

# INSPECTORATE OF MENTAL HEALTH SERVICES

## CATCHMENT TEAM REPORT

### INSPECTION 2013

<b>HSE AREA</b>	South
<b>CATCHMENT AREA</b>	South Lee, West Cork
<b>MENTAL HEALTH SERVICE</b>	South Lee, West Cork
<b>POPULATION</b>	247,000
<b>NUMBER OF SECTORS</b>	6
<b>NUMBER OF APPROVED CENTRES</b>	3 South Lee Mental Health Unit (SLMHU), Cork University Hospital St.Catherine's Ward, St. Finbarr's Hospital Centre for Mental Healthcare and Recovery, Bantry General Hospital
<b>SPECIALIST TEAMS</b>	Liaison Psychiatry of Old Age Child and Adolescent Mental Health
<b>DATE OF MEETING</b>	5 May 2013

### Summary

- At the time of the inspection meeting, Cork Mental Health Services were organised into four catchment areas and plans were underway to amalgamate the service into a single extended catchment area for all of Cork.
- Plans were underway to reorganise the community based mental health services into ten sectors each of which would be aligned with Primary Care teams. Several community mental health teams were due to move into more suitable accommodation in premises shared with Primary Care services. This would involve the reconfiguring of 980 whole time-equivalent posts.
- An Area Management Team was being reconfigured and comprised medical, nursing and administrative staff. Health and social care professionals and service user membership was to be put in place.
- It was planned to reduce acute in-patient beds from 140 to 114. Community mental health services needed to develop quickly to ensure a safe and quality mental health service. It was imperative that community mental health teams be adequately resourced and that there be a

clear vision of the role of Home Base Treatment Teams and the role of crisis beds within this context.

- There was also a need for a clear pathway of referral and communication between the general adult and the CAMHS teams regarding access to in-patient beds in Eist Linn.

## SERVICE DESCRIPTION

The **South Lee Mental Health Service** served a population of 190,600 persons. The service sought to provide a community orientated service for the population of South Cork City, Bandon, Kinsale, Ballincollig and Carrigaline. The catchment area had historically been one of the most financially under resourced catchment areas in the country and served a largely urban population which included areas of high social deprivation. Resource issues had meant that community mental health teams were generally not located in suitable accommodation and office and clinic space was often cramped and shared. Teams had been under-resourced in terms of personnel, however, this had improved substantially. Admissions were accommodated at the South Lee Mental Health Unit, at Cork University Hospital. There were no Home Based Treatment Teams within the South Lee Mental Health Services, however, the Douglas Carrigaline community mental health team had four nursing posts dedicated to assertive outreach. There was a specialist Liaison team which operated from St. Finbarr's Hospital and provided a service to Cork University Hospital Emergency Department. There was a specialist Psychiatry of Old Age team also. There was one high support residence Glenmalure in the South Lee service.

The **West Cork Mental Health Service** had a total population of 56,400 and although the catchment population was small, there was a substantial geographical spread. The area was largely rural with low density of population (with the bulk of the area having a population density of less than 20 persons per sq km as compared to the national average of 60.6 per Sq km). The mental health service operated as a single sector with three general adult teams and no specialist teams.

The area was served by:

- 18 acute admission beds at The Centre for Mental Health Care and Recovery, Bantry General Hospital;
- A 24 bedded high support residence in Skibbereen – 'Perrott House';
- A high support 10 bedded residence in Bantry – 'Ard Realt';
- 4 community bungalows 7 beds in Skibbereen – 'Baltimore Road';
- 8 bedded recovery/rehabilitation residence in Skibbereen – 'Saoi Nua';
- A resource centre in Bantry – 'Droumleigh Resource Centre' and a day care centre in Clonakilty – 'St. David's'.

The addition of health and social care professionals throughout the service had significantly enhanced the range of evidence based therapies available to service users, particularly in the community. A range of mindfulness programmes, cognitive behaviour therapies, dialectical behaviour therapy, family therapy, creative therapies, occupational engagement, stress management, suicide prevention programmes and recovery programmes were now provided on a roll over basis. A programme entitled "Family Connections" was provided to support and educate families in relation to severe mental illness.

## **PROGRESS ON RECOMMENDATIONS FROM THE 2008 CATCHMENT REPORT**

### **South Lee**

1. Every effort should be made to expand the sector mental health teams in terms of staffing and resources.

Outcome: Additional posts had been secured. More were needed.

