

Joint Dudley and Walsall Health Scrutiny Committee

**Agenda
Item No.**

23 MARCH 2010

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Title of the Report: Overview of services provided by Dudley and Walsall Mental Health Partnership Trust

Ward(s) All

Executive Summary:

An overview of Dudley and Walsall Mental Health Partnership Trust, which gives committee members details on:

- Background and History
- Key Trust Statistics for 2009/10
- Buildings and Facilities
- Management of Services
- Workforce
- Current Service Provision

Reason for scrutiny:

This report was requested following the first Joint Health Overview and Scrutiny Committee meeting.

To provide the committee with an overview of all services currently provided by Dudley and Walsall Mental Health Partnership Trust.

Recommendations:

1. For the committee to make note of the information and discuss any queries where appropriate.

Background papers:

NA

Resource and legal considerations:

NA

Citizen impact:

NA

Environmental impact:

NA

Performance management:

NA

Equality Implications:

NA

Consultation:

NA

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1. Background and History

Dudley and Walsall Mental Health Partnership NHS Trust was formed on 1st October 2008 from the former mental health provider arms of Dudley PCT and Walsall Teaching PCT, working in close partnership with the respective Local Authorities.

Prior to this, within the Black Country, mental health services within three of the four boroughs were managed directly by PCTs. This was an unusual situation given that in the rest of the country, mental health services tended to be provided by specialist mental health or partnership Trusts and any remaining PCT-managed services were considering reconfiguration. Therefore, the Strategic Health Authority commissioned a review of mental health services within the Black Country.

Following a great deal of debate and discussion, the emerging recommendation from the review was to create a single mental health provider Trust for the Black Country. Formal preparations for this were put into place involving Wolverhampton, Dudley and Walsall PCTs and Sandwell Mental Health and Social Care Trust, as well as the respective Local Authorities. However, shortly afterwards, Wolverhampton PCT decided to pursue alternative arrangements for their mental health services. After some time, Sandwell Mental Health and Social Care Trust decided to withdraw from the partnership and pursue Foundation Trust status as a stand alone Trust. After a short period of consideration, Dudley and Walsall Health economies decided that the best outcome for mental health services within the two boroughs, given this emerging situation, was to continue with the plans and proposals for the Dudley and Walsall Trust were developed. A full business case was considered, followed by a period of public consultation in 2007. The plans to create the Trust received Ministerial approval in August 2008.

2. Key Trust Statistics 2009/10

The following table gives a high-level statistical 'snapshot' of our Trust:

Statistics 2009/10	
Number of employees	1100 full-time equivalent (FTE) 1233 headcount
Number of sites	44
owned	16
leased	28
Total Population Served (Core Services)	559,800
Dudley	305,300
Walsall	254,500
Number of current service users (past 12 months)	26,583
Number of inpatient beds	239 (over three sites)
Number of main commissioners	10
Total Income	£68.4 million
% Income from Non-NHS sources	9.5%
RCI (reference cost index)	116

3. Buildings and Facilities

The Trust is committed to providing high quality, de-stigmatising services which are delivered as closely as possible to people's homes and as such, services are based at multiple sites across both boroughs. Services operate from a total of 44 sites. Of these, 16 are owned by the Trust and the remainder are leased and/or shared with other agencies (for example, services provided from within GP clinics or health centres). Inpatient services are delivered from three sites – Dorothy Pattison Hospital (for working age adults) and Bloxwich Hospital (for older people) in the Walsall locality and Bushey Fields Hospital in Dudley.

During 2008/09 and 2009/01 the Trust made a significant investment across the three inpatient facilities. As a new Trust, we have been able to focus solely on the specific needs of our mental health assets. Extensive interior refurbishments were made at Dorothy Pattison and Bloxwich Hospitals with a focus on safety and the inpatient environment including: -

- New vinyl flooring throughout corridors and some wards
- Improved lighting in corridors
- Replacing aging bathrooms with new ward and en-suite bathroom facilities
- Replacing damaged and aging doors

At Bushey Fields we have invested in upgrades to fire alarms, replacement guttering and new flooring.

