

1. Meeting Note - NHS Chief Executives - Adolescent Inpatient Units

From: [redacted S.38(1)(b)]
Sent: 17 March 2025 15:59
To: Cabinet Secretary for Health & Social Care 2024; Minister for Social Care, Mental Wellbeing and Sport 2024
Cc: Director of Mental Health; Angela Davidson; Gavin Gray; [redacted S.38(1)(b)]; [redacted S.38(1)(b)]; [redacted S.38(1)(b)]; [redacted S.38(1)(b)]; [redacted S.38(1)(b)]; [redacted S.38(1)(b)]; Jennie Gollan; [redacted S.38(1)(b)]
Subject: Meeting Note - NHS Chief Executives - Adolescent Inpatient Units
Attachments: Skye House - Ministerial Meeting with Chief Execs - Note - 26 February 2025.docx

P/S Cabinet Secretary and Minister for Social Care, Mental Wellbeing and Sport

Apologies for the delay. Please find attached a note of the meeting with Chief Executives from NHS GGC, NHS Lothian and NHS Tayside, which took place on Wednesday 26 February.

For information, Alex Cole Hamilton MSP has recently submitted an FOI asking for all documents/ information relating to this meeting.

Many thanks

[redacted S.38(1)(b)]

[redacted S.38(1)(b)](she/her)

Head of Children, Young People and Families Unit

Improving Mental Health and Wellbeing | Scottish Government

3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG|

[redacted S.38(1)(b)]@gov.scot | [redacted S.38(1)(b)]

Wellbeing for wee ones | Parent Club

Aye Feel - Mental Health & Emotional Wellbeing Information | Young Scot

Skye House and Adolescent Mental Health Inpatient Units
Meeting Note – Wednesday 26 February 1530-1600 – via TEAMS

Present

Cabinet Secretary for Health and Wellbeing – Neil Gray MSP
Minister for Mental Wellbeing, Social Care and Sport – Maree Todd MSP
Jann Gardner – Chief Executive NHS Greater Glasgow and Clyde
Nicky Connor – Chief Executive NHS Tayside
Simon Dunn, Executive Nurse Director, NHS Tayside
Keith Russell, Nurse Director Mental Health & Learning Disabilities, NHS Tayside
Lynn Smith, Chief Officer Acute Services, NHS Tayside
Caroline Hiscox – Chief Executive NHS Lothian
Scott Davidson – Medical Director NHS Greater Glasgow and Clyde
Tracey Gillies – Medical Director NHS Lothian
Alison MacDonald – Executive Nurse Director
Tracey Mckigen – Service Director NHS Lothian
Derrick Pearce – Chief Officer East Dunbartonshire HSCP and NHS Greater Glasgow and Clyde Exec Director lead for Specialist Children's Services
Alison White - Chief Officer, West Lothian HSCP and NHS Lothian Mental Health Lead
Angela Wallace - Executive Director of Nursing NHS Greater Glasgow and Clyde
Lynn Smith - Chief Officer Acute Services NHS Tayside
Lisa Canale – Service Manager, Specialist Children's Services, NHS Lothian
Stephen Gallagher – Director of Mental Health
[redacted S.38(1)(b)]– Head of Children, Young People and Families Mental Health Unit,
[redacted S.38(1)(b)]– P/S Mr Gray

Discussion

The Minister asked Chief Executives, further to the information already provided, for further assurance about the current standards of care in the inpatient units and how Boards are assuring themselves about care and treatment. The Minister also asked for assurance about the leadership of the inpatient units and asked for Boards to support and participate positively in the visits from Healthcare Improvement Scotland (HIS) and the Mental Welfare Commission (MWC).

The Chief Executive of NHS Greater Glasgow and Clyde (GGC) apologised unreservedly for the experiences of young people in Skye House. GGC wish to be open and learn from feedback, and also be supportive of staff working in Skye House. GGC have undertaken a process of gathering information, including looking at Datix and complaints and they can see there has been improvement over time. However, they recognise and are open to ways they can continue to improve. GGC have heard feedback from staff and note the commitment and compassion for the people they are serving. GGC are aware of the need to support clinicians working in Skye House sensitively – appreciating that sometimes decisions made are delicately balanced and can be lifesaving. However, they are determined to provide the best possible clinical service going forward, with staff in the service able to practice confidently.

GGC are in the process of commissioning an external review from the Royal College of Psychiatrists, and are asking the advocacy service at Skye House to also speak with patients and parents so they can learn from the voices of lived experience. The Chief Executive of NHS GGC confirmed that they have independent advocacy in place. They are currently undertaking significant work around modelling of staffing requirements for Skye House. They are also part of the Quality Improvement Network for CAMHS which involves peer and external evaluation and feedback.

The Chief Executive of NHS Lothian set out that they have experienced significant workforce shortages and they have undertaken work to understand the gaps in the system and fund 31 additional posts. They are also re-examining their model of care where that hasn't met MWC standards.

They are also looking at how they measure standards of care and developing action plans and trackers. Oversight of this will be provided through a governance and management group. NHS Lothian are also reviewing interventions of restraint, naso-gastric feeding and sedation in the light of the Skye House programme. These interventions are routinely monitored, but they are putting a specific focus on use of these interventions at present. They will also regularly review MWC recommendations as part of the assurance process. NHS Lothian are also looking at what data is reviewed at what level and have introduced quarterly meetings between the non-executive whistleblowing group and the Chair of Healthcare Governance.

NHS Lothian patients have access to Avocard and the Royal Edinburgh patient support service, these are signposted in the Melville Unit. There is also a Melville Unit meeting for families.

NHS Lothian also reported that the layout of the Melville Unit is not conducive to caring for the two distinct groups of patients that are usually admitted. They are going to do a fully participative consultation with children and young people, staff and other Boards using the inpatient unit about splitting the unit into two, one for eating disorder patients and one for other patients.

The Chief Executive of NHS Tayside confirmed the Board is happy to participate in the MWC/HIS visits. Governance is provided via a Clinical Oversight Group and also at service level. A range of issues are routinely considered, such as complaints, adverse events and Datix. NHS Tayside confirmed that they had been visited by the MWC most recently in Jan 2025 and are awaiting the written report, but no concerns had been raised in verbal feedback.

All three Chief Executives acknowledged that inpatient care is a small community across Scotland and that they are working together to look at joint learning and sharing good practice around key issues such as naso-gastric feeding and violence and aggression. All three Boards are committed to working together to support improvement nationally.

The Cabinet Secretary thanked Chief Executives for their feedback. He commended the commitment to joint working and offered Scottish Government support for that.

