://www.england.nhs.uk/wp-content/uploads/2016/02/Mental-Health-Taskforce-FYFV-final.pdf>]

Lincolnshire Joint Strategic Needs Assessment 2017 [available here: http://www.research-lincs.org.uk/UI/Documents/JSNA%20Summary%20Report_Final_v1.5_070817.pdf]

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