

# WA Mental Health Strategy 2004-2007

## Annual Report 2006-2007

### Mental Health Division



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# Introduction

## Purpose

The *WA Mental Health Strategy 2004-2007* (Strategy) commenced in October 2004 to dramatically boost mental health services in Western Australia (WA). The Strategy is specifically aimed at improving access to services, addressing inequities in health care, improving the safety and quality of mental health services, and creating a more sustainable system for future generations of Western Australians. This Annual Report outlines the outcomes achieved by the Strategy to the end of June 2007 and the expected outcomes for 2007-2008.

## Background

In September 2004, the Expenditure Review Committee (ERC) approved the *WA Mental Health Strategy 2004-2007* and associated capital and recurrent funding.

Capital funding of \$11.9 million was approved to procure construction of a number of new facilities and to fit out a number of leased buildings.

Operational funding of \$81.965 million was approved to implement the following Strategy initiatives:

**Key Initiative 1** - Mental health emergency services

**Key Initiative 2** - Adult inpatient beds

**Key Initiative 3** - Community mental health services for adults and young people

**Key Initiative 4** - Supported community accommodation

**Key Initiative 5** - Workforce and safety initiatives.

One of the major aims of the Strategy is to relieve pressures on the mental health system, especially where these pressures impact on other parts of the health system such as emergency departments. The Strategy also seeks to increase access to appropriate inpatient services and address the lack of intermediate care treatment options and community support services.

The five Key Initiatives of the Strategy are aligned with the innovative and longer term plans outlined in the Health Reform Committee's final report<sup>1</sup>.

Many important milestones have been achieved by the *Mental Health Strategy 2004-2007*. This Annual Report details the progress of each Key Initiative for the period 2006-07.

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<sup>1</sup> Health Reform Committee (2004). *A Healthy Future for Western Australians: Report of the Health Reform Committee*. Perth: Western Australian Department of Health.

## Recruitment

The expansion of mental health services under the Strategy has created a growing need for additional staff. Mental health professionals and allied workers have been recruited locally and from interstate and overseas.

The United Kingdom (UK) has well trained mental health staff with practical qualifications that meet Australian standards. There is also a ready market of people in the UK interested in migrating to Australia. A recruitment drive targeting UK mental health staff was organised in 2007 by the Mental Health Division, in cooperation with metropolitan and rural mental health services.

Advertising occurred in the UK during May 2007 and over 300 enquiries were received from people seeking further information. WA mental health representatives travelled to Glasgow, Birmingham and London in July 2007 to present information sessions and disseminate kits marketing WA as a desirable place to live and work.

Of the 117 expressions of interest and applications received, 101 people were shortlisted and interviewed in Glasgow, Birmingham, London and Bournemouth and 73 people were offered a guaranteed position in the WA public mental health service.

Initial allocations to Area Health Services, which may be subject to variation, were as follows:

North Metropolitan Area Health Service	32
South Metropolitan Area Health Service	32
WA Country Health Service	9

## Finance

### Funding Allocation

In September 2004, the ERC approved operational and major capital funding for the Strategy. Funds for minor capital works and the clinical and patient information systems were to be sourced from funds already provided to the Department of Health (DoH).

Details of approved funding are outlined below:

#### Mental Health Strategy 2004-2007 - Funding Expenditure (Actual)

	2004-05	2005-06	2006-07
<b>OPERATIONAL FUNDING</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
KI 1: Mental health emergency services	\$1,772	\$3,466	\$4,003
KI 2: Adult inpatient services	\$4,015	\$9,794	\$15,998
KI 3: Community mental health services for adults and young people	\$3,770	\$10,435	\$14,264
KI 4: Supported community accommodation	\$1,050	\$2,450	\$2,252
KI 5: Workforce and safety initiatives	\$393	\$1,595	\$4,409
<b>Total Operational Funding</b>	<b>\$11,000</b>	<b>\$27,740</b>	<b>\$40,926</b>
<b>MAJOR CAPITAL WORKS</b>			
KI 1: Mental health emergency services	\$300	\$0	\$985
KI 2: Adult inpatient services	\$166	\$2,180	\$5,552
KI 3: Community mental health services for adults and young people	\$50	\$1,220	\$803
<b>Total Major Capital Works</b>	<b>\$516</b>	<b>\$3,400</b>	<b>\$7,340</b>
<b>DOH-FUNDED MINOR CAPITAL WORKS</b>			
Security systems and duress alarms	\$2,000	\$0	\$0
<b>Total Minor Capital Works</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$0</b>
<b>DOH-FUNDED CLINICAL &amp; PATIENT INFORMATION SYSTEMS</b>			
Mental health clinical information system	\$200	\$1,000	\$1,500
<b>Total Information Systems</b>	<b>\$200</b>	<b>\$1,000</b>	<b>\$1,500</b>