2. Meeting Arrangements – Full chain

From: [redacted S.38(1)(b)] on behalf of Cabinet Secretary for Health & Social Care 2024

Sent: 24 February 2025 11:32

To: [redacted S.38(1)(b)]; Cabinet Secretary for Health & Social Care 2024; Minister for Social Care, Mental Wellbeing and Sport 2024

Cc: [redacted S.38(1)(b)]; [redacted S.38(1)(b)]

Subject: RE: Immediate - Submission - Skye House Disclosure Programme

Thanks! Teams link below:

[Information out of scope]

Thanks,

[redacted S.38(1)(b)]

Deputy Private Secretary to the Cabinet Secretary for Health and Social Care – Neil Gray MSP

The Scottish Government | St Andrew's House | Regent Road | Edinburgh | EH1 3DG | E: CabSecHSC@gov.scot | T: [redacted S.38(1)(b)]

All emails and attachments sent by a Ministerial Private Office to any other official on behalf of a Minister relating to a decision, request or comment made by a Minister, or a note of a Ministerial meeting, must be filed appropriately by the recipient. Private Office do not keep official records of such emails or attachments. Scottish Ministers, Special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See www.lobbying.scot

From: [redacted S.38(1)(b)] Sent: 24 February 2025 11:18

To: Cabinet Secretary for Health & Social Care 2024 ; Minister for Social Care, Mental Wellbeing and Sport 2024

Cc: [redacted S.38(1)(b)]; [redacted S.38(1)(b)]

Subject: RE: Immediate - Submission - Skye House Disclosure Programme

No worries [redacted S.38(1)(b)]. I will go back to the Boards.

Is there a teams link I can share with them at the same time?

Thanks

[redacted S.38(1)(b)]

[redacted S.38(1)(b)] (she/her)

Head of Children, Young People and Families Unit

Improving Mental Health and Wellbeing | Scottish Government

3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG|
[redacted S.38(1)(b)] @gov.scot | [redacted S.38(1)(b)]
Wellbeing for wee ones | Parent Club
Aye Feel - Mental Health & Emotional Wellbeing Information | Young Scot

From: [redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot> On Behalf Of Cabinet Secretary for Health & Social Care 2024

Sent: 24 February 2025 10:37

To: [redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>; Cabinet Secretary for Health & Social Care 2024 <CabSecHSC@gov.scot>; Minister for Social Care, Mental Wellbeing and Sport 2024 <MinisterforSCMWS@gov.scot>

Cc: [redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>; [redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>

Subject: RE: Immediate - Submission - Skye House Disclosure Programme

Hi [redacted S.38(1)(b)]

Apologies but please could we revert to the original time of 15:30 – 16:00 for this meeting? Apologies again for the chopping and changing with start times and the inconvenience, our diary is a bit chaotic on Wednesday.

Thanks,

Thanks,

[redacted S.38(1)(b)]

Deputy Private Secretary to the Cabinet Secretary for Health and Social Care – Neil Gray MSP

The Scottish Government | St Andrew's House | Regent Road | Edinburgh | EH1 3DG | E: CabSecHSC@gov.scot | T: [redacted S.38(1)(b)]

All emails and attachments sent by a Ministerial Private Office to any other official on behalf of a Minister relating to a decision, request or comment made by a Minister, or a note of a Ministerial meeting, must be filed appropriately by the recipient. Private Office do not keep official records of such emails or attachments. Scottish Ministers, Special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See www.lobbying.scot

From: [redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>

Sent: 21 February 2025 15:41

To: Cabinet Secretary for Health & Social Care 2024 <CabSecHSC@gov.scot>; Minister for Social Care, Mental Wellbeing and Sport 2024 <MinisterforSCMWS@gov.scot>

Cc: [redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>; [redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>

Subject: RE: Immediate - Submission - Skye House Disclosure Programme

Hi [redacted S.38(1)(b)]

Ahh I was just about to message you about the NHS Boards meeting – yes I'll put that time back to them and let you know asap.

Likewise will share that meeting link with external colleagues for the 4th.

Thanks again

[redacted S.38(1)(b)]

[redacted S.38(1)(b)] (she/her)

Head of Children, Young People and Families Unit

Improving Mental Health and Wellbeing | Scottish Government

3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG|

[redacted S.38(1)(b)] @gov.scot | [redacted S.38(1)(b)]

Wellbeing for wee ones | Parent Club

Aye Feel - Mental Health & Emotional Wellbeing Information | Young Scot

From: [redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot> On Behalf Of Cabinet Secretary for Health & Social Care 2024

Sent: 21 February 2025 15:40

To: [redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>; Cabinet Secretary for Health & Social Care 2024 <CabSecHSC@gov.scot>; Minister for Social Care, Mental Wellbeing and Sport 2024 <MinisterforSCMWS@gov.scot>

Cc: [redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>; [redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>

Subject: RE: Immediate - Submission - Skye House Disclosure Programme

Hi [redacted S.38(1)(b)],

[Redacted – Information not in scope]

For next weeks meeting with GGC, Tayside and Lothian can we please ask if the slightly amended time of 15:45 – 16:15 would be suitable? Apologies, late changes in our diary today.

Thanks,

[redacted S.38(1)(b)]

Deputy Private Secretary to the Cabinet Secretary for Health and Social Care – Neil Gray MSP

The Scottish Government | St Andrew's House | Regent Road | Edinburgh | EH1 3DG | E: CabSecHSC@gov.scot | T: [redacted S.38(1)(b)]

All emails and attachments sent by a Ministerial Private Office to any other official on behalf of a Minister relating to a decision, request or comment made by a Minister, or a note of a Ministerial meeting, must be filed appropriately by the recipient. Private Office do not keep official records of such emails or attachments. Scottish Ministers, Special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See www.lobbying.scot

From: [redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>
Sent: 21 February 2025 09:22
To: Cabinet Secretary for Health & Social Care 2024 <CabSecHSC@gov.scot>;
Minister for Social Care, Mental Wellbeing and Sport
2024<MinisterforSCMWS@gov.scot>
Cc: [redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>; [redacted S.38(1)(b)]
<[redacted S.38(1)(b)] @gov.scot>
Subject: RE: Immediate - Submission - Skye House Disclosure Programme

Hi [redacted S.38(1)(b)]

[Redacted – information not in scope]

Many thanks

[redacted S.38(1)(b)]

[redacted S.38(1)(b)] (she/her)

Head of Children, Young People and Families Unit

Improving Mental Health and Wellbeing | Scottish Government

3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG|

[redacted S.38(1)(b)] @gov.scot | [redacted S.38(1)(b)]

Wellbeing for wee ones | Parent Club

Aye Feel - Mental Health & Emotional Wellbeing Information | Young Scot

From: [redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>
Sent: 20 February 2025 18:24
To: Cabinet Secretary for Health & Social Care 2024 <CabSecHSC@gov.scot>;
Minister for Social Care, Mental Wellbeing and Sport 2024
<MinisterforSCMWS@gov.scot>
Cc: DG Health & Social Care <DGHSC@gov.scot>; Director of Mental Health
<DirectorofMentalHealth@gov.scot>; Director for Children and Families
<DirectorforChildrenandFamilies@gov.scot>; Angela Davidson
<Angela.Davidson@gov.scot>;
Joanne Farrow <Joanne.Farrow@gov.scot>; [redacted S.38(1)(b)] <[redacted
S.38(1)(b)] @gov.scot>; [redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>;
[redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>; [redacted S.38(1)(b)]
<[redacted S.38(1)(b)] @gov.scot>; [redacted S.38(1)(b)] <[redacted S.38(1)(b)]
@gov.scot>; [redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>; [redacted
S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>; [redacted S.38(1)(b)]
<[redacted S.38(1)(b)] @gov.scot>; [redacted S.38(1)(b)] <[redacted S.38(1)(b)]
@gov.scot>; [redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>; [redacted
S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>; [redacted S.38(1)(b)] <[redacted
S.38(1)(b)] @gov.scot>; [redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>;
[redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>; [redacted S.38(1)(b)]
<[redacted S.38(1)(b)] @gov.scot>; [redacted S.38(1)(b)] <[redacted S.38(1)(b)]
@gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>; Communications Health
and Social Care <CommunicationsHealthandSocialCare@gov.scot>; David
Hutchison <David.Hutchison@gov.scot>; Alan Gray <Alan.Gray2@gov.scot>; Shiree
Donnelly <Shiree.Donnelly@gov.scot>
Subject: RE: Immediate - Submission - Skye House Disclosure Programme

[redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>; [redacted S.38(1)(b)]
[redacted S.38(1)(b)] @gov.scot>; Jennie Gollan <Jennie.Gollan@gov.scot>;
Communications Health and Social Care
<CommunicationsHealthandSocialCare@gov.scot>; David Hutchison
<David.Hutchison@gov.scot>
Subject: RE: Immediate - Submission - Skye House Disclosure Programme

Hi [redacted S.38(1)(b)]

I understand during the discussion on Skye House at Cabinet this morning FM asked Mr Gray to take forward a discussion with care providers and health boards and [redacted -information out of scope]

Helpful if we can discuss taking this forward and [redacted – information out of scope]

Many thanks

[redacted S.38(1)(b)] Deputy Private Secretary to the Cabinet Secretary for Health and Social Care – Neil Gray MSP
Scottish Government | St Andrew's House, Regent Road, Edinburgh EH1 3DG |
Mob: [redacted S.38(1)(b)] |
Email: CabSecHSC@gov.scot

All e-mails and attachments sent by a Ministerial Private Office to any other official on behalf of a Minister relating to a decision, request or comment made by a Minister, or a note of a Ministerial meeting, must be filed appropriately by the recipient. Private Offices do not keep official records of such e-mails or attachments.

Scottish Ministers, Special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See www.lobbying.scot

2.1 Meeting arrangements additional emails

From: [redacted S.38(1)(b)] on behalf of Communications Health and Social Care

Sent: 20 February 2025 12:55

To: [redacted S.38(1)(b)] ; Cabinet Secretary for Health & Social Care 2024;
Minister for Social Care, Mental

Wellbeing and Sport 2024

Cc: DG Health & Social Care; Director of Mental Health; Director for Children and

Families; Angela Davidson; Joanne Farrow; [redacted S.38(1)(b)]; [redacted

S.38(1)(b)]; [redacted S.38(1)(b)]; [redacted S.38(1)(b)] [redacted S.38(1)(b)];

[redacted S.38(1)(b)]; [redacted S.38(1)(b)]; [redacted S.38(1)(b)]; [redacted

S.38(1)(b)]; [redacted S.38(1)(b)] [redacted S.38(1)(b)]; [redacted S.38(1)(b)];

[redacted S.38(1)(b)]; [redacted S.38(1)(b)]; [redacted S.38(1)(b)] [redacted

S.38(1)(b)] Jennie Gollan; Communications Health and Social Care; David Hutchison;

Alan Gray; Shiree Donnelly; [redacted S.38(1)(b)] [redacted S.38(1)(b)] [redacted

S.38(1)(b)]

Subject: RE: Immediate - Submission - Skye House Disclosure Programme

Adding comms colleagues – please reply to this email

[redacted S.38(1)(b)]

Senior Media Manager

Communications Health and Social Care

Scottish Government

M: [redacted S.38(1)(b)]

From: [redacted S.38(1)(b)]

Sent: 20 February 2025 12:14

To: Cabinet Secretary for Health & Social Care 2024 ; Minister for Social Care,
Mental Wellbeing

and Sport 2024

Cc: DG Health & Social Care ; Director of Mental Health ; Director for Children and

Families ; Angela Davidson ; Joanne Farrow ; [redacted S.38(1)(b)]; [redacted

S.38(1)(b)]; [redacted S.38(1)(b)]; [redacted S.38(1)(b)]; [redacted S.38(1)(b)];

[redacted S.38(1)(b)] [redacted S.38(1)(b)]; [redacted S.38(1)(b)]; [redacted

S.38(1)(b)]; [redacted S.38(1)(b)]; [redacted S.38(1)(b)]; [redacted S.38(1)(b)] ;

[redacted S.38(1)(b)]; [redacted S.38(1)(b)]; [redacted S.38(1)(b)]; [redacted

S.38(1)(b)]; Jennie Gollan ; Communications Health and Social Care ; David

Hutchison ; Alan Gray ; Shiree Donnelly

Subject: RE: Immediate - Submission - Skye House Disclosure Programme

Hi [redacted S.38(1)(b)]

Yes no problem, I will offer those today and come back you asap.

Thanks

[redacted S.38(1)(b)]

[redacted S.38(1)(b)] (she/her)

Head of Children, Young People and Families Unit

Improving Mental Health and Wellbeing | Scottish Government

3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG|
[redacted S.38(1)(b)]@gov.scot | [redacted S.38(1)(b)]Wellbeing for wee ones |
Parent Club
Aye Feel - Mental Health & Emotional Wellbeing Information | Young Scot

2.2 Meeting Arrangements

From: [redacted S.38(1)(b)] on behalf of Cabinet Secretary for Health & Social Care 2024

Sent: 24 February 2025 16:46

To: [redacted S.38(1)(b)]; Cabinet Secretary for Health & Social Care 2024; Minister for Social Care, Mental Wellbeing and Sport 2024

Cc: [redacted S.38(1)(b)]; [redacted S.38(1)(b)]; Director of Mental Health; [redacted S.38(1)(b)]

Subject: RE: Immediate - Submission - Skye House Disclosure Programme

Thanks for organising this [redacted S.38(1)(b)]. Mr Gray is content with the below arrangement.

Thanks again,

[redacted S.38(1)(b)]

Deputy Private Secretary to the Cabinet Secretary for Health and Social Care – Neil Gray MSP

The Scottish Government | St Andrew's House | Regent Road | Edinburgh | EH1 3DG | E: CabSecHSC@gov.scot | T: [redacted S.38(1)(b)]

All emails and attachments sent by a Ministerial Private Office to any other official on behalf of a Minister relating to a decision, request or comment made by a Minister, or a note of a Ministerial meeting, must be filed appropriately by the recipient. Private Office do not keep official records of such emails or attachments. Scottish Ministers, Special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See www.lobbying.scot

From: [redacted S.38(1)(b)]

Sent: 24 February 2025 16:31

To: Cabinet Secretary for Health & Social Care 2024 ; Minister for Social Care, Mental Wellbeing and Sport 2024

Cc: [redacted S.38(1)(b)]; [redacted S.38(1)(b)]; Director of Mental Health ; [redacted S.38(1)(b)]

Subject: RE: Immediate - Submission - Skye House Disclosure Programme

Hi [redacted S.38(1)(b)]

Just to confirm that all three Chief Executives can manage to meet on Wednesday 26 between 1530 and 1600.

