

Cambridge University Press

978-0-521-67875-9 - Crisis Resolution and Home Treatment in Mental Health

Edited by Sonia Johnson, Justin Needle, Jonathan P. Bindman and Graham Thornicroft

Frontmatter

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Frontmatter

[More information](#)

Crisis Resolution and Home Treatment in Mental Health

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Frontmatter

[More information](#)

Dedication

This book is dedicated to Anton Alexander Johnson Needle (born January 2007), whose slightly early arrival significantly prolonged its gestation but filled two of the editors' lives with joy.

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Frontmatter

[More information](#)

Contents

	<i>List of contributors</i>	page x
	<i>Foreword</i>	xix
	Leonard I. Stein	
	<i>Acknowledgements</i>	xx
Section 1	Introduction and concepts	1
1	Introduction	
	Sonia Johnson and Justin Needle	3
2	The development of crisis resolution and home treatment teams	
	Sonia Johnson and Graham Thornicroft	9
3	The crisis resolution team model: recent developments and dissemination	
	Gyles Glover and Sonia Johnson	23
Section 2	The evidence	35
4	The classic home treatment studies	
	Sonia Johnson and Graham Thornicroft	37
5	Recent research on crisis resolution teams: findings and limitations	
	Sonia Johnson and Jonathan P. Bindman	51
Section 3	Current practice	65
6	Crisis resolution teams: rationale and core model	
	Sonia Johnson and Justin Needle	67

Cambridge University Press

978-0-521-67875-9 - Crisis Resolution and Home Treatment in Mental Health

Edited by Sonia Johnson, Justin Needle, Jonathan P. Bindman and Graham Thornicroft

Frontmatter

[More information](#)

viii	Contents	
7	The crisis resolution team within the community service system Jonathan P. Bindman	85
8	Assessment of crises John Hoult and Mary-Anne Cotton	97
9	Assessment and management of risk Neil Brimblecombe	111
10	Symptom management John Hoult and Fiona Nolan	121
11	Practical psychosocial interventions Jonathan P. Bindman and Martin Flowers	137
12	Working with families and social networks Christopher Bridgett and Harm Gijssman	151
13	Strategies for promoting engagement and treatment adherence Mary Jane Tacchi and Jan Scott	165
14	Mixed blessings: service user experience of crisis teams Alison Faulkner and Helen Blackwell	177
15	Early discharge and joint working between crisis teams and hospital services Fiona Nolan and Sylvia Tang	187
16	Working with repeat users of crisis resolution services Martin Flowers and Jonathan P. Bindman	197
17	Responding to diversity in home treatment Danny Antebi, Waquas Waheed, Sonia Johnson and Lisa Marrett	205
18	Coercion and compulsion in crisis resolution teams Jonathan P. Bindman	223
Section 4 Variations and enhancements		233
19	Integration of the crisis resolution function within community mental health teams Alan Rosen, Paul Clenaghan, Feleena Emerton and Simon Richards	235
20	Home treatment and 'hospitality' within a comprehensive community mental health centre Roberto Mezzina and Sonia Johnson	251

Cambridge University Press

978-0-521-67875-9 - Crisis Resolution and Home Treatment in Mental Health

Edited by Sonia Johnson, Justin Needle, Jonathan P. Bindman and Graham Thornicroft

Frontmatter

[More information](#)

ix	Contents	
21	Crisis resolution teams and older people Ciaran Regan and Claudia Cooper	267
22	Integrating day treatment and crisis resolution teams Mary Jane Tacchi	275
23	Integrating crisis residential care and crisis resolution teams Brynmor Lloyd-Evans, Sonia Johnson and Helen Gilbert	283
Section 5 Developing a local service		293
24	Planning and implementing a local service Martin Flowers and John Hoult	295
25	Recruiting, training and retaining an effective crisis team Steve Ramsey and Warren Shaw	307
26	Operational management of crisis resolution teams Stephen Niemiec	319
	<i>Index</i>	327

Cambridge University Press

978-0-521-67875-9 - Crisis Resolution and Home Treatment in Mental Health

Edited by Sonia Johnson, Justin Needle, Jonathan P. Bindman and Graham Thornicroft

Frontmatter

[More information](#)

Contributors

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Jonathan P. Bindman trained in psychiatry at the Royal Free and Maudsley Hospitals (MRCPsych 1994). He was lecturer and senior lecturer in the Health Services Research Department at the Institute of Psychiatry, King's College London, from 1997 to 2005, and was involved in the development of three crisis resolution teams within the South London and Maudsley Trust (SlAM), working as consultant psychiatrist to one of the teams from 2004 to 2007. He is now Clinical Director of Adult Mental Health Services in Lambeth, southeast London, and remains active in developing new community services.

