

# Kent and Medway NHS and Social Care Partnership Trust (KMPT)

## Mental Health Update

**Report prepared for:**

Medway Council  
Health and Adult Social Care (HASC) Overview and Scrutiny Committee

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## 1. Introduction

- 1.1 This report has been prepared at the invitation of Medway Council's Health and Adult Social Care Overview and Scrutiny Committee (HASC) to provide an update about the Kent and Medway Partnership NHS Trust (KMPT).
- 1.2 This report aims to update Members on current activities and priorities, successes, challenges and opportunities and to provide a reminder to Members of the current service provision in Medway.
- 1.3 This report will be presented under the following set of headings:
  - 1.3.1 Current service provision - a reminder
  - 1.3.2 Current activities and priorities
  - 1.3.3 New initiatives and opportunities
- 1.4 The Committee is asked to note the content of the report and provide comment.

## 2. Current service provision – a reminder

- 2.1 KMPT is commissioned to provide a range of inpatient, community and specialist services to younger and older adult residents of Medway. Some of these services are based in Medway; others are based outside of Medway and offer an in-reach provision to the residents of Medway.
- 2.2 **Appendix A** provides an outline of those services based in Medway.
- 2.3 **Appendix B** provides an outline of those services based outside of Medway that offer an in-reach provision to the residents of Medway.

## 3. Current activities and priorities

### 3.1 New Chair

Following Andrew Ling stepping down as KMPT Chair after eight years in the role the trust has welcomed Julie Nerney as the new Chair to KMPT; Julie joined the trust on 1 July after being officially appointed by NHS Improvement using powers delegated by the Secretary of State for Health. She comes from a high level Board background across the public, private and third sectors.

Chief Executive Helen Greatorex said: "We are delighted to welcome Julie as our new Chair knowing that she brings with her extensive Board experience and a real passion for delivering high quality care."

### 3.2 Care Quality Commission (CQC) inspection progress and improvements:

At the end of 2018, the CQC undertook a Well Led inspection. The full inspection report was published at the end of February 2019. The overall Trust rating has remained *Good* with noticeable improvements in forensic inpatient services improving from *Good* to *Outstanding* overall, Adult Community Mental Health Services improving from *Requires Improvement* to *Good* and older people community mental health teams which improved from *Good* to *Outstanding* in their caring domain. No CQC domains have deteriorated since the last comprehensive inspection in 2017; improvements were noted in 9 domains. The trust continues to work towards improving on this positive inspection with the ongoing ambition of providing outstanding services.

### **3.3 Ruby ward:**

- 3.3.1 Ruby ward is a 14 bedded female ward for older adults with mental health problems at Medway Maritime Hospital (Gillingham). The ward cares for people with both functional mental health problems and those with dementia. The unit was not designed as a mental health ward and the environment has long been recognised as being unfit for purpose with dormitory style bed areas and only two side rooms creating issues with privacy and dignity. As the ward is on the first floor there is no immediate access to outdoor space and access to fresh air is some distance away through the main hospital. The ward is also a standalone unit leading to isolation and limited access to mental health support when required.
- 3.3.2 A robust maintenance programme has been implemented and a review of capital works undertaken; capital investment is now identified, subject to NHSI approval, to ensure essential improvement to the environment. This work has been out to tender and is due to commence in the coming weeks; September is the likely start date.
- 3.3.3 The works include replacement flooring throughout, replacement ceiling, redecoration, replacement of internal glass, upgrade of sanitary ware, air conditioning installation, new LED lighting installed throughout, replacing and lowering the bath, and fitting anti ligature taps.
- 3.3.4 In order to safely undertake the works required, the ward will need to decant into temporary accommodation within KMPT. It has not been possible to find suitable temporary accommodation in Medway and the trust is proposing the use of Littlestone Lodge on the KMPT site at Bow Arrow Lane, Dartford. The work undertaken will greatly improve the environment and reduce the risk of harm arising from health and safety incidents although a long term solution is still required to ensure that patients receive care in a modern environment that is fit for purpose. The provisional plan is to carry out these works in September, but this is subject to approval of trust capital plans by the Department of Health, which is awaited. The work will take approximately 8 weeks.

