

Overview of mental health services

Report supplement: Summary of good practice



Prepared for the Auditor General for Scotland and the Accounts Commission
May 2009

Auditor General for Scotland

The Auditor General for Scotland is the Parliament's watchdog for ensuring propriety and value for money in the spending of public funds.

He is responsible for investigating whether public spending bodies achieve the best possible value for money and adhere to the highest standards of financial management.

He is independent and not subject to the control of any member of the Scottish Government or the Parliament.

The Auditor General is responsible for securing the audit of the Scottish Government and most other public sector bodies except local authorities and fire and police boards.

The following bodies fall within the remit of the Auditor General:

- directorates of the Scottish Government
- government agencies, eg the Prison Service, Historic Scotland
- NHS bodies
- further education colleges
- Scottish Water
- NDPBs and others, eg Scottish Enterprise.

The Accounts Commission

The Accounts Commission is a statutory, independent body which, through the audit process, assists local authorities in Scotland to achieve the highest standards of financial stewardship and the economic, efficient and effective use of their resources. The Commission has four main responsibilities:

- securing the external audit, including the audit of Best Value and Community Planning
- following up issues of concern identified through the audit, to ensure satisfactory resolutions
- carrying out national performance studies to improve economy, efficiency and effectiveness in local government
- issuing an annual direction to local authorities which sets out the range of performance information they are required to publish.

The Commission secures the audit of 32 councils and 41 joint boards (including police and fire and rescue services). Local authorities spend over £19 billion of public funds a year.

Audit Scotland is a statutory body set up in April 2000 under the Public Finance and Accountability (Scotland) Act 2000. It provides services to the Auditor General for Scotland and the Accounts Commission. Together they ensure that the Scottish Government and public sector bodies in Scotland are held to account for the proper, efficient and effective use of public funds.

Overview of mental health services: good practice examples

As part of our study *Overview of mental health services* we asked organisations to provide examples of how they support people with mental health problems and promote well-being, which they felt were good practice. We received a number of examples from organisations across Scotland. We were not able to include all of these in our main report and have summarised them below. For further information on any of these examples, please get in touch with the main contact for the service or project.

Aberdeenshire

Joint working

In Aberdeenshire, Community Mental Health Teams liaise with both the community and hospitals and health and social work staff are based in the same premises in many areas. In addition to social workers/mental health officers and community psychiatric nurses, the teams include support workers, outreach day service workers and employment development officers. The teams can respond in a wide variety of ways to the needs of service users. There is a significant focus on the recovery model.

Promoting well-being

Aberdeenshire has a number of projects aimed at supporting people with mild to moderate mental health problems and promoting well-being, including:

- A local project *Doing Well by People with Depression* provides short-term cognitive behaviour therapy to people experiencing mild to moderate depression.
- A signposting project, supported through Choose Life, is linked to GP practices and GPs can direct people who they identify as feeling 'low' to local support groups.
- *Foyer Mental Health* project offers direct specialist support to young people at risk within a range of supported accommodation and provides mental health awareness training to frontline staff.
- A *Peer Listening Scheme*, supported by Choose Life, was piloted in a local secondary school to focus on the emotional well-being of young people. Pupils in S5 and S6 classes were trained to act as Peer Listeners to pupils making the transition to secondary education. Following positive evaluation the training is now being delivered by educational psychology staff and the scheme is being rolled out across secondary schools in Aberdeenshire.

- *Mindspace* is a multi-agency project working with an artist recruited as part of a Scottish Arts Council artist in residence initiative. The artist works with groups of service users to support their recovery through involvement in creative arts activities. The second phase of the project is aimed at promoting social inclusion, and a group of service users will be supported to develop skills in community arts development work.

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Forth Valley

Single referral pathway

Clackmannanshire Integrated Mental Health Services introduced a single referral pathway during 2007 to improve access to NHS, council and voluntary sector community services. Referrals to all services are made electronically to one point using a single form. With patients' consent, information on their needs is shared among agencies as appropriate. An evaluation was carried out after the new system had been in place for nine months and GPs and staff providing mental health services reported that the referral process had improved significantly:

- waiting times for services reduced
- referrals were being directed to the appropriate service
- the referral process was simplified – one protocol and one form for all services
- service users were more satisfied
- better information is available on the care provided.