Additionally we will be investing in the refurbishment of 9 sites (inpatient and community) to ensure that the Trust's assets have: -

- Better signage to promote easier access
- Increased longevity
- Safe and appropriate exterior features such as fire escapes, guttering and steps

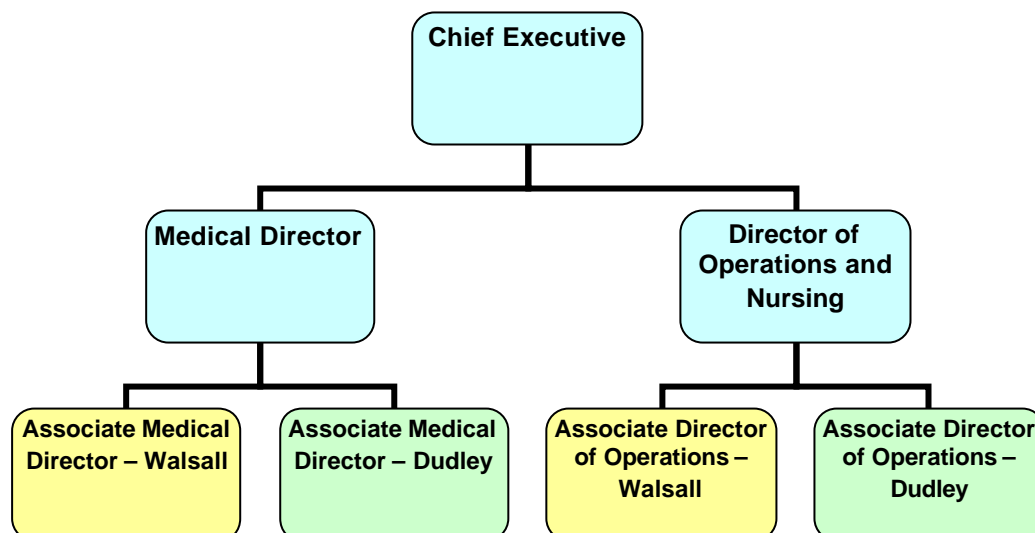
Our future Estates Strategy is currently under development and will address three key issues:-

1. Are our locations aligned with demand for services and areas of highest need?
2. Can we use our estate more efficiently?
3. Does the quality of our facilities enable us to deliver high quality services?

4. Management of Services

Since the Trust was established, a great deal of work has been done in developing a strong culture of leadership, responsibility, excellence and service user focus. The Trust Board consist of the Chair, five Non-Executive Directors, Chief Executive, four Executive Directors and three further Board-level Directors. The Board has maintained a high level of consistency in respect of both Executive and Non-Executive Directors since formation.

The significant majority of clinical services fall within the remit of the Directorate of Operations and Nursing. Services are currently managed on a locality basis, with each borough constituting a locality. There is an Associate Director of Operations and an Associate Medical Director for each locality, who between them have responsibility for all service delivery within the locality (depicted diagrammatically below).



Whilst this locality-based model of service management has allowed more stability in the period following set-up, it has presented limitations with regard to taking the Trust forward and enabling the delivery of future agendas. For example:

- This model of management has led to a great deal of duplication between localities.
- Existing inequities or un-necessary differences in the model of service delivery between the localities have largely been maintained.
- It has not facilitated the sharing of best practice between localities and services – one of the primary reasons for setting up the Trust.

Therefore, we are currently undertaking a period of staff consultation about the introduction of a new, service-based management structure that will help us to overcome these problems and make more effective use of resources.

5. Workforce

Our Trust employs 1233 staff (1100 full-time equivalent/ FTE). In addition, there are 161 Local Authority staff (141 FTE) seconded to the Trust as part of our integrated services. These seconded staff remain employed by the respective Local Authority.