2. The absence of a rehabilitation team should be addressed.

Outcome: There was no rehabilitation team in place.

3. Occupational therapists should be recruited, especially in the acute and long stay units.

Outcome: Additional occupational therapists had been put in place. More were needed.

4. The service should review its current arrangements for feedback from the peer advocate to ensure that issues that were raised were addressed urgently.

Outcome: This had been achieved.

### **West Cork**

5. There should be an increase in multidisciplinary staffing in line with national policy.

Outcome: Additional posts had been put in place. More were needed.

6. An alternative to the current acute unit should be considered.

Outcome: The Centre for Mental Health Care and Recovery continued to provide acute admission beds for West Cork.

7. The Home Focus Team should be provided with ongoing funding.

Outcome: This had been achieved.

## **DEVELOPMENTS 2012-2013**

- The building of the new approved centre at Cork University Hospital was due to commence in the summer of 2013.
- The Centre for Mental Health Care and Recovery Bantry had been selected as a pilot site for the development of Advance Recovery of Ireland (ARI), a recovery programme for service users focussing on service user empowerment and family and carer involvement.
- An 'Open Dialogue' approach was used which aimed to change the nature of interaction between service users and professionals to enhance inclusiveness.
- A Hearing Voices Group, a group for those experiencing distressing symptoms of psychosis, had commenced in South Lee.
- Consumer Panels had been developed in 2012.
- Community mental health nursing services across the county had been extended to seven day cover.
- Executive management were engaged in a change management programme with staff across the extended catchment area in relation to the amalgamation and reconfiguration of services and posts.

## TOTAL STAFFING (Comparison with 2008)\*

Entries for 2013 are stated as at the date of the 2013 catchment area meeting

Medical Staff (WTE)	2008	2013
Total Number of Consultant psychiatrists	11.23	14.65
Total Number of Senior registrars	4	5
Total number of NCHDs	20	17.5

Nursing Staff (WTE)	2008	2013
Area DON	0	1
DON	2	2
ADON	9	9
Nurses in community residences	9	8
CMHN	15.42	22
Day services	15.8	Not provided
Dedicated therapists	5	10 includes clinical nurse specialists
Team coordinator	1	1

Health and Social Care Professionals	2008	2013
Occupational therapist	2.8	11.5
Clinical psychologist	6.71	15.8
Social worker	5.2	13.7
Addiction counsellor	0	0
Art therapist	1.31	1
Art co-ordinator West Cork	0	0.5

WTE – Whole Time Equivalent  
 NCHD – Non Consultant Hospital Doctor  
 DON – Director of Nursing  
 ADON – Assistant Director of Nursing  
 CMHN – Community Mental Health Nurse  
 CNS – Clinical Nurse Specialist

\*Staffing in 2013 includes the CAMHS staff

### Approved Centres:

Approved Centre Name	Number of Beds	Teams Responsible
South Lee Mental Health Unit, Cork University Hospital	46	General Adult
St. Catherine's Ward, St. Finbarr's Hospital	21	General Adult
The Centre for Mental Health Care and Recovery, Bantry General Hospital	18	General Adult

## RESIDENTIAL FACILITIES

### 24 hour residences

Name of Residence	Number of Beds	Number of Staff	Rent
Ard Realt	10	1	€75
Solas Nua	8	1	€120
Perrott House	23	3	€120
Glenmalure	18	2	€100

Staffing does not include support staff numbers.

### Medium Support Residences

Name of Residence	Number of Beds	Number of Staff	Rent
The Bungalows, Skibereen	7	1	€120

### Low Support Residences

Name of Residence	Number of Beds	Number of Staff	Rent
Oaklodge	3	0	Cork Mental Health Association operated

## GENERAL ADULT MENTAL HEALTH SERVICES

**Sector Name: Blackrock Mahon**

**Population: 30,315**

### Staffing

Entries for 2013 are stated as at the date of the 2013 catchment area meeting

Post	Grade	WTE	Comment
Consultant psychiatrist		1	
Senior registrar		0	
NCHD		1.5	shared
ADON		1	shared
Community mental health nurses		2	
Other Nursing Staff	CNM	1	
	RPN	2	
Occupational therapist	Senior	1	
	Basic	1	
Clinical psychologist	Acting senior	1	
Social worker	Basic	2	
Addiction counsellor		0	