Caroline Hiscox from NHS Lothian has said that unfortunately she has a prior engagement that can't be moved, which lasts until 15.45 on Wednesday, but she will join after that. In the meantime, Tracey Gillies – Executive Medical Director will attend from 3.30pm, if that suits ministers.

Many thanks

[redacted S.38(1)(b)]
[redacted S.38(1)(b)] (she/her)
Head of Children, Young People and Families Unit
Improving Mental Health and Wellbeing | Scottish Government
3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG|
[redacted S.38(1)(b)] @gov.scot [redacted S.38(1)(b)]
Wellbeing for wee ones | Parent Club
Aye Feel - Mental Health & Emotional Wellbeing Information | Young Scot

From: [redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot> On Behalf Of Cabinet Secretary for Health & Social Care 2024
Sent: 24 February 2025 10:37
To: [redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>; Cabinet Secretary for Health & Social Care 2024 <CabSecHSC@gov.scot>; Minister for Social Care, Mental Wellbeing and Sport 2024 <MinisterforSCMWS@gov.scot>
Cc: [redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>; [redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>
Subject: RE: Immediate - Submission - Skye House Disclosure Programme

Hi [redacted S.38(1)(b)],

Apologies but please could we revert to the original time of 15:30 – 16:00 for this meeting? Apologies again for the chopping and changing with start times and the inconvenience, our diary is a bit chaotic on Wednesday.

Thanks,

Thanks,
[redacted S.38(1)(b)]
Deputy Private Secretary to the Cabinet Secretary for Health and Social Care – Neil Gray MSP The Scottish Government | St Andrew's House | Regent Road | Edinburgh | EH1 3DG | E: CabSecHSC@gov.scot | T: [redacted S.38(1)(b)]

All emails and attachments sent by a Ministerial Private Office to any other official on behalf of a Minister relating to a decision, request or comment made by a Minister, or a note of a Ministerial meeting, must be filed appropriately by the recipient. Private Office do not keep official records of such emails or attachments. Scottish Ministers, Special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See www.lobbying.scot

From: [redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>
Sent: 21 February 2025 15:41
To: Cabinet Secretary for Health & Social Care 2024 <CabSecHSC@gov.scot>; Minister for Social Care, Mental Wellbeing and Sport 2024 <MinisterforSCMWS@gov.scot>
Cc: [redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>; [redacted S.38(1)(b)] <[redacted S.38(1)(b)] @gov.scot>
Subject: RE: Immediate - Submission - Skye House Disclosure Programme

Hi [redacted S.38(1)(b)]

Ahh I was just about to message you about the NHS Boards meeting – yes I'll put that time back to them and let you know asap.

Likewise will share that meeting link with external colleagues for the 4th.

Thanks again

[redacted S.38(1)(b)]

[redacted S.38(1)(b)] (she/her)

Head of Children, Young People and Families Unit

Improving Mental Health and Wellbeing | Scottish Government

3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG|

[redacted S.38(1)(b)] @gov.scot | [redacted S.38(1)(b)]

Wellbeing for wee ones | Parent Club

Aye Feel - Mental Health & Emotional Wellbeing Information | Young Scot

2.3 Meeting arrangements

From: [redacted S.38(1)(b)]
Sent: 24 February 2025 16:31
To: Cabinet Secretary for Health & Social Care 2024; Minister for Social Care, Mental Wellbeing and Sport 2024
Cc: [redacted S.38(1)(b)]; [redacted S.38(1)(b)]; Director of Mental Health; [redacted S.38(1)(b)];
Subject: RE: Immediate - Submission - Skye House Disclosure Programme

Hi [redacted S.38(1)(b)]
Just to confirm that all three Chief Executives can manage to meet on Wednesday 26 between 1530 and 1600.

Caroline Hiscox from NHS Lothian has said that unfortunately she has a prior engagement that can't be moved, which lasts until 15.45 on Wednesday, but she will join after that. In the meantime, Tracey Gillies – Executive Medical Director will attend from 3.30pm, if that suits ministers.

Many thanks
[redacted S.38(1)(b)]
[redacted S.38(1)(b)] (she/her)
Head of Children, Young People and Families Unit
Improving Mental Health and Wellbeing | Scottish Government
3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG|
[redacted S.38(1)(b)] @gov.scot | [redacted S.38(1)(b)] Wellbeing for wee ones | Parent Club
Aye Feel - Mental Health & Emotional Wellbeing Information | Young Scot

3. Meeting Invite HOLD 1530 - 1600 Meeting NGMT NHS GGC Tayside Lothian - adolescent patient facilities

From: [redacted S.38(1)(b)]
Sent: 24 February 2025 12:23
To: Cabinet Secretary for Health & Social Care 2024
Subject: RE: HOLD 15:30 - 16:00 Meeting: NG/MT & NHS GGC, Tayside, Lothian - adolescent patient facilities

Hi [redacted S.38(1)(b)]

Would you be able to add Stephen Gallagher to the invite too please?

Many thanks

[redacted S.38(1)(b)]

[redacted S.38(1)(b)] (she/her)

Head of Children, Young People and Families Unit

Improving Mental Health and Wellbeing | Scottish Government

3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG|

[redacted S.38(1)(b)] @gov.scot | [redacted S.38(1)(b)]

Wellbeing for wee ones | Parent Club

Aye Feel - Mental Health & Emotional Wellbeing Information | Young Scot

-----Original Appointment-----

From: [redacted S.38(1)(b)] On Behalf Of Cabinet Secretary for Health & Social Care 2024

Sent: 24 February 2025 11:35

To: Neil Gray; Gray N (Neil), MSP; Minister for Social Care, Mental Wellbeing and Sport 2024; [redacted S.38(1)(b)]

Cc: maree.todd.msp@parliament.scot; Jennie Gollan [redacted S.38(1)(b)]; [redacted S.38(1)(b)]

Subject: HOLD 15:30 - 16:00 Meeting: NG/MT & NHS GGC, Tayside,

Lothian - adolescent patient facilities

When: 26 February 2025 15:30-16:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: Microsoft Teams Meeting

Tentatively holding in diaries until confirmation from the boards

Please prepare briefing using the appropriate templates and guidance from Saltire and send to Private Office by 4pm on 25th February.

PLEASE DO NOT FORWARD ON THIS INVITE - if you require anyone else to be invited, please let Private Office know. Official support is expected at all meetings and engagements unless otherwise agreed with Private Office.

It is the responsibility of supporting policy officials to produce a minute or note of Ministerial meetings for the corporate record – this should be submitted to Private Office within 5 working days of the meeting in the format below:

Name (title) and date of meeting

Meeting Note - Word

(and eRDM Link)
Directorate and Division
of AO

Directorate:

Division:

Please call to discuss if you have any queries or are likely to miss the deadline.

