

Scottish Borders Health and Social Care Partnership Integration Joint Board

19th April 2023

Gala Resource Centre (GRC)

Report by Simon Burt – General Manager



1. PURPOSE AND SUMMARY

- 1.1. To seek approval for the closure of Gala Resource Centre following a formal review, consultation and options appraisal process.
- 1.2. To seek approval for the re investment of £70k pa to enhance the current services provided to those adults with a Personality Disorder as set out in the paper
- 1.3. Summary of the report:
 - The GRC was temporarily closed due to Covid 19 in 2021 and all those who previously attended GRC have either completed their course of treatment/support or been referred to other appropriate services
 - Since the opening of GRC over 20 years ago, a process of ongoing service modernisation has been undertaken, progressively investing in and developing a comprehensive range of alternative services significantly enhancing the quantity of support to adults experiencing mental ill health within the Borders. These services include: The Primary Care Mental Health Service (RENEW), Millar House, Distress Brief Interventions (DBI), the Wellbeing College and the Local Area Coordination Service (LACS). As a result, if GRC were to close, on the basis of development of additional support for people with Emotionally Unstable Personality Disorder, there would be no negative impacts identified upon completion of the Health Equalities Impact Assessment rather a range of positive impacts due to the other services now available since GRC was first opened.
 - A comprehensive Review (Appendix 1), Options Appraisal/Business Case (Appendix 2) and Health Equalities Impact Assessment (Appendix 4) has taken place including a full consultation process with all stakeholders and people with lived experience (in line with our commitments made within our “Co-Production Charter” produced the Scottish Borders Mental Health and Wellbeing Forum).
 - The purpose of the Business Case was to set out the recommendations for the future of Gala Resource Centre. The recommendation was to permanently close GRC.
 - The new services in place provide improved equity of access across all localities within the Scottish Borders
 - We have identified those with an Emotional Unstable Personality Disorder (EUPD) as needing improved support over and above that previously provided by GRC and recommend that there should be a re investment of £70k to provide such support (appendix 3)
 - The closure of GRC net of the proposed re investment of £70k will contribute circa £167k towards offsetting cost pressures within the Mental Health Services budget

2. RECOMMENDATIONS

2.1. The Scottish Borders Health and Social Care Integration Joint Board (IJB) is asked to: -

- Agree to the closure of GRC
- Re investment of £70k to provide improved services to those with an Emotional and Unstable Personality Disorder

3. ALIGNMENT TO STRATEGIC OBJECTIVES AND WAYS OF WORKING

3.1. It is expected that the proposal will impact on the Health and Social Care Strategic Framework Objectives and Ways of Working below:

Alignment to our strategic objectives					
Rising to the workforce challenge	Improving access	Focusing on early intervention and prevention	Supporting unpaid carers	Improving our effectiveness and thinking differently to meet need with less	Reducing poverty and inequalities
x	x	x	x	x	

Alignment to our ways of working					
People at the heart of everything we do	Good agile teamwork and ways of working – Team Borders approach	Delivering quality, sustainable, seamless services	Dignity and respect	Care and compassion	Inclusive co-productive and fair with openness, honesty and responsibility
x	x	x	x	x	x

4. INTEGRATION JOINT BOARD DIRECTION

- 4.1. A Direction is required from the IJB to close gala Resource Centre (Appendix 5)
- 4.2. A Direction from the IJB is required to re-invest £70,000 to enhance services to adults with a diagnosis of Emotional and Unstable Personality Disorder

5. BACKGROUND

5.1. The Gala Resource Centre (GRC) is a building-based day service for adults 18 and over with mental health challenges. Jointly funded and staffed by Scottish Borders Council (SBC) and NHS Borders (NHSB), it is located within Galashiels and provides services for central Borders. It offers building and community-based leisure, interest, and skills-based activities to support improvements in mental health and wellbeing. The total combined budget for the service is £236,656 (NHS Borders £85,340, SBC £146,026, annual building maintenance £5,200 pa approx. 19/20)

6. FURTHER BACKGROUND

Review:

- 6.1. A review of GRC was undertaken and completed in March 22
- 6.2. This review was informed by the local mental health strategy - one of its key objectives being to ensure that people with mental health needs in the Scottish Borders can access the right support, at the right time, in the right place.
- 6.3. Stakeholders included those with lived experience and people involved in providing mental health and related services (statutory and commissioned).
- 6.4. At the point of temporary closure at the beginning of the Covid pandemic, all existing service users were discharged to suitable alternative services or closed due to their needs being fully met.
- 6.5. Data collected for the period from January 2019 to March 2020 show that a total of 265 referrals were made to GRC.
- 6.6. The vast majority of the referrals were received from GP's and Community Psychiatric Nurses.
- 6.7. EUPD (emotionally unstable personality disorder) forms the largest proportion of referrals (38%), followed by anxiety disorders (34%), depression (14%) and a variety of other diagnosis making up the remainder of referrals including Schizophrenia and Bi polar disorder.
- 6.8. It is acknowledged that GRC has been operating in relative isolation from other statutory and commissioned Mental Health Services. Staff describe pathways for referral, joint working and discharge into the service as disjointed. GRC's geographical location also creates a barrier to access, placing it at odds with strategic priorities to achieve equity of access across the Scottish Borders.
- 6.9. Over recent years, GRC has evolved to meet the needs of those people now being referred for help – predominantly those experiencing anxiety and depression (for which there are now a range of community-based services in place), and those diagnosed as having a EUPD.
- 6.10. Stakeholders agreed that attention should focus on the needs of those with longer term mental health needs: restoring support for those with severe and enduring mental ill health, and those with a diagnosis of EUPD (increasingly being referred to CMHTs and the GRC for support over recent years).