The breakdown of employees is shown in the following table as a percentage of the total workforce:

Occupational Group	01-Oct-2008	01-Apr-2009	30-Sep-2009
Admin & Estates	21.0%	20.6%	20.6%
- of which clinical admin support	72.6%	66.0%	65.7%
Managers	1.8%	2.6%	3.2%
Medical	9.2%	8.5%	8.0%
Nursing	40.3%	38.0%	38.4%
Others	0.6%	0.9%	0.5%
Scientific, Therapeutic & Technical Staff	5.6%	6.8%	6.5%
Clinical Support Staff	21.5%	22.6%	22.8%
Trust Total	100.0%	100.0%	100.0%

6. Current Service Provision

Our Trust provides a wide range of integrated mental health services to children, adults and older people. Whilst there is a full description of our service areas in the table that follows, our core clinical services are: -

- Adult and Older Adult Inpatient services
- Adult and Older Adult Community Mental Health and Social Care
- Assertive Outreach
- Primary Care services (including IAPT in Dudley locality)
- Crisis Resolution/Home Treatment
- Early Intervention in Psychosis
- Therapeutic Recovery
- Day Services
- Employment and Vocational Services
- Substance Misuse Services
- Child and Adolescent Mental Health Teams
- National Deaf CAMHS service
- Eating Disorder services
- Criminal Justice and Court Diversion

As the former providers of mental health services prior to the formation of the Trust, Dudley and Walsall PCTs undertook that services which were then accessed locally would remain so within the new organisation. This has been upheld by the Trust.

Whilst the services provided across both boroughs are broadly similar, there are some areas of inequity within the current service provision. This is a consequence of commissioners historically having decided to invest in different services for their populations, or where there has been local agreement that services are delivered in a particular way. For example:

- Older People's Memory Service in Walsall, but not in Dudley.
- Inpatient rehabilitation facilities in Walsall, but not in Dudley.

- Increasing Access to Psychological Therapies (IAPT) service in Dudley but not in Walsall.
- Child and Adolescent Mental Health Services covering different ages (treating to age 16 in Dudley and age 17 in Walsall)

The Trust is in close dialogue with commissioners and attempting to encourage a more integrated approach to commissioning and investment decisions. The Chief Executive of the Trust has a standing invite to the newly formed 'Better Together Board' – a forum in which Dudley and Walsall PCTs and Local Authorities collaborate to discuss mental health commissioning across both boroughs. However, this Board is still in its infancy.

Appendix 1 gives a detailed description of service provision across the Trust.

APPENDIX 1

Service	Service description	Scope of provision	Quality Outcome Measures	Commissioner/s
CAMHS Age Range 0-17 W 0-16 D	<p>An integrated, community based, multidisciplinary service that responds to the mental health needs of children, adolescents, and their families in support of the emerging strategy for children and young people.</p> <p>Specialist CAMHS will form part of the developing multi agency primary mental health service, specialist CAMHS and CAMHS for children with a learning disability.</p>	Child psychotherapy Clinical psychology Family Systemic Therapy Occupational therapy Psychiatric Nursing Psychiatry Social Work Counselling Speech & Language Therapy	<ul style="list-style-type: none"> • Auditing of quality of clinical record keeping • Clinical supervision • Service User experience surveys • CAMHS proxy targets NI51 • CQC Indicators • QUINMAC – Dudley • CORC - Walsall 	PCT Local Authority
CAMHS Deaf Outreach Service Age Range 0-16	<p>An integrated, community based multidisciplinary service that responds to the needs of deaf children with severe mental health needs.</p> <p>Hub and spoke approach offering services locally and in Oxford.</p>	Child psychotherapy Clinical psychology Family therapy Occupational therapy Psychiatric Nursing Psychiatry Social Work Counselling	<ul style="list-style-type: none"> • Auditing of quality of clinical record keeping • Clinical supervision • Service User experience surveys • Global Assessment Scale • Paddington Complexity Scale • CQC Indicators • QUINMAC 	National Commissioning Group
Criminal Justice/ Liaison Service Age Range	<p>Provides support for mentally disordered offenders working in collaboration with mental health services and Criminal Justice Agencies to jointly manage the risk and provide support/advice and assessment as appropriate at the request</p>	Offender liaison Psychiatric Nursing	<ul style="list-style-type: none"> • 7 day follow up (prison release) • Audit of: - <ul style="list-style-type: none"> - Clinical supervision - Probation Service pathway 	PCT