Thanks

Health PO

[redacted S.38(1)(b)]

For organisers: Meeting options

SCOTS Connect - Please note - You must have the explicit permission of the
organiser to record this
meeting and its attendees, using any technology.
[Org help](#) | [Privacy and security](#)

4. Ministerial Meeting with NHS Chief Executives - Wednesday 26 February 2025

From: [redacted S.38(1)(b)]

Sent: 25 February 2025 17:04

To: Cabinet Secretary for Health & Social Care 2024; Minister for Social Care, Mental Wellbeing and Sport 2024

Cc: Director of Mental Health; [redacted S.38(1)(b)]; [redacted S.38(1)(b)]; [redacted S.38(1)(b)]; Angela Davidson; Joanne Farrow; [redacted S.38(1)(b)]; Gavin Gray; [redacted S.38(1)(b)]; [redacted S.38(1)(b)]; [redacted S.38(1)(b)]; [redacted S.38(1)(b)]; [redacted S.38(1)(b)]; [redacted S.38(1)(b)]; [redacted S.38(1)(b)]

Subject: Ministerial Meeting with NHS Chief Executives - Wednesday 26 February 2025

Attachments: Cabinet Secretary for Health & Social Care and Minister for Mental Wellbeing - meeting with Chief Execs of NHS Tayside, NHS GGC & NHS Lothian - Briefing - 26 February 2025.docx; Letter from Maree Todd MSP to CE NHS Lothian - Mental Welfare Commission Report - Melville Unit - 200924.pdf; Response from NHS Lothian - Mental Health Welfare Commission Report - Melville Unit - 22 October 2024.pdf

Importance: High

PO Cabinet Secretary for Health and Social Care
PO Minister for Social Care, Mental Wellbeing and Sport

Please find attached briefing for tomorrow's meeting with the Chief Executives of NHS GGC, NHS Lothian and NHS Tayside.

Please let me know if any further information is required.

Thanks

[redacted S.38(1)(b)]

[redacted S.38(1)(b)]

Regional CAMHS, Perinatal and Infant Mental Health and Eating Disorders Policy Team | Scottish Government

Briefing for meeting with Chief Executives to discuss adolescent inpatient units

What	Following the focus of Skye House in the BBC Disclosure Programme 'Kids on the Psychiatric Ward', you will both meet with the Chief Executives of NHS Greater Glasgow and Clyde, NHS Tayside and NHS Lothian, who host the three specialist adolescent inpatient units in Scotland as well as the National Child Inpatient Unit
Where	MS Teams
When	Wednesday 26 February, 15:30 – 16:00
Key message(s)	<ul style="list-style-type: none"> • The care and treatment of the young people featured in the programme is completely and wholly unacceptable. • NHS Boards are responsible for the care they provide, and therefore we are seeking assurance that care has improved since the allegations in the BBC programme. • We welcome the two reviews that Greater Glasgow and Clyde are taking forward and expect the Board to implement any recommendations from those as soon as possible. • There must always be appropriate governance and assurance processes to ensure effective care, and a working culture which responds to feedback.
Who	<ul style="list-style-type: none"> • Nicky Connor, Chief Executive of NHS Tayside • Prof. Jann Gardner, Chief Executive of NHS GGC • Caroline Hiscox, Chief Executive of NHS Lothian • Tracey Gillies – Executive Medical Director, NHS Lothian
Why	<p>This is an opportunity to seek direct assurance from all three Chief Executives on the standard of care and treatment received by children and young people in child and adolescent mental health inpatient settings.</p> <p>Chief Executives should also advise the governance arrangements in place, to ensure high standards of care now and in the future.</p>
Supporting official	[redacted S.38(1)(b)]- [redacted S.38(1)(b)] Stephen Gallagher
Briefing contents	<p>Annex A: Suggested speaking points, lines to take and attendees.</p> <p>Annex B: Background:</p> <ul style="list-style-type: none"> • BBC Disclosure programme, • Skye House, • Skye House and MWC, • NHS Healthcare Improvement Scotland • Melville Unit – NHS Lothian • Melville Unit - Complaints • Dudhope Young Peoples Inpatient Unit • The National Child Psychiatry Inpatient Unit <p>Annex C: Additional briefing: Regional CAMHS developments</p>

SUGGESTED SPEAKING POINTS, LINES TO TAKE AND ATTENDEES

Suggested speaking points

There is no specific agenda for this meeting, however Ministers may wish to raise the below points with Chief Executives:

- We appreciate that adolescent inpatient units are caring for young people with complex and sometimes challenging presentations.
- We acknowledge that the period when concerns were raised included the Covid 19 Pandemic – a time of unprecedented pressures on young people, their families and staff in inpatient psychiatric care.
- We understand that staff are often dealing with difficult situations and are required to take hard decisions that may be lifesaving.
- However, we all agree that the experiences described in the programme are unacceptable and cannot happen again.
- Our most vulnerable young people deserve the highest level of mental health care
- The leadership given by your Boards is absolutely central to this.
- Your assurance is needed that not only is the case and treatment in each inpatient unit being carried out to the standards expected, but also that robust governance is in place to ensure that this will be a key focus going forward.
- Those will be issues which HIS and the Mental Welfare Commission will explore when they undertake the forthcoming visits to your adolescent and child mental health inpatient units. I am grateful for your cooperation with those visits.
- Today gives us the opportunity to hear directly from you about how you are ensuring that the kind of poor care and treatment highlighted by the young people on the Disclosure programme isn't being repeated.

Questions to prompt discussion:

Redacted - 30(b)(i)

Attendees

Prof. Jann Gardner was recently appointed the role of Chief Executive of NHS Greater Glasgow & Clyde, on 1 February 2025. Jann previously held roles as Deputy Chief Executive and Chief Operating Officer in NHS Fife, as well as Chief Executive in NHS Lanarkshire.

Nicky Connor was appointed Chief Executive of Tayside in July 2024. Nicky was previously the Director of Health and Social Care and Chief Officer of the Fife Integration Joint Board for 5 years. Prior to this she was Associate Director of Nursing.

Prof. Caroline Hiscox, Chief Executive of NHS Lothian, was appointed in March 2024. Caroline was previously seconded to the role of Interim Chief Executive at NHS Tayside from her substantive role as Chief Executive at NHS Grampian, a post held for 3 years.

Tracey Gillies, who is a general surgeon, took up the Medical Director's post in February 2017. Tracey is responsible for providing professional advice to the board and leadership to medical professionals, pharmacists, healthcare scientists and occupational health and safety staff across the Lothians.

BACKGROUND

Background to BBC Disclosure Programme ‘Kids on the Psychiatric Ward’

The broadcast on Monday 10 February focused on Skye House Adolescent Mental Health Inpatient Unit (NHS Greater Glasgow & Clyde), and contained a number of allegations about treatment at Skye House from 2017 [Redacted 30(b)(i)]

Journalist Mark Daley, spoke to around 20 former patients and families. 7 appear on camera in the programme. The allegations are mainly around use of restraint, seclusion, use of sedation, naso-gastric feeding, and inappropriate communication with patients, including use of language that was not professional or compassionate. Also involved in the programme was the family of a young person who had various admissions from 2017 – 2020, and subsequently died by suicide in 2024.