### **3.4 Medway hub:**

- 3.4.1 The work to deliver the new Medway hub, at Britton Farm Site, is continuing. The hub will provide a central accessible location for all services currently based at Canada House, Elizabeth House, A Block (administration corridor at Maritime) and part of Magnitude House. The project forms part of KMPT's original Estates Transformation Programme. The estate at Britton Farm Site was identified through the Sustainability and Transformation Partnership (STP) and offered by Medway Council.
- 3.4.2 Capital and revenue costs have now been agreed between the parties and work to upgrade the new building layout will commence shortly. It is anticipated the new hub will be operational before the end of the financial year.
- 3.4.3 As agreed at the HASC meeting in March 2019 the KMPT estates and operational teams are working with local councilors to arrange a visit to another KMPT mental health hub to highlight the positive opportunities of co-location of services and provide assurance of estates plans. The project team is developing the local communication and engagement plan for the local population, as discussed at and agreed at HASC in March 2019.
- 3.4.4 The works are expected to take six months and whilst they are being completed KMPT will continue to work with the council to prepare for the move. A move is expected to take place late in 2019 / early 2020.

### **3.5 Primary Care Interface :**

- 3.5.1 A focus on improved engagement and relationships with General Practitioners (GPs) is underway in Medway. A renewed focus on primary care mental health led by the commissioners and Dr. Farnaaz Sharief (CCG GP mental health lead for Medway) is aimed at improving the opportunity to provide GPs across Medway with mental health advice,

support and guidance in their surgeries. KMPT provides a small primary care mental health service to a number of GP surgeries which is to be included in the review.

3.5.2 Medway CMHT currently receives the highest numbers of referrals of any Community Mental Health team in KMPT and an audit of the referrals has evidenced a number of referrals do not meet the threshold for treatment by the CMHT. The development of Primary Care Mental Health services will go some way to resolving this concern; it is very important to ensure people get the care they need at the time they need it and to ensure best use of resources.

3.5.3 The KMPT Head of Service, Prosper Mafu, and Associate Medical Director, Mo Eyeoyibo, continue to work closely with Medway mental health commissioners and Dr. Sharief to resolve local concerns and issues regarding KMPT services with on-going meetings in place.

### **3.6 Clinical Care Pathways Programme:**

3.6.1 As noted at HASC in March 2019 the trust continues to develop sustainable, evidenced based therapeutic interventions, through the Care Pathway Programme. Development of the programme includes people with lived experience, staff and other key experts, including Medway carers and local third sector organisations such as MEGAN. Once fully rolled out it is anticipated Medway CMHT operational functioning will be more efficient, effective increasing the likelihood of improved capacity to meet demand. Capacity and demand modeling evidences the current Medway CMHT needs to transfer around 60% of people back into primary care within 4 to 6 months of referral to ensure it can meet the referral, assessment and treatment demands it currently experiences.

### **3.7 St Martin's West (Canterbury):**

For completeness and clarity, the commissioners will set out the St Martins West proposals in a separate paper to HASC at the August 2019 meeting

### **3.8 Mental Health and Learning Disability:**

Working in partnership is a key component to ensure delivery of effective mental health care. The trust has improved its relationships with Medway Social Care team over the past 12 months and both organisations sit on the Medway Mental Health and Learning Disability Steering Group. This group has a number of key leads from local organisations reviewing and taking action to deliver the Medway Mental Health strategy.

## **4. New initiatives and opportunities:**

4.1 KMPT continues to welcome the opportunity to develop new initiatives and opportunities to deliver its vision. To achieve this, KMPT is involved in a number of initiatives in partnership with other agencies:

### **4.2 Urgent Care Response:**

For the past 12 months consideration to develop a specific mental health space (lounge) in the new Urgent Treatment Centre has been considered. The need for a mental health urgent care lounge has been reviewed in light of improved patient flow and significant reduction in 'stranded' mental health patients in the Maritime Hospital Emergency Department. The introduction of a KMPT Patient Flow team operating 24/7 and the Support and Signposting service offering a 24/7 alternative to hospital admission have both had a positive impact. In May 2019 the Urgent Treatment Centre delivery group, chaired by Harvey McEnroe, Medway Maritime Chief Operating Officer, and attended by Jacquie Mowbray-Gould, KMPT Chief Operating Officer, agreed not to progress with a mental health lounge in phase one of the current building work. The decision was jointly made by KMPT and Medway Hospital NHS Foundation Trust (MFT) and all agreed future estates development options would consider mental health at a later stage.

