

Proposal to develop a Specialist Older Adults Home Treatment Team

Purpose of Report

The Mental Health of Older Adults & Dementia (MHOA) service in the South London and Maudsley NHS Foundation Trust has been reviewing its current services with a view to improving the way they can respond to increasing patient need and meet the challenges of the current financial environment. This review has led the service to consider establishing a Home Treatment model, which if successful will have the combined benefits of providing care closer to home for our patients and reducing the need for extended periods of inpatient admission in the acute assessment wards at the Maudsley Hospital.

This proposal has been discussed with health and social care commissioners in Lambeth and Southwark and it has been agreed to pilot this model during 2012/13 to evaluate whether the benefits from this service development are material.

This pilot service has been established during May and June 2012 and has started working with service users. The formal evaluation will be reviewed by a programme board consisting of key stakeholders from both Lambeth and Southwark which will include service users, carers and voluntary organisations.

Why the need for change?

Currently services provided for Southwark residents by the MHOA service comprises of access to acute inpatient beds in the Maudsley Hospital and access to 2 community mental health teams. The service also provides specialist psychiatric liaison support to both St Thomas's and Kings hospitals, a Memory Assessment service and access to NHS continuing care.

The community mental health teams only operate Monday to Friday during office hours. In reviewing the community service an evaluation by the service carried out in 2010 included conversations with patients and carers to hear about their experiences of the service. These stories demonstrated that older people with mental health difficulties sometime experience crises that require assertive and intensive input from the MHOA services. Patients and carers reported if given the choice that they would rather remain at home than to be admitted to hospital. They also commented that an area of unmet need is when they are not able to contact MHOA community services either in the evenings and weekends. The service therefore concluded that current service model we provide sometimes responds to such crises by admitting patients to the acute beds at the Maudsley Hospital because community services are not always available and that if there was a different model of service applied some admissions may be avoided. The service has also reviewed its inpatient activity and found that 25% of all patients admitted on the wards are then discharged into continuing care and the prominent reason for this is that their ability to function independently has been compromised by prolonged stay in hospital.

The introduction of Home Treatment and Crisis Resolution Teams was one of the key elements in the 1999 National Service Framework for mental health and the NHS plan (2000) made the provision of these services a national priority. Home Treatment Teams therefore provide acute care for service users living in the community and experiencing a severe crisis requiring emergency treatment that would traditionally be provided via admission to an inpatient ward. The MHOA service concluded that if such a team was developed to serve its patients, it would provide a better support to patients in their homes and also reduce admissions to the inpatient beds that may have been avoidable.

The service has also learned that Home Treatment Teams for older people have been introduced successfully in other parts of London and the UK and these have achieved the results outlined above. Having looked at these services the service is therefore interested in developing this as a proposal for service change in Lambeth and Southwark.

Current Inpatient Activity

The current bed capacity available to Lambeth and Southwark equates to 38 beds and these are located in Aubrey Lewis 1 and Aubrey Lewis 2 wards at the Maudsley Hospital. The occupancy of these wards is approximately 80%, with approximately 4 admissions and discharges taking place a week. Aubrey Lewis 1 is currently in the process of being refurbished and therefore the ward has been decanted to the Bethlem Hospital while this programme of work is taking place.

A new Home Treatment Team service would be expected to provide capacity to divert approximately 80 admissions from Lambeth and Southwark annually. This will equate to 1.5 admissions a week. If this team was successful in reducing the number of admissions then the MHOA service would not require the current number of beds it is currently providing and this could lead to resources being freed up to support wider developments in mental health services for older people.

