

Rights, Relationships and Recovery

The Report of the National Review of
Mental Health Nursing in Scotland

Delivery Action Plan

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Mental Health Nursing in Scotland

Delivery Action Plan

Scottish Executive, Edinburgh 2006

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Implementing and reviewing the action plan

The review of mental health nursing in Scotland should be seen as part of, and not the 'end point' of, a process concerned with supporting and developing mental health nursing in Scotland. While adopting a predictive stance, the review has produced a prioritised five-year action plan for the support and development of mental health nursing in the context of an evolving mental health delivery plan and service agenda. The action plan will need to be revisited, monitored and developed at least annually.

The action plan builds from and gives expression to the aims and aspirations of the main review report. **It must be read in conjunction with the main report, which sets out the rationale behind the actions.**

It is important that in giving a national direction for developments, the action plan must continue to enable organic progression of the profession and be owned and actioned at NHS Board, local service and individual practitioner levels.

To lead, drive, support, regularly monitor and deliver the action plan:

- the **Scottish Executive** will establish a National Implementation Group to support delivery of the actions **[ACTION 24]**
- each **NHS Board** will establish a local implementation group that reports annually to the National Implementation Group **[ACTION 24]**.

The process adopted during the review has successfully enabled joint and productive working among service users and carers, individuals holding senior organisational posts in the mental health field in Scotland and practitioners, all of whom have devoted considerable time and energy to shape the outcomes of the review. This process must be sustained post-review and must be mirrored in the membership and process adopted in the national and local steering and implementation groups:

- at the end of five years, the **Scottish Executive** will formally revisit progress on the actions and consider further work in the contexts of the evolving service framework for mental health services in Scotland and development of the total mental health workforce **[ACTION 24]**.

The foundation for action

WE NEED TO:

- Ensure all mental health nurses have access to values-based training. Training should be multi-disciplinary team-focused and should involve service users and carers **[ACTION 1]**.
- Ensure that mechanisms are in place to embed values-based practice in practitioners' personal development plans and clinical supervision **[ACTION 1]**.
- Encourage charge nurses in mental health settings to work with service user organisations to use existing recovery environmental audit tools to gauge their current practice and to help in the development of recovery-based approaches **[ACTION 2]**.
- Develop a national framework for training in recovery-based practice to support the dissemination of recovery-focused frameworks into practice **[ACTION 3]**.
- Support mental health nurses in reviewing and revising assessment and care planning frameworks and documentation in their organisations to ensure they:
 - reflect the key models of mental health nursing practice
 - maximise therapeutic contact time between mental health nurses and service users
 - support values and recovery-focused practice **[ACTION 4]**.
- Create a national development programme for education, training and continuing professional development for acute inpatient care staff **[ACTION 5]**.
- Ensure all inpatient units develop models of care based on the principles of the Act and the recovery approach **[ACTION 6]**.
- Ensure the workforce implications of models of care recommended in this report are accounted for in the production of workforce plans **[ACTION 7]**.
- Support and develop whole-systems models that promote continuity of care across service boundaries for the service user, family and carers, with planned rotation of staff across different service elements **[ACTION 8]**.
- Develop a managed knowledge and practice development network for mental health nursing, initially focusing on acute inpatient care **[ACTION 9]**.

The foundation for action

Continued

- Develop a progressive competency-based framework, ranging from initial registration to consultant-level practice, for mental health nurses working:
 - across the spectrum of acute inpatient, crisis care and intensive home treatment services
 - in older people's mental health services **[ACTION 10]**.
- Develop mental health nursing's contribution to community referral **[ACTION 11]**.
- Support mental health nurses' contribution to psychosocial interventions and psychological therapies services using a stepped approach to competency development **[ACTION 12]**.
- Develop mental health nursing's contribution to nurse prescribing **[ACTION 13]**.
- Create nurse consultant posts to lead the development of mental health nursing's contribution:
 - across the spectrum of acute inpatient, crisis care and intensive home treatment services
 - to older people's mental health services
 - to psychosocial interventions and psychological therapies services **[ACTION 14]**.
- Redesign the pre-registration mental health nursing programme to ensure a clear and consistent national framework **[ACTION 15]**.
- Meaningfully involve service users, carers and practitioners in the design and delivery of pre-registration and post-registration mental health nursing programmes **[ACTION 16]**.
- Identify and disseminate examples of good practice in service user and carer involvement in education to inform development on a national basis **[ACTION 16]**.
- Enable lecturers in higher education institutions to have direct links with clinical practice **[ACTION 17]**.
- Maximise service user, carer and practitioner involvement in selection procedures for student nurses **[ACTION 18]**.
- Maximise and develop the role of the support worker in mental health services **[ACTION 19]**.