## 5. Mental Health Strategy, Five Year Forward View and the NHS Long Term Plan<sup>1</sup>:

- 5.1 KMPT remains an active partner in the STP and development of the Integrated Care System (ICS). Vincent Badu, Executive Director Partnerships and Strategy for KMPT, sits on the Medway and Swale Transformation Board and Medway and Swale Integrated Care Partnership.
- 5.2 The STP 2018/19 stocktake submissions in July 2019 to NHSE showed that Medway is **achieving almost 65%** of the National Mental Health Strategy and Five Year Forward View delivery targets. This is still subject to validation by NHS England. The following summarises our progress, achievements and challenges.
- 5.3 **Progressing well:**
- 5.3.1 Improving access to psychological therapies: Medway exceeded waiting time targets with 99% of people receiving treatment within 6 weeks, and 100% within 18 weeks. The service just missed the access target of 19% at 18.68%.
- 5.3.2 The STP, KMPT and commissioners have developed a crisis resolution home treatment service improvement plan (SDIP). The STP and KMPT have bid for new national monies to enhance the response to mental health crisis across Kent and Medway. If successful the investment will significantly improve crisis assessment and Home Treatment provision in line with national standards of best practice by 2020/21. It will also allow for the development of Safe Havens for people in mental distress but who do not need KMPT services. The objective is to ensure an alternative to hospital admission for people aged 18 and over, who are acutely mentally ill or in significant mental health distress and can be treated at home. The plan is monitored as part of the contract between the Trust and commissioners and in addition, NHS England is assured each quarter on progress by the STP.
- 5.3.3 During 2018/19 the specialist perinatal mental health service saw an additional 118 women in Medway taking the total number up to 157 and made contact with 1,230 women. This helped Kent and Medway achieve 60.13% of the target of an extra 9,000 contacts.
- 5.3.4 Workforce: The STP workforce expansion objective of 498 additional roles in mental health by the 2021 is on target to be delivered. Work is underway to understand the CRHTT workforce requirement in line with national best practice standards.

### 5.4 Achievements:

- 5.4.1 Suicide reduction: Local suicide data for 2018/19 is not yet available for Kent and Medway, however nationally there has been an increase in the rate and number of suicides by over 10%. This is thought to be due to a change in the burden of proof coroners use to establish whether a death is a suicide from “beyond reasonable doubt” to “on the balance of probabilities”. Therefore it is likely that local data will show an increase in the rate and number of coroner recorded suicides, however this doesn’t necessarily mean that there has been an increase in the number of deaths. The Kent and Medway Suicide Prevention Project received additional national ring fenced funding for 2019/20 (worth £668k). Feedback from the National Programme about delivery in 2018/19 was positive (“Kent and Medway are right at the vanguard of progress in relation to the STP areas which received suicide prevention funding” National Confidential Inquiry, January 2019).
- 5.4.2 Delivered by KMPT, Early Intervention in Psychosis national standards are being met in Medway: 66.67% of people in Medway requiring early intervention for a psychotic illness

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<sup>1</sup> See appendix 2 NHS LFP IP\_Mental Health Summary.pdf

were able to access National Institute for Health and Care Excellence concordant care within two weeks of referral, well over the national target of 53%. The service was praised during a recent deep dive as a best practice method to improvement.

- 5.4.3 Out of Area Placements for acute admissions: In 2018/19 there was a total of 3,085 out of area bed days for people across Kent and Medway. 275 of these bed days were for **one** older adult patient, due to delays reaching consensus and applying for specialist provision. The remaining 2,810 bed days were solely for women who required specialist care in a female psychiatric intensive care (PICU) unit. There is no local female PICU. KMPT, supported by commissioners, is leading the work to find a Kent and Medway option to look after women who need a PICU bed. There is a commitment to explore a new build option however this is a long term aspiration. In the short term the trust is reviewing procurement options with a preferred provider for up to 6 beds and developing clinical pathways back to Kent and Medway for any person needing an out of area female PICU bed.
- 5.4.4 Mental Health Investment Standard (MHIS): there is a national requirement on all CCGs to ensure spend on mental health increases in line with government budgetary statements; all local CCGs have reported meeting the MHIS over 2018/19. Actions have been agreed to complete the STP's assurance task in relation to MHIS 2019/20 that include confirming baseline values for the mental health Trust by CCG, and the current investment in national priority areas.