## Distribution of Operational Funds

The \$40.926 million operational funding was distributed to services as detailed below:

### Mental Health Strategy 2004-2007 - Funding Allocation (Actual)

	2004-05	2005-06	2006-07
OPERATIONAL FUNDING	\$'000	\$'000	\$'000
North Metropolitan Area Health Service	\$3,990	\$8,647	\$12,921
South Metropolitan Area Health Service	\$3,550	\$9,366	\$16,367
Women's & Children's Health Service	\$40	\$332	\$1,238
South-West Area Health Service	\$170	\$720	\$624
WA Country Health Service	\$564	\$1,904	\$2,813
Private Hospital Services	\$0	\$2,087	\$2,609
Non-Government Agencies	\$1,913	\$2,368	\$3,030
Planning & Development	\$773	\$2,316	\$1,324
<b>Total Distribution</b>	<b>\$11,000</b>	<b>\$27,740</b>	<b>\$40,926</b>

## Major Capital Works Funds

The Strategy major capital works budget is \$11.900 million. Capital works expenditure increased steadily from \$516,000 in 2004-05, to \$3.4 million in 2005-06, to \$7.34 million in 2006-07. The remaining \$644,000 will be distributed in 2007-08. Details of capital works and the distribution of funds are provided in the capital works section of this report.



Mother and Baby Unit, King Edward Memorial Hospital

## Capital Works

The following Strategy projects were completed in 2006-07:

- The 16-bed intermediate care unit (Hawthorn House) was officially opened in November 2006.
- A specially designed five-bed observation ward at Fremantle Hospital was completed in December 2006.
- A 12-bed secure ward (Ellis Ward) was opened at Graylands Hospital in March 2007. Four observation beds were also completed at Graylands.
- The eight-bed Mother and Baby Unit at King Edward Memorial Hospital (KEMH) was officially opened in June 2007.

The construction of 18 additional acute mental health inpatient beds at Bunbury Health Campus is on target. These new beds will open during the 2007-08 financial year.

Work is progressing to accommodate staff and clients at Swan Community Mental Health Services. Existing community mental health service facilities at Subiaco are also being upgraded.

In addition to the above capital works projects, the DoH and the Department of Housing and Works (DHW) have a memorandum of understanding (MoU) to construct supported community accommodation under Key Initiative 4. Through this MoU, the DHW funds the development of mental health accommodation facilities from within its existing budget and, in return, the DoH transfers surplus land to the DHW to offset part of the construction cost.

Construction is proceeding on two Community Options (CO) duplex homes at Kelmscott and on Community Supported Residential Units (CSRUs) in Albany, Bunbury, Busselton and Albany. Facility planning is also underway for six larger CSRUs to be built at selected sites within the metropolitan area.

## Mental Health Strategy 2004-2007 - Capital Works Expenditure

Project	Approved Total Budget	Mental Health Strategy Allocation Total	Actual Allocation (Expenditure)			Other Funding Sources
			2004-05	2005-06	2006-07	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Key Initiative 2: Adult inpatient beds</b>						
Royal Perth Hospital - 5 emergency department (ED) beds	300	300	300			
Joondalup Health Campus - 5 ED beds	400					400
Fremantle Hospital - 5 ED beds	805	605			605	200
Graylands Hospital - 4 observation beds	380	380			380	
Bunbury Hospital - 18 acute beds	7,604					7,604
Graylands Hospital - 12 secure beds	5,165	5,165	63	1,451	3,651	
Armadale Health Service - 8 beds	650	650	50	600		
Bentley Health Service - 18 acute beds	2,500					2,500
Joondalup Health Campus - 15 adult beds	12,315					12,315
Hawthorn House - 16 beds (interim)	860	860	53		807	
KEMH - 8 beds Mother Baby Unit	2,590	990			990	1,600
Consultant fees	233	233		129	104	
<b>Total</b>	<b>33,802</b>	<b>9,183</b>	<b>466</b>	<b>2,180</b>	<b>6,537</b>	<b>24,619</b>
<b>Key Initiative 3: Community mental health services for adults and young people</b>						
MST Services - Rockingham/Fremantle	40					40
<i>Expand community mental health services</i>						
Midland - community team	223	223			223	
Gosnells - community team	230	230		230		
Rockingham - community team	255	255		255		
Peel - community team	200	200			200	
Subiaco - community team	280	280			280	
<i>Expand community child and adolescent mental health service (CAMHS) teams</i>						
Rockingham - CAMHS	70	70		70		
Bentley - transition unit	335	335	50	285		
YouthReach South						
Gosnells - interim accommodation	150					150
<i>Day treatment programs</i>						
Rockingham - day therapy	295	295		295		
Joondalup/Clarkson - day therapy	100	100			100	
Inner City Art Studio	185	85		85		
Other	644	644				100
<b>Total</b>	<b>3,007</b>	<b>2,717</b>	<b>50</b>	<b>1,220</b>	<b>803</b>	<b>290</b>
<b>Grand Total</b>	<b>36,809</b>	<b>11,900</b>	<b>516</b>	<b>3,400</b>	<b>7,340</b>	<b>24,909</b>