Service	Service description	Scope of provision	Quality Outcome Measures	Commissioner/s
16+ D 17+ W	of other professionals.		<ul style="list-style-type: none"> - Criminal Justice Service Awareness - Risk assessments • Service User experience surveys • Evidence based risk assessment tool • CQC Indicators 	
Rape and sexual assault counselling and trauma treatment service (Dudley) Age Range – women 16+	Rape and sexual assault counselling and trauma treatment	Counsellor	<ul style="list-style-type: none"> • An audit cycle of risk assessments/outcomes • Evidence based risk assessment tool • CQC Indicators 	PCT
Early Intervention in Psychosis Age Range 14-35	Early Intervention in psychosis amounts to deciding if a psychotic disorder has commenced and then offering effective treatment at the earliest possible point and secondly ensuring that intervention constitutes best practice for this phase of illness	Clinical Psychology Psychiatry Child Psychiatry Social Work Psychiatric Nursing Occupational Therapy STaR Workers	<ul style="list-style-type: none"> • Audit of: - <ul style="list-style-type: none"> - record keeping - suicide and self harm - referral pathway to Early Interventions • The Lancashire Quality of Life Profile Assessment Tool • 7 day follow-up for discharged patients 	PCT Local Authority

Service	Service description	Scope of provision	Quality Outcome Measures	Commissioner/s
			<ul style="list-style-type: none"> • Clinical supervision • Service User experience surveys • Care Programme Approach • CQC Indicators • Vital Signs • HONOS • PANNS • Becks Depression Inventory • Becks Hopelessness Scale 	
Eating Disorder Service Age Range 14+ but only able to accommodate adults at present (16D, 17W)	Secondary care community based service	Psychiatric Nursing	<ul style="list-style-type: none"> • Service User experience surveys • CQC Indicators 	PCT
Substance Misuse Service Age Range	The service provides some elements of Tier 2 and a range of interventions across Tier 3 i.e. structured community drug and alcohol treatment for service users with and without dual diagnosis. These	Psychiatric Nursing Psychiatry Social Work Occupational Therapy Multidisciplinary staff	<ul style="list-style-type: none"> • Audit • Service User experience surveys • CQC Indicators • Treatment Outcome Profiles (TOP) 	PCT Local Authority DAAT (LA) National Probation

Service	Service description	Scope of provision	Quality Outcome Measures	Commissioner/s
18+ YOT – 14-19	include Comprehensive Assessment, Psychological Interventions, Specialist Prescribing Programmes, Residential Rehabilitation Placements and Primary Care Support. Limited access to inpatient beds is available. Partnership working is a key figure of service provision.		<ul style="list-style-type: none"> • 7 day follow-up • Clinical Supervision 	Service (West Midlands) CRI
Adult CMHTs Age Range 16-65 D 17-65 W (+65 for functional if already in adult service)	Provides specialist assessment, treatment and interventions for people with serious and enduring mental health problems and those with severe common mental illness whose needs are less complex but cannot be catered for in primary care	Social Work Psychiatry Psychiatric Nursing Occupational Therapy Clinical Psychology Cognitive Behavioural Therapy	<ul style="list-style-type: none"> • 7 day follow-up • Clinical supervision • Audit of <ul style="list-style-type: none"> - medication management - suicide and self harm - prevalence & nature of self harming behaviours within community settings • Service User experience surveys • Reviewing use of BFT • Care Programme Approach • Caseload Management • CQC Indicators 	PCT Local Authority
Carers Team (Walsall)	Promotes the involvement of Carers in mental health service planning, monitoring and delivery. Provides	Social Work Nursing Occupational Therapy	<ul style="list-style-type: none"> • Service User experience surveys • Clinical Supervision • Case audit 	Local Authority