Helen Blackwell died in October 2007 after a long struggle with distress and self-harm. She was a freelance trainer, researcher and consultant, with particular interests in self-harm, recovery and user-led services. She had worked on user-led research projects for the Sainsbury Centre for Mental Health and the Mental Health Foundation, and in the past had managed voluntary mental health services. At the time of her death, she was involved in two areas of work for the Royal College of Psychiatrists: advising the 'Better Services for People who Self-Harm' Project on user involvement, and developing user-led training in the College's Education and Training Centre. She worked for a time at Barnet Voice for Mental Health, a local service user-led organisation, where she helped to establish the user-led crisis house, Kaya House. Helen was committed to improving services for people who self-harm, to genuine user involvement and to recognising the strengths in all of us.

Cambridge University Press

978-0-521-67875-9 - Crisis Resolution and Home Treatment in Mental Health

Edited by Sonia Johnson, Justin Needle, Jonathan P. Bindman and Graham Thornicroft

Frontmatter

[More information](#)

xi **List of contributors**

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Neil Brimblecombe is Director of Mental Health Nursing at the Department of Health, England and recently chaired a national review of mental health nursing. In the past, he has been a community mental health nurse in central London and worked for several years clinically in crisis/home treatment teams. He completed a Ph.D. researching crisis team assessment outcomes and has edited a book on home treatment (*Acute Mental Health Care in the Community: Intensive Home Treatment*, 2001). Neil is also visiting Professor of Mental Health Nursing at Nottingham University and Director of Nursing, Research and Development at South Staffordshire and Shropshire Healthcare Foundation Trust.

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Cambridge University Press

978-0-521-67875-9 - Crisis Resolution and Home Treatment in Mental Health

Edited by Sonia Johnson, Justin Needle, Jonathan P. Bindman and Graham Thornicroft

Frontmatter

[More information](#)

xii **List of contributors**

working with the South Camden crisis resolution team under the supervision of John Houlst. Her research interests, supervised by Sonia Johnson, include investigating factors associated with psychiatric hospital admission despite the presence of crisis resolution teams and a qualitative study exploring decision-making processes among crisis team members.

Feleena Emerton is a senior occupational therapist and deputy team leader for the Cremorne community mental health team, a community-based acute care team forming part of the Royal North Shore–Ryde mental health services in Sydney, Australia. She has worked for the past 20 years in both acute inpatient and acute community psychiatry. She was extensively involved in the establishment of an early psychosis intervention team within the community services.

Alison Faulkner is a freelance researcher, trainer and consultant, working from a service user/survivor perspective. She has over 20 years of experience as a researcher in the mental health field and has worked for a range of organisations including universities and NHS trusts, the Mental Health Foundation, Rethink and the Richmond Fellowship. She is a member of INVOLVE, which seeks to promote public involvement in research. As a user of mental health services, Alison has experience of a range of services including acute inpatient care, crisis services, psychotherapy and medication.

Martin Flowers has been a psychiatric nurse for 30 years and has worked as a clinician and manager in both inpatient and community settings. In 1998, he became involved in crisis resolution services, helping to create and manage services in Camden and Islington. He has been a fellow with the London Development Centre and South East National Institute for Mental Health in England working on the development and training of crisis resolution teams and was a community teams programme manager for the Care Service Improvement Partnership for three years. He has had an association with the practice and development department of the Sainsbury Centre for Mental Health, again being involved with the development and training of crisis resolution services. Currently he is a crisis services manager in South Yorkshire.

