



**CYFARFOD BWRDD PRIFYSGOL IECHYD
UNIVERSITY HEALTH BOARD MEETING**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	29 July 2021
TEITL YR ADRODDIAD: TITLE OF REPORT:	Transforming Mental Health Services Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Andrew Carruthers, Director of Operations
SWYDDOG ADRODD: REPORTING OFFICER:	Liz Carroll, Director Mental Health & Learning Disabilities

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Gwybodaeth/For Information

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

In 2015, the Health Board set out openly and transparently with the public the issues facing its then mental health services. We made a commitment to work collaboratively with service users, staff, carers and key stakeholders to co-design a future model for adult mental health services, where people are supported to recover from mental health difficulties and live full and meaningful lives through services that inspire hope, confidence and understanding.

Since then the 'Transforming Mental Health' programme has worked collaboratively with service users, staff, partners and the Community Health Council (CHC) to co-produce a future model for mental health services, built from learning from engagement, co-design, international collaboration and public consultation. The Board approved implementation of the Transforming Mental Health programme on 25th January 2018. This paper is presented in order to provide the Board with an update on recent progress.

Cefndir / Background

The Mental Health Implementation Group (MHIG) which was established in March 2018 to oversee the implementation of Transforming Mental Health was stood down with the advent of COVID-19. Since then, governance arrangements for Transforming Mental Health have transferred to the Local Mental Health Partnership Board, which is chaired by Dr Warren Lloyd, Associate Medical Director, Mental Health.

The Partnership Board provides oversight and assurance on all aspects of the Implementation Plan including:

- 24/7 Liaison Service integrated within Community Mental Health Centres
- Local assessment suite for the use of Section 136 in Pembrokeshire and Ceredigion
- A Central Assessment Unit, Central Treatment Unit and Centralised Place of Safety
- A Single Point of Contact
- Improved transport provision

The new governance arrangements retain the values of co-production seen throughout the engagement and consultation phases, with representation from a wide range of stakeholders including HDdUHB staff, the 3 local authorities, service users, carers, third sector representatives, Dyfed Powys Police, Welsh Ambulance Services NHS Trust (WAST) and primary care. The Board meets bi-monthly and Highlight Reports on all areas of the transformation appear on the agenda, including escalation and risk where necessary.

Asesiad / Assessment

Aspects of the strategy aligned to Transforming Mental Health (7 day services, Community Mental Health Centres, Alternative 136 and Third Sector Tier 0/1 prevention services) have been accelerated at pace during the Pandemic, in order to provide extended and more efficient Mental Health services. The expectation is that these improvements will continue in the long-term, based on the outcome of respective evaluations. Central Assessment and Treatment Units has not progressed during the Pandemic; however, this continues to be the plan and we are currently exploring assessment and treatment models of care.

The co-location of all of our Crisis Resolution Home Treatment Teams (CRHTs) and Community Mental Health Teams (CMHTs) has taken place, to deliver intensive home treatment or a community assessment for new patients, alongside the care and treatment provided for our 'Relevant Patients' who are patients that meet the criteria for secondary mental health care under the Mental Health (Wales) Measure. This extended service allows for increased access to the team for service users and for staff to work more flexibly, with reduced numbers of staff in our building in order to adhere to social distancing requirements. To fully implement this arrangement across Carmarthenshire and Pembrokeshire, an Organisational Change Process will be required to enable three teams to become Community Mental Health Centres, alongside four Community Mental Health Teams which will operate extended hours over seven days.

During the pandemic, the S136 Place of Safety was centralised to Bryngofal Ward, Llanelli and this arrangement has continued. The Alternative Place of Safety in Ceredigion and Pembrokeshire are now both operational 24 hours a day over a 7 day week. As we develop the Community Mental Health Centre in Pembrokeshire, the Community team will manage the Alternative Place of Safety. There have been some challenges for staff and service users with regard to the centralised place of safety, which have improved since the Ceredigion and Pembrokeshire's Alternative Places of Safety have been established.

A Psychiatric Liaison Service is in development across the four District General Hospital (DGH) sites, as Liaison was identified as an essential service in the pandemic, with Carmarthen as the pilot site. This service development continues as we integrate Adult Mental Health into our existing Older Adult Liaison Service. The Service provides a single cross age/speciality liaison team across the Hywel Dda footprint for adult, older adult and learning disability individuals. A Consultant Psychiatrist has been appointed for Carmarthen alongside an Advanced Nurse Practitioner for Carmarthenshire and two Senior Nurses across the three counties.

In-patient services have been reviewed to reduce beds numbers to allow for social distancing on the wards alongside the required 'red' and 'green' areas in line with infection control procedures. A twice daily over seven days a week Adult Mental Health MS Teams meeting has been established to manage potential admissions, as well as leave or discharges from our wards. The membership of these meetings includes community staff to ensure robust care and treatment planning for our patients on the wards or at home. These revised operational arrangements have resulted in reduced length of stays in our in-patient wards and an improved

position with regard to bed occupancy, which is lower than the benchmark from the Royal College of Psychiatrists for bed occupancy of 85%.