NHS Greater Glasgow & Clyde accept that care during the period outlined was not always acceptable, with their Medical Director appearing on camera in the programme to relay that position.

The Mental Welfare Commission (MWC) has visited, and reported on, Skye House seven times since 2016 as part of its local visit programme. Some of the issues raised in these reports were also identified in the Disclosure documentary. These included staffing difficulties, support for young people with eating disorders in terms of standard of food, impact of isolation, and concerns regarding certain medical treatment under the Mental Health Act being properly authorised and monitored.

Skye House

Covering the five West of Scotland Health Boards, Skye House – the Adolescent Inpatient Unit (AIPU) – opened in February 2009, following a relocation and expansion from the Gartnavel Royal Hospital site. The aims of the unit were to:

- Provide acute admission services in modern purpose built accommodation
- Provide a wide arrange of therapeutic interventions in in-patient settings
- Ensure continuity of care between in-patient and community based services and between health, social care and education services and
- Facilitate a shift in the balance of care focused on being directed

The West of Scotland has an under 18 population of approximately 500,000, with the AIPU caring for young people with the most severe mental health conditions in 24 beds

Skye House has bedrooms in three distinct areas, Lewis, Harris and Mull. Each bedroom has its own bathroom and shower. There are also have TV rooms for young people to socialise in, games and music room, gym, therapy rooms, therapeutic kitchen and a school.

Care in Skye House is delivered by a multi-disciplinary team of 82 WTE. staff, consisting of Nurses, Psychiatrists, Medical Doctors, Clinical Psychologists, Occupational Therapists, Speech and Language Therapists, Family Therapist, Dieticians, Physiotherapist, Social worker and Teachers.

Skye House and The Mental Welfare Commission (MWC)

The MWC have visited and reported on Skye House seven times since 2016 as part of its local visit programme, the most recent of which was in March 2024. Some of the issues raised in these reports were also identified in the Disclosure documentary. These included staffing difficulties, support for young people with eating disorders in terms of standard of food, impact of isolation, and concerns regarding certain medical treatment under the Mental Health Act being properly authorised and monitored. The MWC does not comment on specifics such as self-harm, aggression or restraint in its visit reports, as there could be a risk to individuals being identified.

[s30(b)(i)]

Melville Unit – NHS Lothian

The Melville unit opened in 2021 at the Royal Hospital for Children and Young People (RHCYP) and is a 12-bedded specialist Tier 4 inpatient service, designed for children and young people with mental ill health, aged 12 to 17 years (inclusive). The staff in the Inpatient Unit are a multi-disciplinary team.

Beds in the unit are primarily intended for children and young people from the Lothian region, although there are specific agreements in place for individuals from Fife and the Scottish Borders. There is also an agreement to take patients from other Scottish health boards on an emergency basis.

The unit received an unannounced visit from the Mental Welfare Commission on 4 July 2024, with the report published in September 2024. The Minister for Social Care, Mental Wellbeing and Sport wrote to NHS Lothian on 20 September to ask for an update on the report's recommendations being implemented.

Copies of those letters are attached to the accompanying email to this briefing.

Complaints – Melville Unit

There have been 40 stage 2 complaints from 2017-2025. The main themes are inadequate treatment, poor communication, and access to treatment. Of these complaints, 11 have been upheld, 21 have been partly upheld, and 9 have not been upheld. One complaint was escalated to the SPSO, who investigated but did not take it forward.

Learning from the investigation of these complaints has highlighted the importance of improving communication with family members, enhancing care plans, and reviewing policies. Effective communication fosters trust and transparency, provides emotional support, and aids in informed decision making. Enhancing care plans ensures personalised treatment, higher quality of care, and better patient outcomes. Regular policy reviews ensure compliance with regulations, improve efficiency. These learnings are important to prioritise patient wellbeing, family involvement, and continuous improvement.

The key learning forms part of the overarching action plan being taken forward by the leadership team.

NG Feeds

Between 2017 and 2025, there have been 44 datixes related to NG feeds, all categorised as having 'no known adverse effects at this time'.

Restraint Used

Between 2017 and 2025, there have been 217 datixes categorised under 'Restraint Used'. Of these, 157 were recorded as having no known adverse effect at this time, 58 were recorded as harm to person-minor, and 2 were categorised as harm to person-moderate. [Redacted 30(b)(i)]

Seclusion

There have been 54 recorded seclusions: [Redact 30(b)(i)]

Key Learning

Key learnings from events highlight the importance of staff training in managing violence and aggression, with regular updates to purple packs. Floor staff must maintain constant awareness of patients' locations to ensure safety, and patient risks should be discussed daily during safety briefs, rapid rundowns, and handovers. Care plans and risk assessments need timely reviews and updates, with personalised plans established upon admission and effectively communicated during handovers.

[Redact 30(b)(i)]

Dudhope Young People's Inpatient Unit

The YPU is a mental health inpatient service, in a purpose built unit, for young people aged between 12 and 18 years old who are experiencing complex mental health conditions. They provide individualised evidence based therapeutic interventions and care collaboratively with young people.

They aim to provide high quality standards of therapeutic care as an integrated professional team; in partnership with patients, families and carers by learning from mistakes whilst being fair, open and honest to consistently improve the practice.

The Young People's Unit has most recently had Local Visits from the Mental Welfare Commission in November 2023 and January 2025. There was only 1 recommendation from 2023 and they are awaiting a draft report for 2025. They have assured that all recommendations are addressed timeously, and feedback received is shared with stakeholders.

Within NHS Tayside all serious incidents are managed through the Adverse Event Management Policy with appropriate level of review applied. Between 2017 to present, there have been no Significant Adverse Event Reviews, but a number of incidents have been reviewed through Local Adverse Event Reviews. Actions resulting from Local Adverse Event Reviews are monitored through the Dudhope Young People's Unit Clinical Governance Committee, which meets every two months.

The two most significant incidents in the time period from 2017 [redact 38(1)(b)] Local Adverse Event Reviews were completed following both incidents and actions related to the recommendations are either completed or in progress.

NHS Tayside Dudhope Young People's Unit receives relatively low numbers of complaints, but those received tend to be of a complex nature. All complaints are co-ordinated by NHS Tayside's Patient Experience Team with input from the clinical team, care group management and/or divisional management as required.

The National Child Psychiatry Inpatient Unit

The National Child Psychiatry Inpatient Unit is located in the Glasgow Royal Hospital for Children. It provides flexible inpatient psychiatric services for children aged 5-11 years with severe psychiatric disorders, which may be complicated by neurodevelopmental disorders, physical health problems and complex psychosocial factors and require the specialist assessment and treatment skills of our Child Psychiatry Team.

The last MWC visit to the Unit took place in April 2024, with MWC highlighting in their

Cabinet Secretary for Health and Social Care – Neil Gray

Minister for Social Care, Mental Wellbeing and Sport – Maree Todd

report the embedded nature of person-centred practise in the unit and the established practise of ensuring that children’s views about their care are considered and valued. One recommendation was made regarding adaptations to HEPMA, the electronic medication prescribing system.