Harm Gijsman trained in medicine and psychiatry at Leiden University, the Netherlands. He has an M.Sc. in epidemiology from the London School of Hygiene and Tropical Medicine and a Ph.D. in clinical psychopharmacology. From 2001 to 2005 he was consultant psychiatrist with the North Lambeth home treatment team, South London and Maudsley NHS Trust. He is currently Clinical and Research Director of the Early Psychosis Program of University Medical Centre Nijmegen and Nijmegen Mental Healthcare Organisation (GGZ Nijmegen) in the Netherlands.

Cambridge University Press

978-0-521-67875-9 - Crisis Resolution and Home Treatment in Mental Health

Edited by Sonia Johnson, Justin Needle, Jonathan P. Bindman and Graham Thornicroft

Frontmatter

[More information](#)

xiii **List of contributors**

Helen Gilbert has a Ph.D. in biological sciences. After experiencing mental health problems herself, she has turned her research skills to working in mental health. She is currently working as a researcher at the Institute of Psychiatry, King's College London, evaluating residential and inpatient acute mental health services.

Gyles Glover trained in psychiatry and public health. He has specialised in the use of large-scale information systems documenting mental health services and their activities at a national level. He led the development of the current English NHS dataset for mental healthcare for individuals and the annual detailed inventory of mental health services. He currently works at the NHS North East Public Health Observatory.

John Hoult is a psychiatrist who has led the introduction and national dissemination of crisis resolution teams both in Australia and the UK. Following his pioneering study of the outcomes of intensive community management as an alternative to hospitalisation carried out in Sydney in the late 1970s, he worked with state governments and local services on the development and dissemination of the crisis team model, now prevalent in many parts of Australia. In the mid 1990s, he developed and led the first UK crisis resolution team, which was in Birmingham. Subsequently he went on to develop and lead crisis and assertive outreach teams in inner London and Essex. He is an advisor on service development for the National Institute of Mental Health, England and is in demand nationally and internationally as a speaker and consultant.

Sonia Johnson studied social and political sciences and medicine at the Universities of Cambridge and Oxford and social psychology at the London School of Economics before beginning her psychiatric training. She is Reader in Social and Community Psychiatry at University College London and a consultant psychiatrist in the Camden and Islington Early Intervention Service for psychosis. She has spent her career so far working in inner London, and has previously been a clinical lecturer at the Institute of Psychiatry and a consultant psychiatrist in a community mental health team in Islington. Her main research interests are in evaluating innovative services such as crisis resolution teams, assertive outreach teams and early intervention services, in women's mental health and in dual diagnosis of substance misuse and psychosis. She is lead author of two major studies of crisis team outcomes.

Brynmor Lloyd-Evans has a Diploma in Social Work and a Masters degree in Applied Social Studies from Oxford University. He has worked in London in residential care and as a community mental health team social worker and is currently a researcher at University College London, evaluating residential and inpatient acute mental health services.

Cambridge University Press

978-0-521-67875-9 - Crisis Resolution and Home Treatment in Mental Health

Edited by Sonia Johnson, Justin Needle, Jonathan P. Bindman and Graham Thornicroft

Frontmatter

[More information](#)

xiv **List of contributors**

Lisa Marrett qualified as a registered mental health nurse in 1990 and has a first class honours degree in sociology from the University of the West of England (1993). She has worked as a lecturer and tutor in sociology at Bath Spa University College and also Southampton University, where she studied social research methods as a postgraduate. Her clinical background is in acute inpatient care and latterly in crisis and home treatment in inner city Bristol, where she managed a crisis and home treatment team after practicing clinically in the same team for three years in a specialist post, addressing the needs of the minority ethnic service user group in the home treatment setting. Lisa now works as the Diversity Training Lead for Avon and Wiltshire Mental Health Partnership Trust.

Roberto Mezzina is one of the psychiatrists who led the psychiatric reform in Trieste, Italy's best known centre for the development of innovative community mental health services. For the past 12 years, he has led a comprehensive 24-hour community mental health centre, in which home-based crisis care is integrated with a range of other service functions. He has written extensively on community mental health both in Italian and in English, and has spoken at conferences and led workshops around the world on this theme. He is involved with colleagues in the USA, Sweden and Norway in the International Recovery Research Group, and has contributed to several initiatives of the World Health Organization.