*WTE – Whole Time Equivalent*

*NCHD – Non Consultant Hospital Doctor*

*DON – Director of Nursing*

*ADON – Assistant Director of Nursing*

*CMHN – Community Mental Health Nurse*

*CNS – Clinical Nurse Specialist*

Facilities	Number	Location	Comment (include whether shared, suitability & condition)
Sector Headquarters	1	Blackrock, Co-located with Primary Care	
Day Hospital	1	St. Finbarr's Hospital	shared
Day Centre	0		
Other Community Nursing Unit	15 beds	Heather House Community Nursing Unit	15 residents continue to be under the care of the sector team



**Sector Name: Douglas Carrigaline**

**Population: 58,475**

### **Staffing**

Entries for 2013 are stated as at the date of the 2013 catchment area meeting

Post	Grade	WTE	Comment
Consultant psychiatrist		1	
Senior registrar		0	
NCHD		1.5	
ADON		1	shared
Community mental health nurses		2	
CNM2		1	
RPN		3	
Assertive Outreach		4	shared
Occupational therapist	Basic	2	
Clinical psychologist	Senior	0.5	
	Basic	2	
Social worker	Basic	2	

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*NCHD – Non Consultant Hospital Doctor*

*DON – Director of Nursing*

*ADON – Assistant Director of Nursing*

*CMHN – Community Mental Health Nurse*

*CNS – Clinical Nurse Specialist*

Facilities	Number	Location	Comment
Sector Headquarters	1	Ravenscourt	Plans for new purpose built headquarters in Carrigaline
Day Hospital	1	St. Finbarr's Hospital	shared

**Sector Name: Togher Ballyphehan****Population: 23,053****Staffing**

Entries for 2013 are stated as at the date of the 2013 catchment area meeting

Post	Grade	WTE	Comment
Consultant psychiatrist		1	
Senior registrar		1	
NCHD		1	
ADON		1	shared
Community mental health nurses		2	
Other Nursing Staff	CNM2 RPN RPN	1 2.5 1	Shared between acute care and psychiatry of old age services
Occupational therapist	Basic	1	
Psychologist	Basic	2	
Social worker	Acting Senior	1	

*WTE – Whole Time Equivalent**NCHD – Non Consultant Hospital Doctor**DON – Director of Nursing**ADON – Assistant Director of Nursing**CMHN – Community Mental Health Nurse**CNS – Clinical Nurse Specialist*

Facilities	Number	Location	Comment
Sector Headquarters	2	Tearmann Phadraig, Togher  Togher Community entre	MDT had rooms in both centres owing to a lack of sufficient space. Plans to build a new Primary Care Centre and provide sector headquarters there.
Day Hospital	1	Togher Community Centre	Rooms rented.

## Sector Name: Bishopstown Ballincollig

Population: 41,677

### Staffing

Entries for 2013 are stated as at the date of the 2013 catchment area meeting

Post	Grade	WTE	Comment
Consultant psychiatrist		1.6	
Senior registrar		2	
NCHD		1	
ADON		1	shared
Community Mental Health Nurses		2	
CNM2		1	
RPN		2	
Occupational therapist	Basic	2	
Clinical psychologist	Senior	1	
	Basic	1	
Social worker	Basic	2	

*WTE – Whole Time Equivalent*

*NCHD – Non Consultant Hospital Doctor*

*DON – Director of Nursing*

*ADON – Assistant Director of Nursing*

*CMHN – Community Mental Health Nurse*

*CNS – Clinical Nurse Specialist*

Facilities	Number	Location	Comment
Sector Headquarters	1	Tosnu, Westend Ballincollig	
Day Hospital	1	Tosnu	Service provided by appointment only and straddles role of day hospital and day centre

**Sector Name: Bandon Kinsale**

**Population: 37,654**

### **Staffing**

Entries for 2013 are stated as at the date of the 2013 catchment area meeting

Post	Grade	WTE	Comment
Consultant psychiatrist		1	
Senior registrar		0	
NCHD		1	
ADON		1	shared
Community mental health nurses		2	
Other Nursing Staff	CNM2 RPN	1 2	
Occupational therapist	Basic	1	
Psychologist	Basic	1	
Social worker	Basic	1	

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NCHD – Non Consultant Hospital Doctor  
DON – Director of Nursing  
ADON – Assistant Director of Nursing  
CMHN – Community Mental Health Nurse  
CNS – Clinical Nurse Specialist*