Further improvements to the system were being developed during 2008, such as incorporating quality assurance checks. This work is being coordinated by a multi-agency steering group supported by a pooled NHS and social work budget. Service users have been consulted throughout the process.

Intensive home treatment team

The intensive home treatment team (IHTT) was developed in NHS Forth Valley to reduce admissions to psychiatric hospital and the length of stay for people who do need to be admitted. An evaluation by the Scottish Development Centre for Mental Health of the IHTT pilot shows that the team has been successful in meeting the needs of services users, preventing hospital admissions and facilitating safe reductions in the number of hospital beds. Evaluation of clinical outcomes showed that the team had a significant impact on improving social circumstances, behaviour, cognition and mental health for people treated in the pilot. Service users and carers said they valued the opportunity for people to be treated at home and the home

environment was felt to be less stressful and more conducive to recovery than a hospital setting. However, home treatment was not suitable for everyone, particularly those at risk of feeling isolated. The IHTT has fully engaged service users and carers in making care planning decisions which was valued and reinforced the focus on recovery.

Future challenges identified for development were: to continue to focus on improving acute psychiatric care by monitoring admission trends and looking at treatment options for out-of-hours referrals; building on integrating the team into existing services; achieving a balance between the IHTT and informal carer support to reduce service user isolation and pressure on carers; and addressing capacity issues.

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Caledonia clubhouse

The Caledonia Clubhouse in Falkirk is part of a worldwide organisation, with over 470 Clubhouses in 27 countries (four are in Scotland). It provides a variety of opportunities for adults with severe and enduring mental illness (called members) and, with a focus on recovery, concentrates on members' strengths, talents and abilities. It also aims to improve the knowledge and understanding of the general public and challenge the stigma of mental illness. *The Caledonia Clubhouse* is managed by Falkirk Council social work services working in partnership with NHS Forth Valley.

The project aims to help members to build relationships, increase their confidence and self-esteem, provide a structure to the day, learn new work skills, attend in-house educational classes and access college and community education classes. This has enabled members to return to employment or education after long periods of not working. Members are also involved in giving presentations and workshops to various groups of professionals, such as social workers, consultant psychiatrists and senior house officers, general practitioners, service users, day centres and voluntary organisations. They also provide a series of workshops to student psychiatric nurses and social workers at university. Published research on the Clubhouse model indicates that active participation in a Clubhouse can significantly reduce hospital admissions for mental illness.

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Lanarkshire

Lanarkshire Recovery Network

Since the launch of the *Scottish Recovery Network* in Scotland in December 2004, representatives of *Lanarkshire Links* (service user and carers, NHS Lanarkshire, North Lanarkshire Council, South Lanarkshire Council, Scottish Association for Mental Health, Lanarkshire Association for Mental Health,

Richmond Fellowship, Equals Advocacy Partnership and Clubnet) have been meeting to coordinate efforts to promote recovery across Lanarkshire. This group has been involved in distributing recovery support materials, organising events, delivering presentations and influencing the design and delivery of mental health services in Lanarkshire.

This work has led to the formation of a *Lanarkshire Recovery Network* (LRN) which was formally launched in June 2008. *Lanarkshire Links*, which has over 400 members, hosts the LRN to allow service users to manage their own recovery. The LRN works closely with the *Scottish Recovery Network* to: raise awareness of recovery and share information; develop a better understanding of what is meant by recovery; support and encourage local action towards recovery; and reduce barriers to recovery such as stigma and discrimination. Through the LRN, service users participate in the delivery of mainstream training, in accordance with *Rights, Relationship and Recovery*, the national review of mental health nursing.

Contact: LRN@Lanarkshirelinks.org.uk Website: www.lanarkshirementalhealth.org.uk

Children and young people see *me* campaign

An alliance of 30 organisations in Lanarkshire was the first to sign the *see me* mental health anti-stigma pledge in July 2003.¹ Signing represented the first time that the NHS, local authorities, voluntary organisations and service user and carer groups, and subsequently employers, educational establishments and football clubs joined forces to commit to work with *see me*. In April 2005, funding was secured from NHS Lanarkshire, North and South Lanarkshire Councils and the national *see me* campaign.

