

<b>Report to:</b>	<b>RESILIENT COMMUNITIES SCRUTINY COMMITTEE</b>
<b>Relevant Officer:</b>	Steve Winterson, Engagement Director, Lancashire Care NHS Foundation Trust.
<b>Date of Meeting</b>	10 December 2015

## MENTAL HEALTH SERVICES IN BLACKPOOL

### 1.0 Purpose of the report:

To inform the Scrutiny Committee of local Mental Health Services and activity undertaken within the area to allow a thematic discussion to take place on the topic.

### 2.0 Recommendation:

For Members of the Scrutiny Committee to note the contents of this report and identify any further information and actions required, where relevant.

### 3.0 Reasons for recommendation:

3.1 To provide sufficient information to assure the Committee that the provision of Mental Health Services within Blackpool is robust.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? N/A

3.3 Other alternative options to be considered:

Not Applicable

### 4.0 Council Priority:

4.1 The relevant Council Priority is

- Communities: Creating stronger communities and increasing resilience.

## **5.0 Background Information**

5.1 The Resilient Communities Scrutiny Committee requested a joint presentation from Lancashire Care Foundation Trust and partners on the key challenges and priorities and how these are being met.

A report was requested as a starting point for the discussion, to cover:

- setting the scene,
- key challenges,
- what partners are doing
- what are the priorities
- how partners are meeting the priorities for services and partners
- comments from the service user – what do they think about services?

The report was prepared in collaboration between Lancashire Care NHS Foundation Trust, Blackpool Teaching Hospitals NHS Foundation Trust, Blackpool CCG, Blackburn with Darwen CCG and Healthwatch Blackpool.

## **5.2 Setting the scene**

Mental Health Services in Blackpool are delivered primarily by Lancashire Care NHS Foundation Trust (LCFT), Blackpool Teaching Hospitals NHS Foundation Trust (BTH) and Blackpool Council with support from a range of third sector partners.

This is different to the model for the rest of Lancashire, where LCFT provide all Mental Health services.

In Blackpool, the Single Point of Access, Primary Mental Health Services (including Increasing Access for Psychological Therapies - IAPT) Child and Adolescent Mental Health Services (CAMHS) and Recovery Team are provided by Blackpool Teaching Hospitals. These services are commissioned by Blackpool CCG.

Historically there have been long waiting times for service users to access IAPT services. These waiting times are reducing all over Lancashire.

Lancashire Care provides Secondary Mental Health Services for Adults and Older Adults as well as Children's Psychological Services.

In addition to Community Mental Health services, Lancashire Care manages the provision of a purpose built inpatient unit, The Harbour. In total there are 154 beds at the Harbour, which is a little over 50% of the total adult inpatient capacity for LCFT across the county with the other units being based in Lancaster, Ormskirk, Blackburn and Burnley.

### 5.3 **Key Challenges**

Mental health problems are amongst the most common forms of ill health and they can affect any one of us, at any point in our lives.

Blackpool has the fifth highest rate for all mental health conditions in the country.

Blackpool has a higher rate of people claiming sickness benefit due to mental health problems – not only in the North West but England as a whole.

### 5.4 **What partners are doing**

The Harbour, Lancashire's largest Mental Health Inpatient Unit was opened in March 2015, as part of a long term strategic plan to develop a network of specialist inpatient mental health beds supporting the overall provision of Mental Health Services across Lancashire. The Unit provides care for patients and service users not just from Blackpool and the Fylde Coast but other parts of Lancashire too.

The Harbour contains 10 wards – 4 Acute (Functional) Mental Health wards, 2 Psychiatric Intensive Care wards (PICU), 2 Advanced Care wards, and 2 for patients with Dementia. Currently, the Female PICU at the harbour, Byron Ward, is closed to admissions and will be reopening within the next two months. An intensive training programme has been undertaken successfully across both PICUs to ensure staff are equipped to provide appropriate care for those people with complex mental health problems.

The inpatient service is managed on a county wide basis, and while every effort is made to admit patients to a bed close to home, the primary focus is to admit to a clinically appropriate facility within Lancashire.

When demand exceeds supply inpatients are placed with private providers, many in Lancashire and more across the North West. In exceptional circumstances people may be placed some distance from home but in these cases, repatriation is a priority when a local bed becomes available.

LCFT has been working with commissioners to develop other services to reduce the reliance on inpatient beds and these will be coming on stream in phases over the next 4 months. Already, commissioners have funded additional PICU capacity in Ormskirk which was opened in late September and is benefitting patients.

Blackpool CCG has a waiting list initiative in place to reduce waiting times for IAPT; BTH are aiming to meet the targets by April 2016.