Service	Service description	Scope of provision	Quality Outcome Measures	Commissioner/s
Age Range 16+	specific therapeutic services e.g. BFT, and supports Carers through the individual assessment of their needs and the development of care plans. Service provision includes BME specific groups, informal carers course, newsletters and carers forums.			
Day Services, Vocational Services and Therapeutic Recovery Service Age Range 16+	Provides a specialist service offering a structured, evidence based range of psychological/therapeutic interventions to individuals who are experiencing episodes of mental distress and/or psychosis and where primary care services request expert interventions in locations across the boroughs maximising the use of community facilities/locations. Employment and Vocational Services offer assistance with employment retention and support to access education, training, voluntary work and employment.	Occupational Therapy Social Work Psychiatry Psychiatric Nursing Employment Vocational	<ul style="list-style-type: none"> • Audit of: - <ul style="list-style-type: none"> - quality of clinical record keeping - suicide & self harm audit • Clinical supervision • Service User experience surveys • Care Programme Approach • CQC Indicators 	Local Authority PCT
Primary Care Mental Health Team Age Range 16-65 D 17+ W	Provides direct access for GPs and Primary Care Teams to mental health services delivered within a primary care setting for people with a range of common mental health problems.	Psychiatric Nursing Counselling Clinical Psychology CDW Liaison	<ul style="list-style-type: none"> • Service User experience surveys • CQC Indicators 	PCT

Service	Service description	Scope of provision	Quality Outcome Measures	Commissioner/s
Rehabilitation Service Age Range 16-65	In-patient facility provides assessment and treatment for service users who meet the criteria for rehab/recovery in patient care. Along with Community Rehabilitation Team provides a dedicated package of care that focuses on developing and maintaining the service user's skills, self proficiency, diminishing negative impact of a severe and enduring mental illness.	Psychiatric Nursing Psychiatry Clinical Psychology	<ul style="list-style-type: none"> • Clinical audit of documentation • Clinical supervision • Caseload management • Service User experience surveys • CQC Indicators 	PCT
Adult Inpatient Services (including PICU & ECA) Age Range 18-65	Provides a high standard of treatment and care in a safe and therapeutic setting for service users in the most acute and vulnerable stage of their illness.	Psychiatric Nursing Psychiatry Clinical Psychology Occupational Therapy	<ul style="list-style-type: none"> • Clinical supervision • Documentation audits and quality checks • Complex case reviews if service user re-admitted within 28 days • Case reviews at 6 weeks • PEAT standards • AIMES accreditation • Service User experience surveys • CQC Indicators 	PCT
Assertive Outreach Age Range 16-65	Provides an effective approach to engage and support a highly vulnerable client group.	Social Work Occupational Therapy Psychiatry Clinical Psychology Psychiatric Nursing STaR Workers	<ul style="list-style-type: none"> • 7 day follow up • Readmission rates • Clinical supervision • Caseload management • Service User experience surveys • CQC Indicators • Vital Signs 	PCT Local Authority