## Key Initiative 1: Mental health emergency services

**Objective:** To expand statewide mental health emergency services to meet the demand for services within emergency departments.

### Highlights for 2006-07

Most Key Initiative 1 projects were completed in 2005-06. The objectives of Key Initiative 1 were fully realised in the first half of 2007 with the implementation of its final project, the new Psychiatric Emergency Services (PES).

The PES includes Community Emergency Response Teams (CERT) in the North and South Metropolitan Area Health Services, and the Mental Health Emergency Response Line (MHERL). The services were fully operational by September 2006 with a complement of 16 full-time equivalent staff (FTE).

### Achievements 2004-2006

As of July 2006, 30.8 FTE specialist emergency department mental health liaison nurses had been recruited. They are currently working in the following hospitals:

- Royal Perth Hospital
- Sir Charles Gairdner Hospital
- Fremantle Hospital
- Swan District Hospital
- Armadale Hospital
- Rockingham Hospital
- Geraldton Health Campus
- Bentley Health Service
- Joondalup Health Campus.

The equivalent of eight on-duty psychiatric registrar positions have been filled through the Strategy. These registrars are currently working at Royal Perth Hospital, Sir Charles Gairdner Hospital, Armadale Hospital and Swan District Hospital.

### Planned achievements for 2007-08

All the objectives of Key Initiative 1 have been achieved.

A request for tender document is being developed to engage an external consultant to evaluate Key Initiative 1. The evaluation phase will be completed in the following year.

Recurrent funding was approved by the ERC in 2007 to maintain these initiatives.

## Key Initiative 2: Adult inpatient services

**Objective:** To increase access to adult inpatient beds for people with severe mental illness.

### Highlights for 2006-07

Key Initiative 2 achieved important milestones and project completions during 2006-07.

The Minister for Health, Jim McGinty MLA, officially opened Hawthorn House in November 2006. Hawthorn House is a 16-bed intermediate care facility that provides rehabilitation for people with a mental illness who no longer require acute care but still need support. This facility is the initial stage of providing community-based residential rehabilitation and clinical services. This service will operate until two purpose-built facilities are constructed in Joondalup and Rockingham.

Five new observation beds and support areas were constructed and completed at Fremantle Hospital in December 2006. These observation beds are used for the assessment and management of people presenting with psychiatric problems in the Emergency Department.

The Ellis Ward was opened at Graylands Hospital in March 2007. This secure ward provides 12 new beds and an area that can be used for the assessment and observation of up to four people.

The \$2.28 million purpose-built Mother and Baby Unit (MBU) next to the KEMH was opened by the Minister for Health in June 2007. This home-like facility is able to treat more than 100 women annually as part of a women's hospital rather than a psychiatric facility. The eight-bed MBU replaces the three-bed ward at Graylands Hospital, and delivers statewide outpatient services and 24-hour inpatient care for mothers and their babies up to 12 months old. It also provides accommodation for partners.

### Achievements 2004-2006

4.5 FTE psychiatrists were recruited for Albany, Bunbury, Kalgoorlie and Geraldton (100% of target).

Five observation beds were opened in Royal Perth Hospital in July 2005. Four observation beds were opened in Joondalup in August 2005.

A total of eight new adult mental health beds were opened in Armadale Hospital in June 2006.

### Planned achievements for 2007-08

The following projects will be completed in 2007-08:

- Bunbury Community Mental Health Clinic
- The first of 18 new acute beds in the Bunbury Acute Psychiatric Unit at Bunbury Health Campus
- 18 new acute beds and support areas on the Bentley Health Service.

Construction of 15 new adult beds at Joondalup Health Campus is on target and due for completion in the second half of 2008.

The permanent intermediate care services at Joondalup and Rockingham are due for completion in the first half of 2009 and will be ongoing in 2007-08 (see Capital Works Table).

## Key Initiative 3:

# Community mental health services for adults and young people

**Objective for Adults:** To improve clinical outcomes for people with a mental illness through provision of accessible community services that encourage early identification, intervention and recovery.