Services to people with an EUPD

- 6.11. Since the review took place, consideration has been given to how we can improve the services to those with an EUPD diagnosis beyond those previously provided at GRC. The gap in service provision created by the loss of GRC courses could be filled by the creation of a lower intensity course within secondary care that sits below the level of the current course options and is specifically focused on personality issues. This additionally in treatment for people diagnosed with a personality disorder would allow a more comprehensive range of therapy provision for people diagnosed with a Personality Disorder, including those with an EUPD diagnosis. The Mental Health Service has subsequently supported a proposal to re-invest £70,000pa to allow the new Personality Disorder Pathway to expand its treatment options. This will provide clinically sound treatment pathways and effective clinical governance. Reinvestment of £70k from the budget available if the GRC was to close would be required.

Development of new services since the opening of GRC

We have invested in developing a comprehensive range of new services since the opening of GRC including:

- 6.12.** The Primary Care Mental Health Service (RENEW) – Focussing upon the treatment of anxiety and depression seeing upwards of 5,000 patients since opening in 2021 (funded from additional Scottish Government Mental Health Act and Primary Care investments)
- 6.13.** Millar House community rehabilitation services – Relocating and expanding the existing core and cluster housing and support service for adults with severe and enduring mental ill health. The new service, opened in March 2023, providing enhanced rehabilitation support with an additional 4 x grade 5 level tenancies and additional investment of £256k (funded via improved outcomes and efficiencies providing an overall anticipated net saving)
- 6.14.** Distress Brief Interventions (DBI) – Opened in February 2021 receiving an average of 95 referrals per month with the most common referral reasons being depression (75%) and anxiety (67%) funded from additional Scottish Government Mental Health Act funding
- 6.15.** Wellbeing College - Opened in July 2018 offering individual, group work and self-help resources with the aim of supporting people across the Borders improve their mental health (funded from a reduction in other contracts where demand had decreased)
- 6.16.** Local Area Coordination Service (LACS) – 3.75 full time equivalent staff. LACs work flexibly with individuals, families and carers; community groups and associations; and public services in order to achieve positive outcomes for people within their locality. The core areas of Local Area Co-ordination focus on: information; signposting and guiding; developing relationships; planning, empowerment and promoting independent living; promoting inclusion; and influencing public service delivery (funded from additional Scottish Government Mental Health Act funding and a review of commissioned services)

Business Case/Options appraisal:

- 6.17.** The purpose of the Business Case was to set out the recommendations for the future of Gala Resource Centre based on the outcome of the Service Review and Options Appraisal process.
- 6.18.** Within the GRC Business Case a formal options appraisal was undertaken considering 2 options:

Option 1, Status Quo. This option assumes that the current service will continue as a building-based centre

Closure

Option 2, Closure

Preferred option:

Option 2, Closure, was the preferred option and the recommendation of the GRC Business Case

7. IMPACTS

Community Health and Wellbeing Outcomes

7.1 It is expected that the proposal will impact on the National Health and Wellbeing Outcomes below:

N	Outcome description	Increase / Decrease / No impact
1	People are able to look after and improve their own health and wellbeing and live in good health for longer.	Increase
2	People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.	Increase

3	People who use health and social care services have positive experiences of those services, and have their dignity respected.	Increase
4	Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.	Increase
5	Health and social care services contribute to reducing health inequalities.	Increase
6	People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being.	No impact
7	People who use health and social care services are safe from harm.	Increase
8	People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.	Increase
9	Resources are used effectively and efficiently in the provision of health and social care services.	Increase

Financial impacts

7.2. If GRC were to close the existing budget of £236,656, less the recommended £70,000 re investment in EUPD services = £166,656 would contribute towards implementing a balanced budget.

Equality, Human Rights and Fairer Scotland Duty

7.3. A Health equalities impact assessment, Stage 1,2 and 3, has been completed in relation to the recommendation to close GRC. No negative impacts have been identified. Rather a range of additional services established since GRC first opened with the additional recommended development for those with an EUPD results in overall positive impacts over the years and going forward.

7.4. It should be noted that we focussed upon local impacts and knowledge in relation to any impacts and equalities issues. For future service developments we will be ensuring that we take into account national research and recommendations such as the Mental Welfare Commissions Racial Inequality and Mental Health in Scotland (Sept 2020) recommendations and the MWC Good Practice Guide "LGBT Inclusive Mental Health Services (August 2022)". Indeed, we have already completed the self-assessment audit tool contained within the Good Practice Guide and NHS Borders are looking into staff awareness and training options.

7.5. It should be noted that our extensive consultation exercise was generic in nature and going forward we will be looking to ensure more focussed consultations

Legislative considerations

7.6. None

Climate Change and Sustainability

7.7. None

Risk and Mitigations

7.8. The report and Equalities Impact Assessment fully describes all the elements of risk that have been identified in relation to this project and no specific additional concerns need to be addressed

8. CONSULTATION

Communities consulted

8.1 Details included within Stage 2 of the EIA documentation

Integration Joint Board Officers consulted

IJB Chief Financial Officer

IJB Chief Officer

Others consulted were:

IJB Equalities, Human Rights and Diversity Lead (post consultation)

8.2. In addition, consultation has occurred with our statutory operational partners at the

- HSCP Joint Executive
- IJB Future Strategy Group
- SBC CMT
- NHS OPG

Approved by:

Chris Myers

Author(s)

Simon Burt – General Manager Mental Health and Learning Disability Services

Background papers:

Appendix 1



Gala Resource Centre
Service Review Final.p

Appendix 2



GRC Business Case
Final.pdf

Appendix 3



SBAR GRC.pdf

Appendix 4



EIA stage 1.pdf



EIA stage 2.pdf



EIA stage 3.pdf

Appendix 5



Direction IJB GRC.pdf