Facilities	Number	Location	Comment
Sector Headquarters	1	Watergate Centre, Bandon	
Day Hospital	1	Community Hospital campus	Programme runs 2 days per week for continuing care programme, otherwise by appointment



**Sector Name: West Cork****Population: 56,400****Staffing**

Entries for 2013 are stated as at the date of the 2013 catchment area meeting

Post	Grade	WTE	Comment
Consultant psychiatrist		3	
Senior registrar		0	
NCHD		5	
ADON		2	
Community mental health nurses		6	
CNS		3	
Occupational therapist	Senior	0.5	
	Basic	1	
Clinical psychologist	Senior	1	
	Basic	1	
Social worker	Senior	1	
	Basic	1.7	
Clinical Coordinator		1	

*WTE – Whole Time Equivalent**NCHD – Non Consultant Hospital Doctor**DON – Director of Nursing**ADON – Assistant Director of Nursing**CMHN – Community Mental Health Nurse**CNS – Clinical Nurse Specialist*

Facilities	Number	Location	Comment
Outpatient clinics		Castletownbere, Schull, Dunmanway, Clonakilty and Skibbereen	
Day Centre		Droumleigh Resource Centre, Bantry  St. David's Resource Centre, Clonakilty	

## PSYCHIATRY OF OLD AGE TEAM

### Description of service

The Psychiatry of Old Age (POA) team served the South Lee catchment area. There was no POA team for the West Cork area.

The POA team had access to limited rooms at Togher Community Centre and provided a day hospital cum day centre service for up to 10 persons on three days a week. An outpatient clinic was also held at CUH.

The POA consultant psychiatrist provided a liaison service to the Cork University Hospital which was the second largest tertiary hospital in the country. Being a tertiary referral centre patients were admitted from all of the Southern region and, liaison referrals to Old Age Psychiatry team were therefore not catchment-defined. The POA team also provide a liaison service to St. Finbarr's hospital.

**Population: 191,000**

**Population over 65: 41,000**

Facilities	Beds
Acute	Access to general beds in GF, CUH
Continuing Care	St. Finbarr's Hospital, 37 beds, 4 of which are designated for persons with behavioural issues
Dementia	St. Finbarr's Hospital, included in above quota
Other	No respite beds

### Staffing

Entries for 2013 are stated as at the date of the 2013 catchment area meeting

Post	Grade	WTE	Comment
Consultant psychiatrist		1.5	
Senior registrar		0	
NCHD		1.5	
ADON		1	shared
Community mental health nurses		3	
Other Nursing Staff	CNM	0.5	
	RPN	0.5	
Occupational therapist	Senior	1	On leave, post will be 0.6 on return

Clinical psychologist	Senior	1	Due to become a 0.8 due to leave arrangements
Social worker		0	
Multitask attendant in day facility		0.4	

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*ADON – Assistant Director of Nursing*  
*CMHN – Community Mental Health Nurse*  
*CNS – Clinical Nurse Specialist*

<b>In-patient facilities</b>	<b>Beds</b>
Acute	Access to general beds in GF, CUH
Continuing Care	St. Finbarr's Hospital, 37 beds, 4 of which are designated for persons with behavioural issues
Dementia	St. Finbarr's Hospital, included in above quota
Other	No respite beds

Facilities	Number	Location	Comment
Sector Headquarters	1	Le Ceile, St. Finbarr's Hospital	
Day Hospital	1	Togher Community Centre	The premises was shared. The POA ran a day hospital/day centre service on three days per week.  Facilities consisted of two rooms There was no access for OT assessment, individual one to one work, washing + showering or secure entry.
Day Centre	0	Togher community Centre	As above
Outpatient clinic		Awbeg suite, Ground Floor, Cork University Hospital	

**Plans:**

New development posts had been agreed for 2013 and it was planned to enhance the MDT resources.

## REHABILITATION

**Description of service:** There was no Rehabilitation Team in the catchment area.

## LIAISON PSYCHIATRY

### Description of service

There was one Liaison Psychiatry team based at Cork University Hospital. Nursing posts were dedicated to maternity services, oncology services, deliberate self-harm and addiction. The Liaison team provided assessment, education and support to patients presenting to the Emergency Department at Cork University Hospital. This service was provided Monday to Friday from 0800h to 1600h hours and an out of hours service was provided by the NCHD on call.