Justin Needle is a lecturer in health services research and policy at City University, London, having previously worked at the London School of Economics. He has also taught at the University of Dundee and University College London. His research focuses on policy, practice and workforce issues relating to the allied health professions. Research projects have included a systematic review of their role in health promotion, an investigation of the scope of therapeutic practice among UK optometrists, and a cross-national comparison of the organisation and professional practice of allied health professionals across Europe. He holds degrees from the Universities of Cambridge and Dundee, and an M.Sc. in social policy and planning from the London School of Economics. He has a particular interest in the relationships between allied health professionals and broader social policy issues, such as health inequalities and social exclusion.

Stephen Niemiec has worked in psychiatric nursing for over 30 years, in New Zealand, Australia and England. In 1999, he established the Newcastle and North Tyneside crisis assessment and treatment service, which was the first city-wide service of its kind in England. The positive impacts of that service are widely known and reported in the literature. Stephen was a member of the Mental Health Taskforce for England from 2001 to 2005, an associate for the National Institute of Mental Health and Associate Director of Nursing at Northumberland,

Cambridge University Press

978-0-521-67875-9 - Crisis Resolution and Home Treatment in Mental Health

Edited by Sonia Johnson, Justin Needle, Jonathan P. Bindman and Graham Thornicroft

Frontmatter

[More information](#)

xv **List of contributors**

Newcastle and North Tyneside Mental Health Trust, as well as the nurse consultant for the crisis assessment team service. Stephen then travelled widely throughout England assisting mental health trusts in their development of crisis resolution and home treatment services. In 2005, he left the UK to return to Australia, where he is now the Mental Health Nursing Advisor for Queensland Health and Associate Professor of Nursing at the University of the Sunshine Coast.

Fiona Nolan trained as a mental health nurse before obtaining a degree in politics. She has worked across inpatient and community services over the past 20 years and currently manages a crisis team in North Islington. She is the nursing research lead for Camden and Islington NHS Foundation Trust, and a nursing research fellow at University College London. She is currently completing a Ph.D. at University College London supervised by Sonia Johnson and Paul Bebbington, investigating patient satisfaction with treatment by crisis teams.

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Ciaran Regan is a consultant old-age psychiatrist in Central and North West London NHS Foundation Trust. She has worked in both the UK and Australia in crisis resolution teams. Her research interests include aetiology of Alzheimer's disease, management and treatment of mood disorders, adherence to medication regimens and carer morbidity.

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Cambridge University Press

978-0-521-67875-9 - Crisis Resolution and Home Treatment in Mental Health

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Frontmatter

[More information](#)**xvi** **List of contributors**

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Jan Scott is Professor of Psychological Medicine, University of Newcastle upon Tyne, and is a Distinguished Founding Fellow of the Academy of Cognitive Therapy. Her main research focuses on combined pharmacological and psychological treatment strategies (using pharmacotherapy and cognitive therapy) in the treatment of individuals with bipolar disorders, chronic depression and treatment-resistant schizophrenia. Her clinical practice has predominantly been based in community mental health teams and has informed her work on translating specialist extended therapies into brief interventions deliverable by mental health professionals in day-to-day practice after minimal training. Professor Scott has over 250 publications in psychiatry including papers in high-impact journals, authored academic and self-help books, training manuals and book editorships. Professor Scott was Vice-chair of the MRC Mental Health and Neurosciences Board and is an assistant editor of the *British Journal of Psychiatry*.

Warren Shaw is an experienced general and mental health trained nurse with postgraduate qualifications in management. He has been involved with crisis teams for the last 22 years, initially as a clinician and for the last nine years as manager in the North Coast Area Mental Health Service in NSW, Australia. He has also worked as a consultant in the UK during the last five years, undertaking staff training and service reviews of crisis resolution services in a number of trusts. He has a particular interest in the development and enhancement of skills of individual clinicians and managers, and their contribution to the functioning of the team as a whole, as well as in issues of recruitment and retention of staff.