Scope of Service

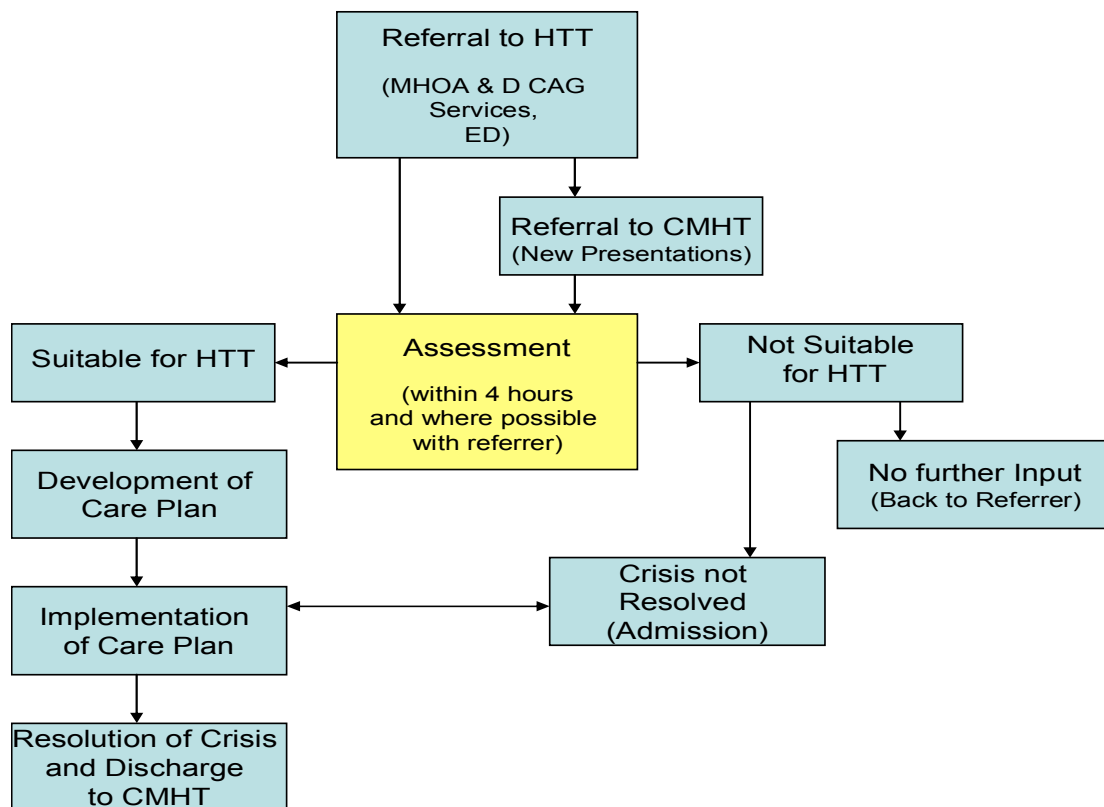
The MHOA service favours developing a team to extend to Lambeth and Southwark as this will allow greater economy of scale and coverage. If the model is accepted by commissioners then the Lambeth and Southwark Home Treatment Team will be a multidisciplinary service offering crisis assessment, home treatment and onward referral for the residents of Lambeth and Southwark.

We envisage that the service will consist of different disciplines including nursing, occupational therapy, psychology, senior medical staff, unqualified support workers and administrative staff. The function of the team should be to:

- Provide a safe and effective home based alternative to hospital admission for residents of the area defined as Lambeth and Southwark.
- Provide and be clinically responsible for 2 Clinical Decision Unit beds which will be based at the Maudsley Hospital.
- Provide rapid assessment and intensive planned care 7 days a week.
- Provide Bed Management for all Older Adult acute admission beds.
- Act as gatekeeper to all Lambeth and Southwark MHOA beds by ensuring that each person referred for inpatient care receives a comprehensive assessment before a final decision is reached as to eventual treatment location.

- Facilitate early discharge for inpatients and providing high intensity support in the community.
- Work co-operatively and collaboratively with service users, their families and carers, primarily in their place of residence, and encourage them to take an active part in the decision-making process regarding the care they receive.
- Recognise the pivotal role of family and carers and aim to provide them with or signpost them to the relevant support.
- Acknowledge the importance of a client's current and potential support system which can include the community as a whole as well as voluntary and statutory agencies. The team will engage and work within the client's support system when conducting assessments, providing ongoing care and when planning a client's discharge and aftercare from the service.
- Recognise that Lambeth and Southwark have a richly diverse population. The Team's aim will be to provide care that is constantly sensitive and appropriate to the clients' circumstances, gender, ethnicity, language and culture. Clients will be assisted in accessing specific services relevant to themselves and their individual needs.
- Remain relevant to both clients of the service and the Lambeth and Southwark mental health system for older adults as a whole. For this reason, the team will encourage ongoing dialogue and feedback with individuals and organisations which will assist in shaping the team's operation and activity.
- Comprise of staff members from a variety of professional backgrounds, each possessing specific knowledge and expertise. The team will share such knowledge and expertise without recourse to professional boundaries, thus supporting safe, coherent and comprehensive care.

A pathway for the management of crisis referrals by the pilot team is as follows:



Emergency Inpatient Admissions

The MHOA service is aware that the Home Treatment Team will not be in a position to stop all admissions to acute beds and there may be infrequent occasions when the number of beds available will not meet demand in times of severe pressure on clinical teams. As part of the implementation of the new model the service will ensure that access to acute inpatient beds will be available. This will be through providing access to remaining MHOA inpatient units at the Bethlem Hospital and the Ladywell Unit at University Hospital Lewisham. The impact on any variance in emergency admission will be reviewed through the programme boards.

Stakeholder Engagement

As outlined above, the Home Treatment pilot will be evaluated through a Programme Board consisting of representatives from NHS and Social Services commissioners, Social Services managers, clinicians from the MHOA service, and representatives from Kings and St Thomas's hospitals and the voluntary sector. In addition, there will be a separate service user and carers reference group which will provide input into the development of the pilot and any subsequent recommendations. The draft terms of reference for these groups are attached.

Equalities Impact Assessment (EIA)

The service is in the process of developing an EIA and this document will be updated and reviewed as part of the ongoing monitoring of the pilot and any subsequent recommendations that come out of the pilot and review. The full EIA will be available to support any recommendations stemming from the outcome of the pilot.

Conclusion

The proposal to develop a Home Treatment Team for Lambeth and Southwark represents an opportunity to improve the service that the MHOA service provides for patients in Lambeth and Southwark. Through the development of this service, it is intended that rather than being admitted into hospital, service users will be provided with intensive interventions aimed at maintaining them in the community at the earliest opportunity.