### Staffing

Entries for 2013 are stated as at the date of the 2013 catchment area meeting

Post	Grade	WTE	Comment
Consultant psychiatrist		1	
Senior registrar		0	
NCHD		2	
ADON		1	
Community mental health nurses		0	
Liaison nurse		5	
Occupational therapist		0	
Clinical psychologist		0.8	

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*ADON – Assistant Director of Nursing*

*CMHN – Community Mental Health Nurse*

*CNS – Clinical Nurse Specialist*

## OTHER TEAMS – Home Focus Team

### Description of service

The Home Focus Team in Cois Cuan in Bantry was funded via the National Learning Network. Staff comprised an outreach nurse, a training support worker, a recovery support worker and a recovery advocate. Home Focus provided outreach, and individualised support to people with severe and enduring mental illness who were at risk of being isolated because of their inability or unwillingness to access traditional, centre-based models of service delivery. The team brought a wealth of service user and professional expertise to their role in engaging and providing ongoing support to individuals who might typically find it difficult to both engage in and sustain a recovery pathway and to build a future. The team was able to address everyday living, managing mental illness and mental health, education and training, accessing employment opportunities, community integration and managing leisure and social activities.

The team was based in Cois Cuain House, a small building overlooking the harbour in Bantry town. The home focus team held individual case files in their office in Cois Cuain House. There was a weekly team meeting with the NLN and regular meetings with the sector teams. The outreach nurse liaised with the sector teams on a weekly basis also.

### Staffing

Entries for 2013 are stated as at the date of the 2013 catchment area meeting

Post	Grade	WTE	Comment
Community mental health nurses		1	
Community support worker		1	
Vocational support		1	
Service user		1	



## OTHER TEAMS – Homeless Team

### Description of service

The Homeless team was located in the Togher Ballyphehan sector, however, all sectors could access the service. The team worked closely with Primary Care services. The team was located in premises rented in Greenmount community care centre.

### Staffing

Entries for 2013 are stated as at the date of the 2013 catchment area meeting

Post	Grade	WTE	Comment
Consultant psychiatrist		0.55	
General Practitioner		1	
NCHD		0	
ADON		0	
Community Mental Health Nurses		2	
Clinical psychologist		0.5	
Administration		1	

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## **Specialist Mental Health Teams: Child and Adolescent Mental Health**

**Population under 18 years:** Not known

**Number of Sectors:** Three teams, Mahon, Western Road, Ballincollig

**Approved Centres:** Eist Linn

**Number of Beds:** 20 with 12 operational

**Day Hospitals:** 0

**Other Facilities:** Out-patient clinics in Mahon, Western Road and Ballincollig

### **Description of service**

The Child and Adolescent Mental Health Services (CAMHS) in South Lee and West Cork was provided by an independent provider, the Brothers of Charity. Services provided included specialist community based outpatient mental health service to children and adolescents with the most severe disabling mental health disorders. Treatments and therapies provided included a cognitive behavioural therapy (CBT) group for depression, individual CBT, a Parent Plus course for parents of adolescents, a CBT group for anxiety management and an activity group for children with attention deficit hyperactivity disorder (ADHD).

The service also provided a mental health of intellectual disability service to children and adolescents with all degrees of intellectual disability who had co-morbid mental health disorders.

There was a strong ethos of multi-agency working and regular liaison with other key service providers. The Brothers of Charity CAMHS service was in the process of being integrated with the mental health services. All future posts appointed would be under Health Service Executive governance.

The regional CAMHS in-patient unit, Eist Linn, was located in the North Lee catchment area. Eist Linn had 20 beds but only 12 were operational due to staff shortages. The approved centre was awaiting additional posts as follows: 1 WTE consultant psychiatrist, 1 WTE NCHD, 1 WTE senior psychologist, 0.5 WTE family therapist, 0.5 WTE senior occupational therapist, 1 WTE cognitive behaviour therapist, 1 WTE clinical nurse specialist and 3 WTE RPNs.

## TOTAL STAFFING OF CAMHS TEAMS

Entries for 2013 are stated as at the date of the 2013 catchment area meeting

Post	Grade	WTE
Consultant psychiatrist		3
Senior registrar		2
NCHD		3
ADON		0
Community mental health nurses		0
CNS		2
Occupational therapist	Senior	1
Clinical psychologist	Senior	3
Social worker	Principal	3
Clinical speech and language therapist		1.6

## MENTAL HEALTH AND INTELLECTUAL DISABILITY SERVICE

**Population:** Not known.

There was no Mental Health Intellectual Disability team in the catchment area. However, approval had been secured to develop a team and it was expected that a full multidisciplinary Community MHID Team would be in place by the end of 2013. This new team would cover all of Cork and it was expected that the team would be developed from existing resources. Whilst this proposed team would come under the mental health services, it was expected to liaise with Disability services to ensure a seamless care pathway for service users.