The foundation for action

Continued

- Support newly qualified mental health nurses through the 'Flying Start' programme and provide a planned rotational development and consolidation experience **[ACTION 20]**.
- Strengthen and enhance leadership capacity and capability in mental health nursing **[ACTION 21]**.
- Continue to ensure that all senior mental health nurses have access to leadership development opportunities, and extend access to staff nurses **[ACTION 21]**.
- Ensure regular clinical supervision opportunities are provided for mental health nurses **[ACTION 22]**.
- Ensure mental health nurses:
 - are involved in evaluations of new initiatives and services
 - can continue to build capacity and capability in developing the evidence base for mental health nursing interventions
 - are involved in contributing to research into recovery in Scotland
 - can influence the research agenda via the Scottish Mental Health Nursing Forum **[ACTION 23]**.
- Create a more robust climate of learning, development, evaluation and research across the mental health nursing community in NHS Scotland **[ACTION 23]**.

Delivery Action Plan

Action	2006	2007	2008	2009	2010
<p>1. All mental health nurses will have undertaken values-based training by June 2008.</p> <ul style="list-style-type: none"> • NHS Education for Scotland will disseminate training resources to support progress by the end of 2006. • NHS Board Nurse Directors will ensure a programme of training is in place by the end of January 2007. • All mental health nurses will take steps to embed values-based practice in their personal development plans and clinical supervision by June 2007. • All mental health nurses will evidence that they have accessed training in their portfolios by June 2008. 					
<p>2. Mental health nurses will use recovery environmental audit tools to gauge their current practice and to inform development of recovery-based approaches to care by the end of 2007.</p> <ul style="list-style-type: none"> • The Scottish Recovery Network will support dissemination of resources to enable this by the end of 2006. • All charge nurses in hospital and community based services will evidence that this has been undertaken by the end of 2007. 					

Delivery Action Plan

Action	2006	2007	2008	2009	2010
<p>3. A national framework for training in recovery-based practice to support the dissemination of recovery-focused frameworks into practice will be developed by the end of 2007.</p> <ul style="list-style-type: none"> The Scottish Recovery Network and NHS Education for Scotland will work together in developing this framework. 					
					
<p>4. Assessment and care planning frameworks and documentation should be reviewed and revised by the end of 2007 to ensure they reflect the models for mental health nursing practice described in the main review report (Box 4, page 21), maximising therapeutic contact time between mental health nurses and service users and supporting values and recovery-focused practice.</p> <ul style="list-style-type: none"> NHS Board Nurse Directors should facilitate progress within their organisations, engaging other disciplines in the process. All charge nurses in hospital and community-based services will evidence this has been undertaken by the end of 2007. 					
					
					

Delivery Action Plan

Action	2006	2007	2008	2009	2010
<p>5. A national developmental programme for education, training and continuing professional development for acute inpatient care staff will be published by the end of 2007.</p> <ul style="list-style-type: none"> NHS Education for Scotland will work with mental health services and higher education institutions to co-ordinate and develop the programme. 					
					
<p>6. All acute inpatient units will adopt models of care described in the main review report (Box 4, page 21) based on the principles of the Act and the recovery approach by the end of 2007. This should be actioned for all inpatient units by the end of 2008.</p> <ul style="list-style-type: none"> NHS Board Nurse Directors will lead and support this initiative. All charge nurses in inpatient services will evidence this has been undertaken by the end of 2008. 					
					