Service	Service description	Scope of provision	Quality Outcome Measures	Commissioner/s
Crisis Resolution/Home Treatment Age Range 14-65 (+65 if still in Adult CMHT)	Provides an alternative to hospital admission for people experiencing severe mental health difficulties. Acts as gatekeeper to all referrals to the acute inpatient service.	Psychiatry Psychiatric Nursing Social Work Occupational Therapy STaR Workers	<ul style="list-style-type: none"> • Service User experience surveys • 7 day follow up • 100% gate keeping • Case review if readmitted within 28 days • Clinical supervision • CQC Indicators • Vital Signs 	PCT Local Authority
Day Services and Memory Services Age Range 65+	Provides a range of interventions that have both an activity and therapy basis in a variety of locations appropriate to meet the needs of the service user. Offers service to service users with a dementia type illness and to those with functional mental health difficulties. Includes respite for carers.	Psychiatry Psychiatric Nursing Clinical Psychology	<ul style="list-style-type: none"> • Audit of: - <ul style="list-style-type: none"> - record keeping - prevalence & need for services for Early Onset Dementia - violence within mental health settings - suicide & self harm audit • Clinical supervision • Service User experience surveys • Care Programme Approach • CQC Indicators 	PCT
Older Adults CMHT	Represents the main community focus of the secondary care Mental Health Older Peoples Services. The provider will	Social Work Psychiatry Clinical Psychology Psychiatric Nursing	<ul style="list-style-type: none"> • Audit of: - <ul style="list-style-type: none"> - record keeping - prevalence & need for Early Onset 	PCT Local Authority

Service	Service description	Scope of provision	Quality Outcome Measures	Commissioner/s
Age Range 65+	<p>ensure that core principals and operational consistency is maintained whilst integrating the values and provision of generic older people's services ensuring equity and access to services appropriate to meet clinical and social need. Care will be delivered in a variety of settings, including individual's homes, residential and nursing homes, clinics and GP practices, in close liaison with primary care teams, social services, voluntary and housing departments. Provides interventions to any older person who is experiencing significant mental health problems or a person of any age with a dementing illness.</p>		<ul style="list-style-type: none"> - Dementia medication management - suicide & self harm • 7 day follow up • Audit of prevalence and need for services for Early Onset Dementia • Clinical supervision • Care Programme Approach • Service User experience surveys • CQC Indicators 	
<p>Older Adults Inpatients</p> Age Range 65+	<p>For the benefit of those service users whose circumstances or acute care needs are such that they cannot be treated and supported appropriately at home or in an alternative, less restrictive residential setting.</p>	<p>Psychiatric Nursing Psychiatry Occupational Therapy</p>	<ul style="list-style-type: none"> • Audit <ul style="list-style-type: none"> - rapid tranquillisation - AIMS programme - Record keeping - Prevalence & need for services for Early Onset Dementia - Names Nurse - Violence within mental health settings • 7 day follow up • Clinical supervision • Service User and Carer experience surveys • AIMS accreditation 	PCT

Service	Service description	Scope of provision	Quality Outcome Measures	Commissioner/s
			<ul style="list-style-type: none"> • CQC Indicators 	
Crisis Beds Age Range 18+	11 beds available at Broadway North for Walsall clients in mental health crisis	Social Care Staff	<ul style="list-style-type: none"> • CQC Inspection 	Local Authority
Domestic Abuse Outreach Service	Offers specialist assessment, support and signposting	Psychiatric Nursing	<ul style="list-style-type: none"> • HoNOS • Dissociative Identity Disorder Assessment Scale • Hamilton Depression Scale • Hamilton Anxiety Scale • Audit • Clinical Supervision 	PCT
IAPT (Improving Access to Psychological Therapies)	Offers low and high intensity interventions within a CBT model	High Intensity Low Intensity	<ul style="list-style-type: none"> • PHQ-9 • GAD-7 • IAPT Phobia • IAPT Employment • Work and Social Adjustment Scale 	SHA

Abbreviations

BFT – Behavioural Family Therapy
 CAMHS – Child and Adolescent Mental Health Services
 CBT – Cognitive Behavioural Therapy
 CMHT – Community Mental Health Team
 CQC - Care Quality Commission
 HoNOS – Health of the Nation Outcome Scale
 STaR Workers – Support, Time and Recovery Workers
 YOT – Youth Offending Team