The Health Board has been working with Welsh Government to implement a pilot for a Mental Health Single Point of Contact (SPOC) via the national 111 service. This is a regional pilot in conjunction with Swansea Bay University Health Board and Aneurin Bevan University Health Board. The structure of the pilot means that local care is provided by locality-based teams via the national number, which was highlighted as a service need from the Transforming Mental Health consultation. We successfully recruited a range of Mental Health Practitioners and administrative staff through the Bank Staff system, with the pilot going live on 23rd January 2021, operating weekend nights only. Feedback has been very positive, with the service undertaking an initial triage, ensuring seamless referrals to Third Sector and specialist Mental Health services where necessary. We have recently extended our hours and are currently providing services Monday to Friday 18.30 – 22.30 and Saturday and Sunday 14.00 – 22.00. The initial pilot is being fully evaluated by Welsh Government with the review informing future service delivery model. Following this, the service is expected to increase its provision to 24/7 prior to going public in April 2022. In line with this, Welsh Government announced additional recurrent Crisis Care funding in May 2021 for all Health Boards to develop a substantive SPOC team. We have submitted a funding proposal and are awaiting approval.

Welsh Government have provided funding to establish a 6-month conveyance across the Health Board footprint, to support service user flow to and from inpatient settings. The service has been operational since 1st May 2021 and is being provided by St. Johns Cymru. The service provides 1 full time vehicle with crew and operates from 10.00am – 10.00pm 7 days per week. Outside of these hours (10.00pm – 10.00am) there is an on-call system in place. Feedback to date has been very positive, with over 72 conveyances undertaken since 1st May, which has greatly reduced demand on NHS and partnership organisations' staff time in providing transport. The pilot is being evaluated by Welsh Government in order to determine future need and funding requirements.

In line with our commitment to provide out of hours crisis care, the Health Board has extended its pilot provision for Sanctuary Services with provision now available in Llanelli and Pembrokeshire. Further to this, both sites have extended their provision to include Hospitality Beds in January 2021. All of the services will be fully evaluated and reviewed during the pilot phase.

The MHLD Commissioning Team have expanded their discharge liaison activities to co-ordinate patient transfers and support patient flow from inpatient settings. The team have broadened and developed relationships with providers, care co-ordinators and Local Authority budget holders to accelerate the discharge process in order to support service user flow and ward capacity.

Throughout the pandemic, the Health Board has supported its Third Sector services through establishing individual monthly Touch Point meetings with providers to ease sector anxieties. We have worked collaboratively with organisations to develop safe ways of providing support alongside Social Distancing Guidance, including supporting the Sector to develop robust risk assessments and pilot new ways of innovative service delivery through online, telephone and social media.

It is our intention to review the changes delivered over the past year to ensure they are delivering the outcomes we intended and understand the staff experience of them. We appreciate that many changes have been delivered urgently across Wales to MHLD service models as part of the COVID-19 response, and whilst we have acted consistently with the

Transforming Mental Health agenda, we do want to ensure that learning is applied during the next phases.

Argymhelliad / Recommendation

The Board is asked to consider this update on Transforming Mental Health Services for information.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	N/A
Safon(au) Gofal ac Iechyd: Health and Care Standard(s): Hyperlink to NHS Wales Health & Care Standards	5. Timely Care 5.1 Timely Access 6. Individual care 6.1 Planning Care to Promote Independence
Amcanion Strategol y BIP: UHB Strategic Objectives: Hyperlink to HDdUHB Strategic Objectives	2. Living and working well 4. Improve the productivity and quality of our services using the principles of prudent health care and the opportunities to innovate and work with partners. 5. Deliver, as a minimum requirement, outcome and delivery framework work targets and specifically eliminate the need for unnecessary travel & waiting times, as well as return the organisation to a sound financial footing over the lifetime of this plan
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS 4. Improve Population Health through prevention and early intervention, supporting people to live happy and healthy lives 8. Transform our communities through collaboration with people, communities and partners

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	World Health Organisation – Trieste Mental Health Recovery Services Consultation Institute WG “Guidance on Engagement and Consultation for Changes to Health Services”
Rhestr Termiau: Glossary of Terms:	N/A
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol:	Mental Health Legislation Assurance Committee Capital, Estates, IM&T Sub Committee People, Planning & Performance Assurance Committee

Parties / Committees consulted prior to University Health Board:	Business, Planning & Performance Assurance Committee Strategy & Planning Committee Stakeholder Reference Group CHC Planning Committee CHC Executive Committee Partnership Forum Local Mental Health Partnership Board Professional Forums (including Medical Staff Committee) Integrated Services Board (WWHSCP) Mid Wales Healthcare Collaborative Board (MWHCC) Carmarthenshire County Council, Ceredigion County Council and Pembrokeshire County Council Scrutiny Committees
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Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Financial modelling completed. This is updated regularly and any risks reported. Capital requirements from Welsh Government have been identified through the Programme Business Case which is being managed by Corporate Planning colleagues.
Ansawdd / Gofal Claf: Quality / Patient Care:	Clinical case for change developed to support the consultation and proposed service model – available on the TMH webpage www.hywelldahb.wales.nhs.uk/mentalhealth
Gweithlu: Workforce:	A Workforce and Cultural Change work stream was established earlier in the programme and received support from HDdUHB Workforce and Organisational Change.
Risg: Risk:	A Risk Register is managed as part of the transformation programmes project management processes.
Cyfreithiol: Legal:	Best practice awarded by the Consultation Institute for the Consultation process and closing document. All organisation change procedures are being followed and the programme is receiving corporate support and advice.
Enw Da: Reputational:	An Integrated Impact Assessment has been completed and will be updated throughout implementation.
Gyfrinachedd: Privacy:	Privacy impact assessment is ongoing and will be updated when new pathways and processes are further developed.
Cydraddoldeb: Equality:	EQIAs have been completed for the Programme and each of its work streams.