ADDITIONAL BRIEFING

Funding

- We remain committed to supporting people to access the right care, at the right time, from wherever they are based in Scotland. That is why, we have directly allocated £123 million to NHS Boards and IJBs for a new Enhanced Mental Health Outcomes Framework in 2024-25.

Regional CAMHS developments

- We have provided just under £3.5 million in 24/25 across the West, East and North of Scotland to support the planning and development of regional elements of the CAMHS Service Specification. This includes the development of a four-bed Adolescent Intensive Psychiatric Care Unit (IPCU) in the West of Scotland and the development of Forensic CAMHS to Secure Care and Intensive Home Treatment CAMHS services and regional pathways. These will be vital additions to children and young people's mental health services in Scotland.
- As part of this we have asked regional planning teams to work together and share learning and experience with other regions. This phased approach means we are making progress in each of our priority areas simultaneously.

Adolescent Intensive Psychiatric Care Unit (IPCU):

- In order to better meet the needs of children and young people, and following recommendations from the Mental Welfare Commission, the Scottish Government has provided just over £1m to the West of Scotland to develop a regional Intensive Psychiatric Care Unit (IPCU) for young people in NHS GGC.
- Work is ongoing to support NHS Boards to establish this facility, including engagement with regional planning in the West of Scotland to develop this work.
- [Redacted 30(b)(ii)]

Regional CAMHS Learning Disability Developments:

- The Scottish Government have provided just under 700k for the development of a Learning Disability ((LD) regional hub and spoke services and pathways in the South and East of Scotland. This would reduce the number of children and young people requiring cross border LD admissions and provide care and treatment for children and young people closer to home.
- [Redacted 30(b)(ii)]

Intensive Home Treatment Service Developments:

We have provided just under £650k in 24/25 to the North of Scotland to support the planning and development of regional intensive mental health home support, treatment and care for children and young people which will result in treatment being provided closer to home and reduce the requirement for admission to psychiatric inpatient care.

T: 0300 244 4000
E: MinisterforSCMWS@gov.scot

Caroline Hiscox
Chief Executive
NHS Lothian

[redacted S.38(1)(b)]@nhs.scot
chiefexecutive@nhslothian.scot.nhs.uk

Sent by Email

20 September 2024

Dear Caroline,

MENTAL WELFARE COMMISSION REPORT – RECOMMENDATIONS - MELVILLE UNIT

As you will be aware the Mental Welfare Commission published a report on Wednesday 18 September 2024, following an unannounced local visit to the Melville Young People's Mental Health Unit at the Royal Hospital for Children and Young People in NHS Lothian on 4 July 2024.

Whilst noting improvements across a number of recommendations raised at the previous inspection in September 2023, I read with concern that the latest report raised a number of serious concerns across a range of matters, and lack of progress in actioning other prior recommendations, including:

- Issues relating to the quality and reviews of care plans;
- Involvement of young people in decisions relating to their care;
- Issues relating to discharge planning;
- Wider patient safety concerns relating to MDT communication, access to basic needs such as food and prescribing of psychotropic medication.

I understand the Commission have met with key staff to discuss your improvement plans for implementing these recommendations. Additionally, due to the serious nature of some of the issues raised, I look to seek assurance on a number of points. These are outlined in the questions in **Annex A**.

I would appreciate a response to these questions by **4 October 2024**, copied to DirectorofMentalHealth@gov.scot.

We do recognise your colleagues are working hard to respond to this report, and to deliver wider mental health services. I'd like to acknowledge this and thank them for their efforts.

Scottish Ministers, special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See www.lobbying.scot

Your colleagues' engagement with Scottish Government officials thus far has also been positive and helpful and I am sure we share a vision that this continues.
I look forward to hearing from you.

Yours sincerely,



MAREE TODD MSP

Scottish Ministers, special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See www.lobbying.scot

St Andrew's House, Regent Road, Edinburgh EH1 3DG
www.gov.scot

INVESTORS IN PEOPLE™
We invest in people Silver



Recommendation Specific Questions

Recommendation 7: Managers must ensure that all restrictions being placed on young people in the unit are legally authorised under specified person legislation and proper notification has been given.

Question: What plans have been put in place to implement and monitor compliance with this recommendation?

Question: When a young person becomes specified person, what formal notification do they and their carers receive?

Recommendation 8: Managers should ensure that all activity is offered in line with each young person's activity planner and that their decision to participate or not is recorded.

Question: What arrangements have been made to deliver and monitor this recommendation?

Recommendation 9: Managers must address the outstanding environmental issues in relation to maintenance and the creation of a safe outdoor space for young people to use.

Question: Are you aware of any barriers or challenges to ensuring essential maintenance is completed and if not could you explain what is causing the delays?

Question: What plans and monitoring are in place to address the outstanding environmental issues and what is the timescale for this?

Wider Assurance Questions

- What are your next steps and timescales for implementing the recommendations of this report?
- What specific governance arrangements will you ensure are in place so that there is robust monitoring of delivery against these recommendations?
- How do NHS Lothian usually respond to MWC reports and ensure that actions to address recommendations are formally monitored and implemented?
- What are the managerial governance arrangements for the Melville Unit? How will these arrangements ensure that recommendations are quickly acted on?
- What are the professional leadership arrangements that ensure input to the Unit in terms of staff support and development and monitoring of care quality and safety?
- Is the Melville Unit included in any leadership walkround activity that involves non-executive directors?
- What arrangements are in place for recruitment, induction and support for newly qualified staff?
- What arrangements are in place for induction and support for bank or agency staff?
- What arrangements are in place to ensure that feedback is heard and acted upon from young people and their carers with regard to their care experience?

Scottish Ministers, special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See www.lobbying.scot

Sent by Email

MinisterforSCMWS@gov.scot
DirectorofMentalHealth@gov.scot

Date 22 October 2024
Your Ref
Our Ref CH/GS

Enquiries to Caroline Hiscox
Extension [redacted S.38(1)(b)]
Direct Line [redacted S.38(1)(b)]
Email [redacted S.38(1)(b)]@nhs.scot
EA [redacted S.38(1)(b)]@nhs.scot

Dear Ms Todd

MENTAL WELFARE COMMISSION REPORT - RECOMMENDATIONS - MELVILLE UNIT

Thank you for your letter dated 20 September in which you have shared your concerns about the findings of The Mental Welfare Commission unannounced visit to the Melville Unit on 4 July 2024 which is the subject of their report published on 18 September 2024.

As you will be aware I took up post as Chief Executive in NHS Lothian in August 2024 and early in my appointment The Melville Unit was highlighted to me by the Executive Team and the REAS Services Director Tracey McKigen, as a service that requires focussed support for redesign and improvement. I acknowledge your concerns regarding the findings contained in the report and the apparent lack of progress in implementing improvements. I seek to assure you that NHS Lothian is working to not only address the recommendations contained within the report, but also to undertake a wider scope of service reconfiguration and improvement that is aimed at ensuring safer and more effective inpatient mental health service provision for our young people.

There has been an action plan in place and progress updates are being provided to the Corporate Management Team on a regular basis by Ms McKigen.