This service will be piloted in 2012/13 and information gained from this review will inform NHS commissioning decisions and service delivery.

David Norman
Service Director
Mental Health of Older Adults & Dementia

Mental Health of Older Adults and Dementia

Clinical Academic Group (CAG)

Terms of reference for Pilot Home Treatment Team

Project Evaluation

Background

Lambeth and Southwark Clinical Commissioning groups have both agreed to pilot a Home Treatment Team (HTT) as a pilot project for a minimum of twelve months commencing in 2012. Several studies have shown within working adults that unnecessary admissions were avoided and lengths of stay reduced when home treatment services were introduced (National Audit Office 2007). From a report commissioned by the MHOA&D CAG in 2010, it was noted that SLAM older adult wards had a higher length of stay (90 days) compared to the national average (60 days).

The proposed service will be part of the new Integrated Care pathway between inpatient and community services. It will aim to keep older people with mental health issues in “their own life “and managed in their own homes whenever possible.

The aims of the project will reduce psychiatric admissions by providing a range of interventions in an individual’s home and offer an alternative to a hospital admission. The team will also facilitate earlier effective discharge from hospital. This service will also promote independence consistent with a recovery approach for this service group.

The main scope of the work of the Reference Group will be the evaluation of the Home Treatment pilot and the enhanced rapid response service.

In evaluating the success of the new services their impact on numbers of hospital admissions and length of stay of patients on psychiatric acute wards. The evaluation will also look at the impact on community, primary care and social care providers and Emergency Departments.

Timescales

A robust system for data collection and performance monitoring will be established to track the impact of the new services from their ‘go live’ date with a full evaluation to be completed before the end of September 2013

Purpose of the evaluation will include:-

- To review activity of the Home treatment Team
- Impact on number of emergency admissions and readmission
- Impact on other services including social care and primary care and emergency care

- Service user feedback
- Case studies/scenarios of what happened to patients as opposed to what would have happened without the use of HTT
- Impact on length of stay on a psychiatric inpatient units
- Views of other stakeholders e.g. CMHTs , Inpatient Services GPs, Emergency Departments ,Adult social care, other referrers
- Clinical outcomes including patient safety

The purpose of the group will be:-

- To ensure KPIs are in place for Home Treatment
- To agree evaluation measures and process
- To ensure processes are in place to collect and collate data
- To have oversight of performance
- To oversee the work of service
- To receive updates of the team activity and issues raised by the service
- To receive reports from service user reference group

Overseen by project evaluation group comprising:-

The project evaluation team will be chaired by Cha Power, Deputy Director of Community Services in SLAM and members will be drawn from a number of partner organisations as follows.

Name	Organisation
Liz Clegg	Lambeth Commissioning
Cha Power	Deputy Director Slam
Durand Darougar	Service Manager, MHOA Community
Andy Loxton	Southwark Health and Social Care
Dr Alice Mills	MHOA Psychology Leading the evaluation process
Vanessa Smith	Lead Nurse Slam
Nuala Conlon	User Participation Lead SLAM
Gordon Robertson	Southwark Commissioning
Dr Raj Mitra	Lambeth Clinical Commissioning Group
Bryony Sloper	Kings College Hospital
TBC	Representative from Guys & St Thomas's Hospital

Ray Boyce	Southwark Health and Social Care
Dr Alice Roberts	Inpatient Consultant

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**Terms of reference Pilot Home Treatment Team User and Carer
Participation Group**

Background

Lambeth and Southwark Clinical Commissioning groups have both agreed to pilot a Home Treatment Team (HTT) as a pilot project for a minimum of twelve months commencing in 2012. Several studies have shown within working adults that unnecessary admissions were avoided and lengths of stay reduced when home treatment services were introduced (National Audit Office 2007) . From a report commissioned by the MHOA&D CAG in 2010 , it was noted that SLAM older adult wards had a higher length of stay (90 days) compared to the national average (60 days) .

The proposed service will be part of the new Integrated Care pathway between inpatient and community services. It will aim to keep older people with mental health issues in “their own life “ and managed in their own homes whenever possible.

The main scope of the work of the User Group will be to provide feedback and advice in the development of Home Treatment pilot and the enhanced rapid response service.

The group will also look at information provided by the team and review any testimony by users of the service.

Timescales

Following a scoping exercise the service pilot will go live in June 2012

Purpose of the group will include:-

- To review activity of the Home treatment Team
- Impact on other services including social care and primary care
- Review service user feedback
- To oversee the work of service
- To receive updates of the team activity and issues raised by the service

Overseen by project evaluation group comprising:-

Name	Organisation
Nuala Conlon	User participation Lead SLAM
Cha Power	Deputy Director Slam
Durand Darougar	Service Lead
Emma Porter	Team Leader
Dr Alice Mills	Slam Leading on the evaluation process
Helen Kelsall	Inpatient Manager
Tom White	Southwark Pensioners Action Group
TBC	Lambeth LINK
TBC	Southwark LINK
Carers Representatives	
Service User Representatives	

Frequency of meetings

Meetings will be established bi-monthly until December 2012 and then will be reviewed.