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Division/District:	HSCID
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## Briefing Note for Approval

Director-General

Requested by: Deputy Director-General  
Health Service & Clinical Innovation  
Division

Date requested: 1 November 2012

Action required by: 5 November 2012

**SUBJECT: Approval to close Barrett Adolescent Centre, The Park Centre for Mental Health**

### Proposal

That the Director-General:

**Approve** the closure of the Barrett Adolescent Centre (BAC) in December 2012.

**Provide** this brief to the Minister for noting.

### Urgency

1. Critical: The West Moreton HHS Mental Health Service Executive Director is seeking approval from the West Moreton HHS Board to close the BAC in December 2012.

### Headline Issues

2. The top issues are:
  - Service delivered through BAC cannot continue due to the following:
    - i. The age and condition of the building has been identified by the Australian Council on Healthcare Standards as unsafe, necessitating urgent replacement.
    - ii. Concerns have been raised about the co-location of BAC with adult forensic and secure services delivered by The Park Centre for Mental Health (TPCMH).
    - iii. There is a clear policy direction to ensure that young people are treated close to their homes in the least restrictive environment with the minimum possible disruption to their families, educational, social and community networks.
    - iv. The average bed occupancy rate for BAC is 43%. This is less than half of the 15 beds currently available in this unit.

### Key Values

3. The key values that apply are the following:

- ☒ Better service for patients
- ☒ Better healthcare in the community
- ☐ Valuing our employees and empowering frontline staff
- ☐ Empowering local communities with a greater say over their hospital and local health services
- ☒ Value for money for taxpayers
- ☐ Openness

### Key issues

4. The BAC delivers an extended treatment model of care that consists of both extended inpatient and day patient programs including education components. Recent sector advice proposes a re-scoping of the BAC service model and governance structure to ensure a contemporary evidence based model of care is being provided for adolescents with serious mental illness.

Department RecFind No:	
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File Ref No:	

5. Alternative services for this group of consumers will need to be considered immediately and will require a collaborative approach. The short term options to be considered may include the following:
  - Additional day programs attached to current adolescent acute units; and
  - Utilisation of non-government sector services for adolescents; and
  - The use of existing, unoccupied adolescent acute beds will also need to be considered where no other alternatives exist. Currently, acute child and adolescent beds are located in mental health services at the Gold Coast, Logan, Mater Child and Youth, Royal Brisbane and Women's Hospital, Toowoomba and Townsville (opening 2013) mental health services.
6. Longer term planning is required to align with the National Mental Health Service Planning Framework that recommends subacute community based services for adolescents.
7. It is anticipated that the West Moreton HHS will coordinate and facilitate alternative arrangements for adolescents currently accessing BAC services. West Moreton HHS has indicated that they will invite key stakeholders including the Mental Health Alcohol and Other Drugs Branch (MHAODB) to meet in November 2012 to expedite these arrangements.
8. The West Moreton HHS Mental Health Service executive management has commenced high level consultation and planning to progress the closure of BAC by December 2012. A meeting is scheduled on 2 November 2012 with key management staff of BAC to advise of imminent closure.
9. The West Moreton HHS Mental Health Service will use the planned closure of BAC during the Christmas period as a natural progression to permanent closure and will not re-open thereafter.

### Background

10. Under the *Queensland Plan for Mental Health 2007-2017* (QPMH), it was determined that the development of a new model of care for BAC was required. There is some contention in the mental health sector and community around this issue.
11. The Redlands Adolescent Extended Treatment Unit (RAETU), funded under the QPMH, was intended to replace BAC. This project has ceased due to unresolved environmental issues and budget overruns and hence is no longer a sustainable capital works project for Queensland Health.
12. The deinstitutionalisation of services currently provided at TPCMH is part of the reform agenda under the QPMH and will result in only forensic and secure services being provided at the facility.
13. The National Mental Health Policy (2008) articulates that 'non-acute bed-based services should be community based wherever possible.'
14. The National Mental Health Service Planning Framework currently being developed by the Commonwealth Government, due for completion in July 2013 does not include provision for non-acute adolescent inpatient services. The Framework does include subacute community based services for adolescents.

Department RecFind No:	
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**Consultation**

15. Consultation has commenced with the Executive Director and Clinical Director of West Moreton HHS Mental Health Service. It is anticipated that the West Moreton HHS will be responsible for the coordination and implementation of change management processes and procedures including all staffing and IR related issues pertinent to the closure of BAC.
16. No formal consultation has occurred with staff of BAC.
17. No consultation has occurred with consumers of BAC and their families.

**Financial implications**

18. The operating costs of the BAC for 2011-12 were \$4,264,948. A portion of this funding will be required to meet infrastructure costs at the BAC site until a decision regarding the future use of this site has been made. The remainder of the current operating costs of BAC will be used for alternative adolescent extended treatment services.
19. The cancellation of the RAETU results in recurrent funding savings of \$1.8M. This will also be used for alternative adolescent extended treatment options.

**Legal implications**

20. There are no legal implications

**Attachments**

21. Nil.

**Recommendation**

That the Director-General:

**Approve** the closure of the Barrett Adolescent Centre (BAC) by December 2012.**Provide** this brief to the Minister for noting.**APPROVED/NOT APPROVED****NOTED**

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**DR TONY O'CONNELL**  
 Director-General

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**To Minister's Office for Approval**  
**for Noting**

☐☐**Director-General's comments**


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26/10/2012

31/10/2012

1/11/2012

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