					
					

Delivery Action Plan

Action	2006	2007	2008	2009	2010
<p>7. Full account of the workforce implications of models of care recommended in the main review report should inform annual workforce plans.</p> <ul style="list-style-type: none"> • The Mental Health sub-group of the Nursing Workload and Workforce Project should take full account of the models of care recommended in the main review report in developing workforce planning tools. • NHS Boards and regions should take full account of the workforce implications of the models of care recommended in the main review report in the production of their annual workforce plans. 					
<p>8. New whole-systems ways of working should be developed and implemented by the end of 2008 to enable continuity of nursing care across service boundaries, with planned rotation of staff across different service elements.</p> <ul style="list-style-type: none"> • NHS Board Nurse Directors and service managers should support and develop this, linking to evolving models of service delivery across the spectrum of community and hospital-based acute, crisis and intensive home care and treatment. 					

Delivery Action Plan

Action	2006	2007	2008	2009	2010
<p>9. A managed knowledge and practice development network for mental health nursing, initially focusing on acute inpatient care before developing a wider remit across whole-service systems of crisis care and intensive home treatment services, will be established by the start of 2007.</p> <ul style="list-style-type: none"> The Scottish Executive will commission NHS Education for Scotland to establish this network by the start of 2007 and continue to lead and support the network. The network's outcomes will be monitored and reviewed annually by the National Implementation Group. 	→				
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<p>10. Progressive competency-based frameworks will be developed for mental health nursing in the areas of acute and crisis care and older people's mental health nursing by the end of 2007. Nationally co-ordinated programmes of education and training to support competency development will be in place by mid 2008.</p> <ul style="list-style-type: none"> The Scottish Executive will commission NHS Education for Scotland to work with Skills for Health to develop these frameworks by the end of 2007. Concurrently, NHS Education for Scotland will identify and, where necessary, lead development of the related education and training opportunities needed to support skills escalation and development by the end of 2007. NHS Education for Scotland should co-ordinate the development of CPD opportunities in priority and key areas, promoting joint working among higher education institutions and across professional groups, by mid 2008. 	→				
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Delivery Action Plan

Action	2006	2007	2008	2009	2010
11. Mental health nursing's' contribution to community referral should be developed by the end of 2008. Community Health Partnerships should: <ul style="list-style-type: none"> • integrate community referral as a patient pathway for primary care practices. • consider the potential for community referral developments in secondary mental health services. • consider community mental health nurses' potential contribution to community referral. 	→				
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12. Mental health nurses' role in delivering psychosocial interventions and psychological therapies must be progressed using a stepped approach to competency development. <ul style="list-style-type: none"> • NHS Education for Scotland will develop and disseminate progressive competency-based frameworks by the end of 2007. • NHS Board Nurse Directors, working with key clinicians and service planners, should determine local psychosocial intervention and psychological therapies service needs and devise strategies for developing the contribution of mental health nursing by the end of 2007. • NHS Board Nurse Directors must ensure practitioners have access to skills-based training programmes at a variety of levels and that governance and support arrangements are in place to promote dissemination of skills into practice, linking staff development to service development by the end of 2008. • NHS Board Nurse Directors should report on developments in enhancing mental health nurses' role in delivering psychosocial interventions and psychological therapies and report this annually to the National Implementation Group. 	→				
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Delivery Action Plan

Action	2006	2007	2008	2009	2010
<p>13. Mental health nursing's contribution to nurse prescribing should be developed.</p> <ul style="list-style-type: none"> NHS Board Nurse Directors should determine local service needs in relation to extending mental health nurses' roles in nurse prescribing by the end of 2008. Careful consideration needs to be given to ensuring that governance and support arrangements are in place to ensure dissemination of skills into practice, and that staff development is clearly linked to service development. 					
<p>14. The number of nurse consultant posts in mental health throughout NHS Board areas must be increased, with incremental growth demonstrated on an annual basis.</p> <ul style="list-style-type: none"> NHS Board Nurse Directors should identify practitioners within their workforce who can be developed for nurse consultant posts and support their development via the NHS Education for Scotland Nurse Consultant Development Programme by the end of 2006. NHS Board Nurse Directors should ensure nurse consultant posts are created in the priority areas of acute inpatient, crisis care and intensive home treatment services, older people's mental health, and psychosocial interventions and psychological therapies by the end of 2007, to lead the development of mental health nursing's contribution in these areas. 					