Healthwatch Blackpool ran a 'concerns' survey in May-June 2015 to collect data and views of people who use Blackpool's health and social care services. (Appendix A) Among the results and feedback received were issues that residents were having when accessing mental health services. Healthwatch Blackpool decided that a survey developed in conjunction with groups, stakeholders and other service users would be a good strategy to collect quantitative and qualitative data from users of mental health services and those who may have a mental health condition but who haven't accessed formal mental health services.

Findings from the survey were shared with partners including Blackpool Council, LCFT, BTH and Blackpool CCG.

A Blackpool mental health alliance board has been established, at which BTH, LCFT and the council are represented at a senior level monthly meeting chaired by the Blackpool CCG Chief Operating Officer. The board considered this report and a formal joint response was submitted to Healthwatch from Blackpool Council and Blackpool CCG.

Several new initiatives are being piloted in Blackpool, for example the police and a mental health nurse on duty undertaking street triage. This is aimed at reducing crisis issues and resolving things quickly rather than conveying to a busy Accident and Emergency department which is not always the right environment for people when they are distressed by life events.

## **5.5 Recruitment and Retention**

There has been a sustained recruitment programme at the Harbour, both prior to its opening and subsequent to it. In the summer, LCFT introduced a 3-shift pattern which is an evidenced- based approach to improving both outcomes for patients and the health and well-being of staff.

There is a national shortage of qualified mental health nurses, and LCFT has experienced difficulty in attracting sufficient nurses to the Harbour. It is important to note that due to the national shortage of nurses and competition for staff both in the NHS and private sector, the Trust has been affected by some people accepting posts within the Trust and then leaving before their contract started having decided to work elsewhere.

There are a number of approaches the Trust is taking across the organisation in order to attract, and more importantly retain, both newly qualified and experienced staff. These include (but are not limited to):

- Rotational posts across inpatients and community teams
- Portfolio posts leading to a wide range of experience to allow people to identify their preferred area of work

- Leadership development programmes
- Induction and Preceptorship Programmes to support staff through these important first few weeks
- Clinical Supervision
- In addition, the Harbour also has a full Duty Matron structure in place, which provides round the clock senior supervision and support to the wards

In terms of recruitment, the intensive approach continues, as well as new exploration of alternative markets, role redesign and an emphasis on the function of the wider multi-disciplinary team alongside nurses, e.g. therapists, psychologists, support workers etc.

#### 5.6 **The priorities and how partners are meeting them.**

Patients are taken by ambulance from The Harbour to Blackpool Victoria's A and E Department. Lancashire Care and Blackpool Teaching Hospitals work closely together to reduce the impact this has.

A significant risk for Blackpool Victoria Hospital is Mental Health patients presenting at A and E.

Facilities to reduce admissions, two 15 bedded Assessment Wards and a six space Clinical Decision Unit, and support for earlier discharge in the form of step-down accommodation, are now under development, with phased implementation from December onwards. This will increase the number of inpatient beds available from 297 to 327.

These are likely to be located in East Lancashire but will have the effect of relieving some of the pressure on The Harbour.

#### 5.7 **Comments from the service user**

The Healthwatch Blackpool Survey asked questions that were developed in collaboration with service users to reflect and quantify some of the main issues that were raised by people with mental health issues at a series of focus groups and 1:1 interviews, which in summary were;

- The time it takes to get an assessment, treatment and support.
- People not feeling involved in decisions around their care, not feeling listened to and that their views don't count.
- Lack of clarity about what to do in a crisis and how to access timely and appropriate support
- Stigma and discrimination people with mental health issues feel they are subjected to

Due to the complexities of mental healthcare provision in Blackpool, it was difficult to always identify the service (and therefore provider) that service users were commenting upon, which was addressed in the formal joint response from Blackpool Council and Blackpool CCG.

Does the information submitted include any exempt information? No

**List of Appendices:**

Appendix 6 (a), Healthwatch Blackpool Report

**6.0 Legal considerations:**

Not applicable

**7.0 Human Resources considerations:**

Contained within the body of the report.

**8.0 Equalities considerations:**

There are no equalities issues.

**9.0 Financial considerations:**

Continued use of bank and agency nurses is not the most economic solution, but as recruitment improves, this cost will reduce.

Having patients cared for in the Private Sector is a significant cost pressure, and one which is considered closely with Commissioners. The two facilities to reduce admissions will help to reduce this cost pressure.

**10.0 Risk management considerations:**

Staffing and financial risks are actively managed by Lancashire Care, Blackpool Teaching Hospitals, Blackpool CCG and Blackburn with Darwen CCG.

**11.0 Ethical considerations:**

Not applicable

**12.0 Internal/ External Consultation undertaken:**

Extensive public consultation has been conducted as Mental Health Services have been developed to the current model.

In addition, there is ongoing communication at an executive level with Commissioners, service users and their carers and other stakeholders.

**13.0 Background papers:**

13.1 None.