## 5.5 Challenges:

- 5.5.1 Maintaining the dementia diagnosis rate at 66.7% and improving post diagnostic care: As of Q4 2018/19, Medway was below target at 54.2 % for diagnosing people with dementia. Only 2 CCGs achieved the target and NHSE has requested a service development improvement plan for all underperforming CCGs. This Kent and Medway work is led by the Service Improvement Group (SIG) who report to the STP and is supported by the Kent, Surrey and Sussex Clinical Network. The SIG has also developed an end to end pathway for people with dementia and their families. Work is currently being undertaken to identify the service gaps.
- 5.5.2 Introducing physical health checks to 50% of those with a severe mental illness that are well and under the care of their general practitioner only: Medway achieved 22.5% in Q4 2018/19. The CCG is taking a targeted approach of general practitioner surgeries to ensure health checks are carried out for those on the severe mental illness register and that each are recorded so achievement can be monitored. Unfortunately the Kent CCGs have not been able to report due to a data collection issue. The development of Primary Care Mental Health in Medway will support the local system to meet this standard.
- 5.5.3 Increasing access to individual placement support enabling people with severe mental illness to find and retain employment: Medway currently has 2 dedicated workers and the commissioner is working with the provider to design the report. There is national funding and support available to assist CCGs, providers and Local Authorities with the design and expansion of the service across and the south east.
- 5.5.4 Liaison mental health service Core 24: Positively Medway Maritime Hospital has had an additional five mental health nurses join the liaison service in recent months however it is not classed as CORE 24 as outlined in national guidance as the team do not have a second consultant psychiatrist. There have been no escalations or concerns raised by the hospital for many months and the Deputy Chief Operating Officer for KMPT, which provides the service, is a regular attendee at the Medway A&E Delivery Board. The Trust continues to monitor both their one hour and two hour responses. A mental health liaison service development improvement plan is being developed within the STP's Mental Health Urgent and Emergency Care Programme to assist work towards the target of all Kent and

Medway general hospitals having liaison mental health services of which 70% are CORE 24.

## **6. Conclusion and Recommendation**

- 6.1** KMPT is committed to playing its part as a system leader and driving up the quality of care it provides. Whilst it faces a series of challenges, it is clear about how to address them and believes in an open and collaborative approach.

## APPENDIX A: SERVICES BASED IN MEDWAY

Type of service	Description of service
<b>Acute (younger adult) services</b>	
Crisis resolution and home treatment (CRHT)	Based at A Block, Medway Maritime Hospital (Gillingham), the Medway and Swale CRHT provides support at home 24 hours 7 days a week to those individuals aged 18 years and over experiencing mental health crisis and whom without support would require hospital admission
Liaison psychiatry	Based at Medway Maritime Hospital, the Medway Liaison Psychiatry service operates 24 hours a day 7 days a week and aims to provide mental health support to people admitted to Medway Maritime Hospital. The service works very closely with staff at Medway Maritime Hospital to allow a patient's mental health to be treated effectively alongside any physical health problems. The service is available to anyone over the age of 18, regardless of address, who attends the emergency department or is an inpatient at Medway Maritime Hospital and needs advice, assistance or a mental health assessment.
<b>Community recovery services</b>	
CMHT	Based at Canada House (Gillingham) the Medway and Swale CMHT provides services to adults of working age (18 to 65 years) with severe long term mental health needs.
Mental health learning disability (MHLDD)	Based at Canada House, the Medway and Swale MHLDD team provides services to adults of working age (18 to 65 years) with mental health learning disabilities.
Early intervention for psychosis (EIP)	Based at Canada House, the Medway and West Kent EIP service works with people aged between 14 and 35 years old who are experiencing their first episode of psychosis, and who have been experiencing symptoms for less than three years.
Inpatient rehabilitation	Based at Newhaven Lodge, Medway Maritime Hospital, the 8 bedded Newhaven Lodge Rehabilitation Unit is a mixed gender inpatient adult mental health rehabilitation unit. The rehabilitation team work with men and women who have experienced a relapse in their mental health, to promote recovery and support them to develop or regain skills for everyday living.
<b>Older adult services</b>	
Inpatient older adult	Based at A Block, Medway Maritime Hospital, the 14 bedded Ruby Ward is a female only inpatient older adult unit for people suffering acute mental health challenges and experiencing dementia, depression, anxiety and psychotic conditions.
Community mental health service for older people (CMHSOP)	Based at Elizabeth House (Rainham), the Medway CMHSOP provides a service for people age over 65 years with both organic and functional presentations.
<b>Forensic and specialist services</b>	
Criminal justice liaison and diversion service (CJLD)	Based in the Medway Custody Suite, the Medway CJLD service <sup>6</sup> provides screening and assessment of individuals, of all age groups and vulnerabilities within the criminal justice system.
Chronic fatigue syndrome (CFS) / myalgic encephalopathy (ME) (pain clinic)	Based at Medway Maritime Hospital the pan-county service offers multidisciplinary assessment and treatment programmes for adults from 18 years with a diagnosis of CFS / ME.
Disablement services (prosthetics and orthotics) and environmental control services	Based at the DSC the pan-county Disablement and Environmental Control teams provide services to people with a permanent medical condition or severe physical disability by providing suitable equipment that can help with every day life. This includes providing electronic assistive technology equipment, on loan, to severely disabled people to enable them to live more independently in their homes.
Community brain injury	Based at Medway Maritime Hospital the Medway and Swale Community Brain Injury team supports people with non-progressive brain injuries between the ages of 18 and 65 years.