Delivery Action Plan

Action	2006	2007	2008	2009	2010
<p>15. A new national framework for pre-registration mental health nursing programmes will be produced by the end of 2007 to reflect the priorities in the main review report.</p> <ul style="list-style-type: none"> • The Scottish Executive will commission NHS Education for Scotland to lead this work in partnership with higher education institutions. • Higher education institutions will implement new programmes based on this framework by the end of 2008. 	→				
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<p>16. The meaningful involvement of service users and carers and practitioners in the design and delivery of pre-registration and post-registration mental health nursing programmes must continue to be developed.</p> <ul style="list-style-type: none"> • Higher education institutions should continue to promote and support the meaningful involvement of service users and carers in design of education, evidencing progress on an annual basis. • Higher education institutions should maximise the involvement of practitioners in programme design and delivery, evidencing progress with this on an annual basis. • NHS Education for Scotland should monitor progress on behalf of the Scottish Executive on an annual basis. • As part of this process, NHS Education for Scotland should identify and disseminate examples of good practice in service user, carer and practitioner involvement in education on an annual basis to inform national development. 	→				
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Delivery Action Plan

Action	2006	2007	2008	2009	2010
<p>17. Lecturers in higher education institutions must be enabled to maintain the currency of their knowledge base by retaining direct links with clinical practice.</p> <ul style="list-style-type: none"> Academic heads in higher education institutions should devise mechanisms to support and enable this by the end of 2008. NHS Education for Scotland should monitor progress on behalf of the Scottish Executive on an annual basis. 					
<p>18. Student selection strategies for pre-registration mental health programmes should ensure service user, carer and practitioner involvement in selection procedures is maximised.</p> <ul style="list-style-type: none"> NHS Education for Scotland should begin to disseminate examples of best practice to support this by the start of 2007. Higher education institutions should review their selection strategies by the end of 2007. NHS Education for Scotland should monitor progress on behalf of the Scottish Executive. 					

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Action	2006	2007	2008	2009	2010
<p>19. The role of mental health support workers in NHS Scotland must be maximised, supported and developed.</p> <ul style="list-style-type: none"> NHS Education for Scotland, in partnership with NHS Board Nurse Directors, will develop a structured education programme for support workers through SVQ levels 1, 2 and 3 followed by HNC-level study (if appropriate) by the end of 2007. NHS Board Nurse Directors will evidence implementation of these programmes by the end of 2008. 					
<p>20. All newly qualified mental health nurses should have a planned rotational development and consolidation experience by the end of 2007.</p> <ul style="list-style-type: none"> NHS Board Nurse Directors should support the implementation of the NHS Education for Scotland 'Flying Start' programme, including a planned rotational consolidation experience for newly qualified mental health nurses. The model used should be determined by local service configuration and need but, where possible, should include both hospital and community experience. 					

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Action	2006	2007	2008	2009	2010
<p>21. The leadership capacity and capability of the mental health nursing profession in NHS Scotland must be strengthened and enhanced.</p> <ul style="list-style-type: none"> NHS Boards, NHS Board Nurse Directors and Community Health Partnerships must ensure that systems for robust professional leadership for mental health nursing are maintained in CHPs by the end of 2006. NHS Board Nurse Directors must continue to ensure that all senior mental health nurses in their organisation have access to leadership development opportunities by the end of 2007. Access to leadership development should also be extended to nurses at staff nurse level by the end of 2008. All mental health nurses will evidence in their portfolios that they have undertaken leadership development by the end of 2008. 	→				
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<p>22. All mental health nurses must have access to regular clinical supervision.</p> <ul style="list-style-type: none"> NHS Board Nurse Directors should ensure that all mental health nurses have access to regular clinical supervision by the end of 2007. All mental health nurses must exercise their responsibility to ensure the clinical supervision arrangements in place for them are adequate to meet their needs. 	→				
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Delivery Action Plan

Action	2006	2007	2008	2009	2010
<p>23.A more robust climate of learning, development, evaluation and research must be developed across the mental health nursing community in NHS Scotland.</p> <ul style="list-style-type: none"> Mental health nurses should be involved in evaluations of new initiatives and services progressing this, working in partnership with higher education institutions. NHS Quality Improvement Scotland Practice Development Unit should consider creating and maintaining a database of positive and innovative practice in mental health and deliver proposals to the National Implementation Group by the end of 2006. The Scottish Executive will support an annual conference from 2007 to chart progress on implementation of the action plan and to share and celebrate positive and innovative practice in mental health nursing in Scotland. The Scottish Mental Health Nursing Forum should continue to share learning on a national basis, influencing the mental health nursing agenda in Scotland across the spheres of practice, education and research, and should be active in progressing the action plan. The forum should report progress to the National Implementation Group on an annual basis. 					