## SERVICE USER INVOLVEMENT

There was a strong culture of service user involvement and partnership in West Cork and South Lee. There were two Consumer Panels established in the catchment area. There was service user representation at local governance teams and it was planned to have service user representation on the Areal Management Team.

The South Lee Consumer Panel met monthly. An independent advocate visited the South Lee Mental Health Unit weekly and visited St. Catherine's Ward and Glenmalure Residence on a quarterly basis.

The West Cork Consumer Panel had stalled owing to National Service User Executive (NSUE) governance issues. Nonetheless, there was robust service user voice in West Cork and the Open Dialogue and Youth Trialogue community initiatives provided excellent communication opportunities for mental health service staff and service users and the community. The independent advocate visited the approved centre in Bantry on a weekly basis and visited the residences at Perrot House, Saol Nua and Ard Realt on a monthly basis.

The Home Focus Team in West Cork included a service user on the team and this was deemed to be very helpful to service users.

## GOVERNANCE

The mental health services in Cork were undergoing change as the four catchment areas were in the process of being amalgamated into one extended catchment area. This put governance arrangements in a temporary state of flux as posts were being realigned to meet new service needs.

The plan for the whole of Cork was that it would become a single extended catchment area. There was an area management team in place comprising the Area Manager, the two current Executive Clinical Directors (ECDs), the area Director of Nursing (DON), the Area DON for CAMHS. The Heads of Discipline from each of the health and social care professionals and service user representation had yet to be put in place.

The plan for the proposed single catchment area for Cork was to have ten CMHTs, who would be supported by the specialist teams. Over 40 additional posts had been secured and approval had been received for the development of a further CAMHS team. It was planned that acute beds in Cork would reduce from 140 to 114 and that community mental health teams with seven-day services would provide care and treatment for people in their homes and in the community.

While representatives from psychology, social work and occupational therapy agreed that each of their disciplines were involved in the interim planning, there was general uncertainty regarding the timeline of the process. Staff reported that the interim management processes were unsettling. In addition, due to the recent arrival of new members of staff in the health and social care professions, there was a lot to be done to incorporate these staff into a system which was itself undergoing a process of change. This was not helped by the HSE policy of making most appointments at basic grade level where regular professional supervision was essential to ensure a safe and quality service.

In a climate of doing more with less, this required the reconfiguration of posts. Filling posts on an acting-up basis for a protracted length of time did not support robust governance practice. Front line services require informed and active management to ensure safe and quality services. Staff reported that one NCHD post had been suppressed without appropriate consultation with a clinical director.

## CONCLUSION

The South Lee and West Cork Mental Health Services were in the process of significant change as services moved towards a more community based model of care. Discussion at the inspection meeting highlighted the enthusiastic and hardworking commitment of senior managers, and heads of disciplines to the provision of a recovery oriented, evidence-based service for people in their own community and in their homes. Several initiatives had been put in place to educate and support families and service users. Community based mental health teams had been resourced with more staff and it was anticipated that several teams would move to more appropriate accommodation and better facilities for the provision of outpatient and day patient care. Time would be needed for teams to consolidate their working with new members. The service plan indicated that Home Based Treatment Teams (HBTs) and Crisis beds would be components of the service in the future. The role and integration of HBTs with community mental health teams will require clear articulation so as to avoid a fractured service for service users and families. Crisis beds were mentioned in the context of using existing community residential resources. To fully meet the brief of providing crisis beds, the location and staffing of such a service must match assessed needs, be faithful to the model and not be confused with other step down facilities.

## **RECOMMENDATIONS 2013**

1. A rehabilitation team with assertive out-reach should be appointed to the catchment area.
2. The reconfiguring of medical posts, to meet service demands and budgetary constraints, should be in consultation with the executive clinical director.
3. The CAMHS service integration within mental health services should proceed as planned.
4. The development of HBTTs and crisis beds should be clearly articulated in terms of staffing and how they might integrate with community mental health teams.