### Highlights for 2006-07

All Key Initiative 3 aims have been achieved. The projects completed in 2006-07 were:

- Peel Adult Community Mental Health Clinic building upgrade
- Subiaco (Avro) Clinic building upgrade
- Joondalup/Clarkson Day Therapy Unit
- Sir Charles Gairdner Hospital Adult Transition Program.

### Achievements 2004-2006

47 FTE were appointed to Adult Clinical Mental Health Services in Mirrabooka, Armadale, Rockingham, Peel, Swan, the Wheatbelt, the South West and the Kimberley.

44.2 FTE have been appointed to day therapy services in Joondalup/Clarkson, Sir Charles Gairdner Hospital, Northbridge, Rockingham/Kwinana, Fremantle, Armadale and Bentley.

The Statewide Indigenous Mental Health Service (4 FTE) was established.

The Post Natal Depression Service was expanded statewide and included the appointment of 2.6 FTE for research, delivery of training in postnatal screening and a new interactive website.

The Statewide Eating Disorders Service (3.6 FTE) was established.

**Objective for Young People:** To enhance service coverage and accessibility and provide a whole of service/government approach to ensure that young people with a mental health problem are given the best opportunities for early intervention.

### Highlights for 2006-07

The Bentley Transition Unit for Adolescents was completed.

### Achievements 2004-2006

Multi-systemic therapy teams have been fully operational in Joondalup and Rockingham since September 2005 with 15.4 FTE staff.

YouthReach South (Intensive Community Youth Service) opened in October 2005, and has recruited 9.2 FTE.

Children of Parents with a Mental Illness (COPMI) was contracted to Wanslea Family Services and became fully operational.

Child and Adolescent Mental Health Services Community Teams were expanded, with an additional 8 FTE appointed to services in Mirrabooka, Armadale, Rockingham, Peel, the Kimberley and the South West.

### **Planned achievements for 2007-08**

All the aims of Key Initiative 3 have been accomplished. In 2007-08, this Key Initiative will be evaluated.

## Key Initiative 4: Supported Community Accommodation

**Objective:** To expand community supported accommodation services for people with a severe mental illness.

### Highlights for 2006-07

Two rural Community Supported Residential Units (CSRUs) in Albany and Geraldton are near completion.

Kelmscott Community Options (CO) home is nearing completion.

Construction has commenced at Bentley CSRU and Busselton CSRU.

The procurement process is underway to engage non-government agencies to manage and staff the Kelmscott CO home and the rural CSRUs.

Planning for six other sites is underway and is at various stages of development approval and architectural design.

### Achievements 2004-2006

19,448 additional hours of psychosocial support services were purchased statewide from new and existing service providers to assist and support more people with a mental illness to live in their own homes.

Licensed psychiatric hostels received a 50% increase in personal care subsidies to provide better support for those living in hostels. 538 personal care subsidies were increased to an average of \$15 per day per resident at a cost of \$980,000.

### Planned achievements for 2007-08

The following sites are in the building process and will have completed building works in 2007-08:

- Albany CSRU
- Busselton CSRU
- Bunbury CSRU
- Geraldton CSRU
- Kelmscott CO.

It is anticipated that the following homes will be completed in late 2008:

- Bentley CSRU and CO
- Mt Claremont CO
- Osborne Park CSRU and CO.

## Key Initiative 5: Workforce and safety initiatives

**Objective:** To ensure services are adequately staffed with the appropriate skills and discipline mix and that mental health services are safe places where innovative clinical practice is fostered.

### Highlights for 2006-07

The Clinical Risk Assessment and Management (CRAM) Policy was completed and sent out for consultation.

The *Service Standards for Non-Government Providers of Community Mental Health Services* was completed, following a series of workshops delivered by the West Australian Association for Mental Health (WAAMH), which attracted 360 people. WAAMH also obtained additional funding to review the project and consolidate a monitoring process.

### Achievements 2004-2006

The Statewide Orientation Program was developed.

The Mental Health Leadership and Management Program was developed and delivered to senior mental health staff.

*Guidelines: The Management of Disturbed/Violent Behaviour in Inpatient Psychiatric Settings* was produced.

The *Clinical Supervision: Framework for WA Mental Health Services and Clinicians* was developed for the clinical supervision of clinicians and services in WA and distributed to mental health services.

The *Cultural Competency Standards and Self-Assessment Audit Tool Manual* was produced and distributed to mental health services.

\$2 million was transferred to mental health services across WA to procure duress security systems.

### Planned achievements for 2007-08

A training manual will be developed to support implementation of the CRAM Policy. Mental health staff working in the public system will also receive CRAM training.