Delivery Action Plan

Action	2006	2007	2008	2009	2010
<p>24. Implementation and review of this action plan must be supported at national and local levels.</p> <ul style="list-style-type: none"> The Scottish Executive will establish a National Implementation Group in May 2006 to support and monitor progress of the actions on its behalf. Each NHS Board will establish a local implementation group by June 2006 that reports annually to the National Implementation Group. The Scottish Executive will monitor progress of the actions at regular intervals. The Scottish Executive will formally revisit progress on the actions in 2010 and will consider further work in the contexts of the evolving service framework for mental health services in Scotland and development of the total mental health workforce. 					

Sources to support delivery

About Recovery

Scottish Recovery Network

<http://www.scottishrecovery.net/content/>

The Tidal Model

<http://www.tidal-model.co.uk/>

About the Mental Health (Care and Treatment) (Scotland) Act 2003

An Introduction to the Mental Health (Care and Treatment) (Scotland) Act 2003

<http://www.scotland.gov.uk/Publications/2003/11/18547/29201>

Mental Health (Care and Treatment) (Scotland) Act 2003 - Education for Front line staff

<http://www.nes.scot.nhs.uk/mha/>

The Mental Welfare Commission for Scotland

<http://www.mwscot.org.uk/web/site/home/home.asp>

About Facing the Future - an initiative with a number of work streams that focuses on maximising recruitment and retention

<http://www.show.scot.nhs.uk/sehd/facingthefuture/>

About public mental health, mental health promotion and improvement

The National Programme for Mental Health and Well-being in Scotland

<http://www.wellscotland.info/>

Doing Well by People with Depression

http://www.cci.scot.nhs.uk/cci/cci_display_np.jsp?pContentID=1864&p_applic=CCC&p_service=Content.show&

Sources to support delivery

About the Framework for Mental Health Services for Scotland

The Framework for Mental Health Services in Scotland

http://www.show.scot.nhs.uk/publications/mental_health_services/mhs/index.htm.

Scottish Executive Health Department Guidance on Disability Discrimination Compliance: Access to Mainstream and Specialist Services for those with Sensory Loss and a Mental Health Problem

(www.show.scot.nhs.uk/sehd/mels/HDL2005_27.pdf).

About Delivering for Health

Delivering for Health

<http://www.scotland.gov.uk/Publications/2005/11/02102635/26356>

About Children and Young People's Mental Health Services

Getting the Right Workforce, Getting the Workforce Right, the Advisory Report of the Child and Adolescent Mental Health Workforce Group:

http://www.show.scot.nhs.uk/sehd/workforcedevelopment/Publications/camh_workforce_strategic_rev.pdf

The Mental Health of Children and Young People: A Framework for Promotion, Prevention and Care

<http://www.scotland.gov.uk/Publications/2005/10/2191333/13337>

About the Forensic Network

<http://www.forensicnetwork.scot.nhs.uk/>

About other professional reviews

New Ways of Working for Psychiatrists - Enhancing effective person centred services through new ways of working in multidisciplinary and multi agency contexts

http://www.dh.gov.uk/PublicationsAndStatistics/Publications/PublicationsPolicyAndGuidance/PublicationsPolicyAndGuidanceArticle/fs/en?CONTENT_ID=4122342&chk=RbKb2y

Changing Lives - Report of the 21st Century Social Work Review

<http://www.scotland.gov.uk/Publications/2006/02/02094408/0>

Sources to support delivery

About Values-based Practice

Training resources in Values-based Practice in mental health Produced by the Sainsbury Centre for Mental Health

<http://www.scmh.org.uk/802569850049EA8F/GenerateFrameset1?OpenAgent&doc=wpJHAN5XLEPW>

The 10 Essential Shared Capabilities and learning resources

<http://www.scmh.org.uk/80256FBD004F6342/vWeb/wpKHAL6HWLQB>

About development opportunities for newly qualified nurses in NHS Scotland

<http://www.flyingstart.scot.nhs.uk/>

About best practice in service user and carer involvement in mental health education and training

<http://www.mhhe.ltsn.ac.uk>



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