Mary Jane Tacchi is a consultant psychiatrist in the Newcastle crisis assessment and home-based treatment service. She was instrumental in its development and

Cambridge University Press

978-0-521-67875-9 - Crisis Resolution and Home Treatment in Mental Health

Edited by Sonia Johnson, Justin Needle, Jonathan P. Bindman and Graham Thornicroft

Frontmatter

[More information](#)**xvii** **List of contributors**

in 2002 was awarded Hospital Doctor of the Year for her role in the service, which has been successful in providing a real alternative to hospitalisation and in reducing bed occupancy. Prior to taking up a consultant post, she was awarded a Mental Health Foundation Research Fellowship to explore the long-term prognosis of affective disorders and undertook a diploma in cognitive therapy. She has maintained an interest in the adaptation of this therapy model in general adult psychiatry settings. Dr Tacchi has been involved in two research studies using abbreviated models of cognitive therapy for treatment of depression in primary care and to improve medication adherence in individuals with bipolar disorders. She has published a number of papers evaluating clinical services and is frequently invited to present talks and workshops on service developments such as the crisis assessment team and the role of consultant psychiatrists in modern mental health services. She has worked with the National Institute for Mental Health in England to enable trusts around the UK to implement such services and overcome perceived barriers.

Sylvia Tang is a consultant adult psychiatrist in the Camden and Islington NHS Foundation Trust and is Medical Director for Camden and Islington Mental Health and Social Care Trust. She is a sector consultant with both inpatient beds and a community mental health team and the lead consultant for the North Islington crisis team. Her experience of working with the crisis team over the last few years has led to a close working relationship around alternatives to hospital admission and particularly early discharge from hospital.

Graham Thornicroft is Professor of Community Psychiatry and Head of the multidisciplinary Health Service and Population Research Department at the Institute of Psychiatry, King's College London. He is a consultant psychiatrist and is Director of Research and Development at the South London and Maudsley NHS Foundation Trust. He chaired the External Reference Group for the National Service Framework for Mental Health in England. His areas of research expertise include stigma and discrimination, mental health needs assessment, the development of outcome scales, cost-effectiveness evaluation of mental health treatments, and mental health services in less economically developed countries. He has authored and co-authored 20 books and over 190 papers in peer-reviewed journals.

Waquas Waheed studied medicine in Pakistan and was later trained in psychiatry in Rawalpindi, Coventry and Manchester. He is a consultant psychiatrist with the crisis resolution and home treatment team at Accrington, Lancashire. His main research interests are in the mental health of ethnic minorities, developing culturally sensitive interventions and evaluating innovative services such as crisis resolution teams.

Cambridge University Press

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Edited by Sonia Johnson, Justin Needle, Jonathan P. Bindman and Graham Thornicroft

Frontmatter

[More information](#)

Foreword

It is well recognised that providing good care to psychiatric patients requires a variety of services organised into a comprehensive and coordinated system. The keystone element of that system is an effective response to a psychiatric crisis.

Not that long ago, the response to a psychiatric crisis was doing an evaluation and making a disposition. Depending on the severity of the crisis, the disposition was either an appointment to an outpatient clinic or hospitalisation. The result was inadequate and patients did not get the help they needed, leading to high hospital admission rates, frequent readmissions and suffering by both patients and their families.

This volume chronicles a revolutionary change to responding to a psychiatric crisis: the introduction of the 'crisis resolution team' (CRT). The goal of the CRT is to resolve the crisis and this includes not only assessing the patient but also developing a treatment plan and delivering the services to the patient's home until the patient is stabilised. The team then takes on the responsibility for ensuring that the patient is transferred to the appropriate service for further care.

As a result of the NHS Plan in 2000, there has been a rapid and wide implementation of these teams. This much-needed book fills a gap in the available literature in this area and will be of immense help to both the clinician and the researcher. The majority of its chapters are devoted to the clinical and organisational issues and challenges that staff of CRTs confront everyday in their work. In addition, the volume also gives a history of the development of the CRT and a review of the research literature.

This scholarly volume is well organised and clearly written. Although chapters are written by various authors, a good deal of effort has gone into bringing a consistency to the chapters rarely seen in edited books.

Leonard I. Stein,
Professor Emeritus,
University of Wisconsin School of Medicine
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Frontmatter

[More information](#)

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