

REPORT TO: Executive Board

DATE: 21 June 2007

REPORTING OFFICER: Strategic Director, Health & Community

SUBJECT: Improvement Review, Community Mental Health Services

WARDS: All

1.0 PURPOSE OF THE REPORT

1.1 The Report describes the process and key findings of the Improvement Review of Community Mental Health Services, which took place in Halton in January/February 2007.

2.0 It is **RECOMMENDED** that

- i) The Executive Board endorse the Action Plan set out in Appendix 2

3.0 SUPPORTING INFORMATION

3.1 The Review Process:

3.1.1 The Improvement Review of Community Mental Health Services took place over five days in January/February 2007. It was led by an Inspector from the Commission for Social Care Inspection (CSCI), who was supported by a second Inspector from CSCI, and by two Inspectors from the Healthcare Commission. The Review focused on community mental health services within the Halton area, and was conducted across the Borough Council, the 5BoroughsPartnership NHS Trust and the Halton and St Helens Primary Care Trust.

3.1.2 A detailed programme was developed for the Inspectors, providing them with a wide range of information-gathering opportunities. This process is described further in paragraphs 3.3.1 – 3.3.4.

3.2 Key Findings:

3.2.1 The following areas were identified by the Review Team as the strengths of local community mental health services:

- Good consensus about and commitment to the modernisation of services along a recovery model
- Work is being done to strengthen partnership working, which will further benefit from recent changes to the PCT
- Positive and effective developments in services that support social inclusion

- Recent improvements in support services for carers were highly valued
- The understanding and use of Direct Payments was improving.
- Users and carers valued the service provided by the Assertive Outreach Team.
- A range of services had been developed by Halton Borough Council and voluntary sector providers, which were effective and highly regarded by users and carers. These included Making Space, MIND, TREDS¹ and the Councils' community support outreach service.
- Commitment had been made to developing a women's service to further address social inclusion and well-being issues

3.2.2 It should be noted that services either provided or commissioned by the Borough Council received some very positive comments, with particular comment of services for carers, and the services provided by the Mental Health Outreach Team. The new Community Bridge Building service was also identified as providing real potential for improvement.

3.2.3 A number of areas for further development were also identified:

- There was a lack of leadership and quality assurance of the implementation of the service redesign (this is the 5 Boroughs Partnership report "Change for the Better" to develop and modernise Mental Health Services), and the capacity to support the change management process was underdeveloped.
- Integration was limited in respect of joint management, joint finances and IT systems.
- Interface arrangements were variable and further work was needed in respect of young people and older adults services.
- There was a limited range of services, with insufficient psychological therapies available.
- Primary care and out of hours services were underdeveloped.
- The needs of minority groups were not fully understood or met.
- There were insufficient quality assurance and evaluation systems in place, which undermined engagement of key stakeholders.
- Case files and ICT systems were not integrated and management oversight of practice and recording needed strengthening.
- There were gaps in recognition of social care issues in assessments and care plans.
- Information about services and conditions was not systematically distributed to service users and carers.
- Users and carers experienced negative attitudes from some groups of staff.

¹ Knowsley Floor Laying Academy; a 13 week training programme operated by Huyton Churches

3.2.4 The full report is available at Appendix 1.

3.3 The Action Plan:

3.3.1 A detailed action plan has now been developed to implement service improvements as identified by the Review. This is submitted as Appendix 2. It addresses all the issues raised as areas for improvement in the Review, grouping them under a series of themes:

- Leadership
- Partnership and integration
- Improving the experience of service users and carers in communities and services
- Assessment and care planning
- Interface and transition
- Other issues (relating to local specialist functions)

3.3.2 The Plan was developed with the full involvement of all key stakeholders, and in particular service users, carers and staff. It was discussed fully on a number of occasions at the Mental Health Local Implementation Team and has been fully signed off by that group.

3.3.3 A key part of this process was an action-planning event, held at Halton Stadium on 18th April 2007. All stakeholders were invited to this event – including service users, carers and front-line staff – with attendance of over 70. This meeting was used to both ensure that all relevant issues for the Action Plan had been considered, and for those present to understand and commit to the actions. This event was attended by the Inspectors and was commended by them.

3.3.4 Following this event, the Action Plan was finalised and submitted to the Inspectors, who have now signed this off as acceptable. The progress against the Plan will now be monitored by both Inspectorates through their usual inspection and performance monitoring regimes, with periodic progress reports also to be submitted.

4.0 POLICY IMPLICATIONS

4.1 The Improvement Review focused on local implementation of the national policy agenda for mental health services. In doing this, it highlighted a number of gaps in service delivery, and highlighted policy and procedural deficiencies. These are addressed in the Action Plan.

5.0 OTHER IMPLICATIONS

5.1 The Improvement Review itself forms part of the judgement by Commission for Social Care Inspection for the star rating for Adults Services in 2006 – 07. The Action Plan is likely to form part of the judgement for the star rating for Adult Social Services in 2007 – 08.

- 5.2 The Borough Council has already committed to funding a new post, in its growth priorities for 2007 additional to existing establishment, in the Crisis Resolution/Home Treatment service. This area is a key national priority and requires social work input in order to meet the requirements of national guidance. This will cost £26941 - £35,355 with oncosts. Two additional half-time posts, in the Assertive Outreach Service and the Primary Care Mental Health Service, are also to be created. These posts will be funded through the Mental Health Grant, and will both help to meet national guidance for Assertive Outreach and develop more preventive services through Primary Care. The total costs will be similar in cost to the above costs of the Social Worker.

6.0 RISK ANALYSIS

- 6.1 Clearly this is a high profile Review with implications for the overall performance of the Council. The delivery of successful outcomes to the Action Plan will depend on successful engagement and delivery of change by all key stakeholders. This will be monitored and reviewed on a regular basis through the Mental Health Local Implementation Team.

7.0 EQUALITY AND DIVERSITY ISSUES

- 7.1 The review specifically focused on people with mental health problems who are aged between 18 and 65. However, it became clear to the Inspectors that the changes to service delivery within the 5BoroughsPartnership would have a significant impact on Older People's Services and therefore recommendations about this service area are incorporated into the final report and Action Plan.
- 7.2 In addition, the Inspection team was keen to establish that services were accessible to all people, and that people receive a positive experience of their engagement with mental health services. This did not always seem to be the case and the Action Plan addresses areas of deficiency.