<sup>6</sup>The Medway CJLD team is one of seven operating pan-county; in addition to the team operating out of the Medway Custody Suite, teams operate from six other suites outside Medway.



## APPENDIX B : SERVICES BASED OUTSIDE MEDWAY THAT OFFER AN IN-REACH PROVISION TO THE RESIDENTS OF MEDWAY

Type of service	Description of service
<b>Acute (younger adult) services</b>	
Section 136 suite	Based at Priority House (Maidstone), the 2 roomed suite offers a place of safety for those individuals on a section 136 awaiting assessment. Should the Maidstone suite be full, individuals can be taken to the 1 roomed suite at Little Brook Hospital (Dartford).
Inpatient acute	Based at Little Brook Hospital, the two 17 bedded (Amberwood and Cherrywood) and one 16 bedded (Pinewood) acute younger adult admission wards provide inpatient care with intensive support for patients in periods of acute psychiatric illness.
PICU	Based at Little Brook Hospital, the pan-county 12 bedded (Willow suite) PICU provides mixed gender facilities designed for short-stay treatment of patients with mental health problems requiring intensive treatment, care and observation.
<b>Older adult services</b>	
Inpatient older adult	Based at Darent Valley Hospital, the 16 bedded Jasmine Ward is a mixed gender older adult unit for people suffering acute mental health challenges and experiencing dementia, depression, anxiety and psychotic conditions.
Inpatient continuing healthcare (CHC)	Based at the Frank Lloyd Unit (Sittingbourne), the two 15 bedded wards, Hearts Delight and Woodstock CHC bed stock for all North Kent localities. Patients with a diagnosis of dementia and associated needs are admitted to the most suitable bed for the individual's need.
<b>Forensic and specialist services</b>	
Street triage	Based within the Kent Police Force Control Room and South East Coast Ambulance NHS Foundation Trust (SECamb) Emergency Room, the pan-county service will operate between 16.00 and 00.00 hours Sunday to Tuesday from November 2016. Currently the night service comprises one band 4 nurse within the Control Room; this is increasing to one band 6 nurse who will respond in person and two band 4 nurses who will be based in the Control and Emergency Rooms to provide advice from November 2016. In addition as an extension to the Criminal Justice Liaison and Diversion Service based within the Kent Police Northfleet custody suite (Gravesend) the pan-county day service will operate between 09.00 and 17.00 hours Monday to Friday from November 2016. This service will comprise one band 7 senior practitioner who will respond in person.
Inpatient forensic (medium secure)	Based at the Trevor Gibbens Unit (Maidstone) the pan-county service provides medium secure care for men and women.
Inpatient forensic (low secure)	Based at the Greenacres site (Dartford) the 20 bedded pan-county Tarentfort Centre consists of two wards for male patients with a learning disability whose offending behaviour and mental health needs require that they are detained under the MHA in secure conditions. In addition, the 20 bedded pan-county Allington Centre offers holistic person centered care packages for male patients between the age of 18- 64 years detained under the MHA, whose mental health and offending / criminal behaviors puts them and / or others at significant risk.
Inpatient forensic (rehabilitation)	Based at the Greenacres site the 10 bedded pan-county Brookfield Centre provides a rehabilitation and recovery inpatient service for forensic male patients with a learning disability. The service helps to reintegrate this patient group into the community, and acts primarily as a step down service for patients from the Tarentfort Centre.
Personality disorder	Based at The Brenchley Unit (Maidstone) this service provides a therapeutic community and range of services for patients diagnosed with a severe or borderline personality disorder.
Inpatient addiction	Based at Fant Oast (Maidstone) the pan-county 10 bedded Bridge House Service provides inpatient detoxification treatment in a high quality environment.
Neuropsychiatry	Based at Darent House (Sevenoaks) the West Kent and Medway tertiary neuropsychiatry service offers outpatient assessment and treatment to individuals with a psychological / psychiatric disorder that manifest as neurological / organic conditions.
Eating disorder services (EDS)	Based at Oakapple Lane (Maidstone) the pan-county EDS provides services to people with eating disorders and works mainly with people who are experiencing anorexia or bulimia nervosa.

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Mother and infant mental health services (MIMHS)

Based in Canterbury and Maidstone the pan-county MIMHS is for women with mental health difficulties who are considering pregnancy, are currently pregnant, or have given birth and the baby is under a year old. The team also provides in-reach services at Canada House.

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