Key to progressing the Lanarkshire children and young people mental health anti-stigma campaign was making the message local to Lanarkshire. *see me* case studies were used to demonstrate the personal impact of stigma on young people. The campaign has included: adverts on buses, NHS vehicles and Amey Roads Ltd vehicles; targeted distribution of setting-specific *see me* materials distributed via workplaces, schools, local authority and NHS services, libraries and community centres; and a summer leisure campaign involving a *see me* road show around 12 of the busiest leisure centres across Lanarkshire at a time when young people had free access to swimming pools. Through linking nationally the campaign group was able to adapt materials for use in schools which had been developed in Glasgow. The Choose Life Groups in North and South Lanarkshire Councils have provided funding for implementation and Positive Mental Attitudes packs have been purchased for each secondary school in Lanarkshire.

¹ *see me* is a national campaign launched in 2002 to tackle stigma and discrimination relating to mental health problems in Scotland. It is funded by the Scottish Government and run by an alliance of five mental health organisations (Highland Users Group, National Schizophrenia Fellowship Scotland, Penumbra, Royal College of Psychiatrists Scottish Division and Scottish Association for Mental Health).

Key learning points from the children and young people *see me* campaign in Lanarkshire include: the need to understand as much as possible about the national campaign; 'Think National, Act Local' - make the message local; discuss with the *see me* organisers first, act second; it has to be someone's job in the key organisations; form a local *see me* partnership group; and to see the bigger picture.

Amey Roads (North Lanarkshire) Ltd *see me* campaign

Amey Roads (North Lanarkshire) Ltd is a public private partnership between North Lanarkshire Council and private company Amey for maintaining and improving the roads in North Lanarkshire. Amey Roads joined supporters of the *see me* campaign by signing the mental health anti-stigma pledge in March 2006 (the first private sector organisation to do so) as part of wider work to address mental health-related problems within the workforce. The main challenge for the organisation was to be able to respond to the implications for the workforce resulting from serious mental health-related issues. Amey Roads wanted to ensure that some form of help or support was made available to employees.

Amey Roads put forward two senior managers for Applied Suicide Intervention Skills Training (ASIST). *see me* resources were made available to the 230 male employees – who have traditionally been averse to discussing issues such as mental health problems. The campaign was advertised within Lanarkshire via stickers on vehicles and leaflet distribution through Amey depots. A case study of involvement with the *see me* campaign was included within the Amey Group magazine and circulated to over 8,000 employees nationally. Amey Roads report that the campaign has helped to: provide a wider exposure to the *see me* campaign within North Lanarkshire and further afield; target a demographic group at risk due to non-intervention; set an aspiration for the business to view mental health issues as health issues; and opened up resources and routes to help for both employees and their families.

Amey Roads report the following key learning points from the *see me* campaign: there is no need to be afraid of tackling the issue within the workplace; it doesn't take much effort or cost to make a difference; and there is a real benefit for employees and the business.

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Lothian

The Place2Be

The *Place2Be* provides one-to-one and group counselling sessions, plus a lunchtime drop-in service inside schools. Support is also provided to parents, carers and school staff members with dedicated counselling and training. This work is undertaken by trained volunteer counsellors, who are supervised and supported by school project managers - qualified counsellors, with experience of working with children, who also work closely with parents and teachers.

In Scotland, the *Place2Be* has one hub providing a service to ten primary schools in Edinburgh, reaching approximately 2,500 children largely in the more socially deprived areas of the city. Each of these schools has a dedicated and safe *Place2Be* room (equipped with art and play therapy materials), a fully qualified school project manager, and a team of four trained counsellors. Funding is provided jointly by the council, schools and the NHS. The *Place2Be* is currently exploring setting up two new hubs with other local authority areas in Scotland.

Interventions are focused on preventing children from going on to develop more serious forms of anti-social behaviour and/or mental health problems. An independent evaluation shows that children using the *Place2Be* have: enhanced self-esteem; more effective communication skills; and the ability to develop better relationships.

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