As you have highlighted, the latest report raises a number of serious concerns across a range of matters, and the apparent lack of progress in actioning recommendations from previous visits to the unit.

Background and Context of current operating model of Melville Unit

The Melville Unit is a 12-bed regional inpatient mental health unit for children and young people aged 12-17 years (inc.). The CAMHS inpatient unit was previously located on the Royal Edinburgh Hospital campus before being included in the operational footprint of the Royal Hospital for Children and Young People at the Little France campus when it opened in 2019. The unit is therefore isolated from the benefits of being co-located with other mental health services and on-site personnel which has proved challenging. The unit is currently providing inpatient care and treatment to a mixed gender and mixed patient population which can largely be separated into two discreet patient populations: those with severe eating disorder, often with comorbid neurodiverse



Headquarters
Mainpoint
102 Westport
Edinburgh EH3 9DN

Chair Professor John Connaghan CBE
Chief Executive Professor Caroline Hiscox
Lothian NHS Board is the common
name of Lothian Health Board

needs, and those with functional acute mental illness. The complexities of safely managing the risks associated with the differing needs of these populations.

These two explicit patient populations have been more pronounced since a very significant increase in referrals for eating disorders admissions to the unit in the last 3 years. An options appraisal is underway which will report to the NHS Lothian Corporate Management Team and make recommendations on whether separate environments are required for each of these patient groups to support safer and more effective care and treatment and improved functioning of the Multidisciplinary Team who currently work across the range of clinical presentations.

You seek responses and assurances to a number of questions set out in 'Annex A' of your letter. Responses to your questions are detailed below.

Recommendation 7: Managers must ensure that all restrictions being placed on young people in the unit are legally authorised under specified person legislation and proper notification has been given.

Question: What plans have been put in place to implement and monitor compliance with this

Although this has been included in the report by the MWC, the medical staff have reviewed the notes for the two young people who had been made specified persons at the time of the visit – both did have RES1s in place, which had been sent to hospital managers, and appear on the notifications and legal part of the TRAK record. Both have documented reasoned opinions as progress notes – it appears that MWC commissioners have not known where to locate these on the TRAK system at the time of their visit. This should have been fed back from the service at the stage of confirming the accuracy of the draft report.

The Consultant Psychiatrists led by the Clinical Director have an audit in place to monitor compliance. Going forward, assurance on this will be monitored through reports to the REAS Senior Management Team.

Question: When a young person becomes specified person, what formal notification do they and their carers receive?

When a young person is designated as a specified person, they, their carers, and their named person are formally notified by the Consultant Psychiatrist. This follows an in-person discussion with young person about the plans. Along with this notification, they are provided with the Mental Welfare Commission's (MWC) "Specified Person Guide – Know Your Rights and Have Your Say About Your Mental Health Care and Treatment." This guide offers detailed information on their rights, including the process for appealing decisions, ensuring they are well-informed about their mental health care and treatment options.

Recommendation 8: Managers should ensure that all activity is offered in line with each young person's activity planner and that their decision to participate or not is recorded.

Question: What arrangements have been made to deliver and monitor this recommendation?

An activity programme is in place, and locally there is work ongoing with staff to ensure that this is noted within their clinical records and to ensure that this is discussed at the weekly MDT meeting, care review meetings and at the patient's formulation discussions. This will be audited to ensure compliance going forward.

Recommendation 9: Managers must address the outstanding environmental issues in relation to maintenance and the creation of a safe outdoor space for young people to use.

Question: Are you aware of any barriers or challenges to ensuring essential maintenance is completed and if not could you explain what is causing the delays?

Unfortunately, there has been a persistent pattern of young people damaging the doors in the unit on a regular basis when distressed. This damage can be significant and the time for new doors to arrive has been a number of weeks. Tracey McKigen Services Director and Alison MacDonald Executive Nurse Director have recently met (05 Aug 24) with the Contracts Director for the building and have agreed the doors will be switched so they can be made more secure and we will order a number of doors so that they are in stock and more swiftly replaced if they are damaged.

Question: What plans and monitoring are in place to address the outstanding environmental issues and what is the timescale for this?

New vision panels for the doors have been ordered and are expected to arrive the first week in October. Additionally, the delivery of a new window and door for one of the bedrooms is expected imminently. Temporary repairs have been made to the damaged walls, and cost estimates for installing wall protection to prevent further damage are awaited.

Other environmental issues, including humps in the garden, have been assessed. A quote was requested their removal, the estimated cost of up to [Redacted s33(1)(b)] makes it unfeasible to proceed at this time. However, there is a risk assessment in place for the garden, ensuring that no young person is allowed in unsupervised.

The options appraisal currently being undertaken under the NHL Lothian Corporate Management Team's governance includes a focus on the unit's environment, how that links to the different models of care being delivered within the unit and the need for greater flexibility and options to safely support young people with different needs at different times.

Wider Assurance Questions

What are your next steps and timescales for implementing the recommendations of this report?

The Melville Unit Senior leadership team have an established action plan, with work to move forward with actions underway. Overall, the recommendations are being prioritised as they work with the wider clinical team to take all the actions forward. Some of the actions around culture will take a longer to fully embed but each action in the plan has a timescale. The Clinical Services Manager and General Manager with responsibility for the Melville unit are support the unit's MDT senior leadership team to implement the action plan.

What specific governance arrangements will you ensure are in place so that there is robust monitoring of delivery against these recommendations?

The report and action plan will be at a minimum monitored and assured quarterly at the Royal Edinburgh & Associated Services (REAS) Senior Management Team meeting. Board level governance on the service and action plan is being overseen through the Corporate Management Team's Lothian Patient Safety and Experience Board (PSEAG). The senior leadership team for the unit will be supported by the CAMHS Senior leadership and any issues with completion of actions will be escalated to the REAS SMT as soon as they arise.

The report and action plan will also be discussed at the October NHS Lothian Healthcare Governance Committee

How do NHS Lothian usually respond to MWC reports and ensure that actions to address recommendations are formally monitored and implemented?

Each report has an action plan which is shared with the relevant senior leadership team. The action plan is agreed by the unit's leadership team and completion is monitored by the relevant service management team. Issues with completion of these would be escalated to the Senior Management Team of REAS as needed. The recommendations and actions are also reported when the business units do their annual reviews to the Lothian Healthcare Governance Committee.

Where there are significant recommendations as with this one, they are discussed at the Lothian PSEAG which has key executives as members. This provides oversight of the action plan developed and implemented by the service affected.

If the Mental Welfare Commission are significantly concerned, they would raise immediately with the Services Director or myself. On this occasion they didn't do that and as you have said met with the senior operational team responsible.

Of note this year the Royal Edinburgh & Associated Services business unit have had two reports with no recommendations.

An annual report of all recommendations from the Mental Welfare Commission reports has been commissioned from the Lothian Quality Improvement Team. An initial draft has now been completed and a full report will be reported to the REAS SMT. This will allow themes to be identified that are relevant across services and wards.

What are the managerial governance arrangements for the Melville Unit? How will these arrangements ensure that recommendations are quickly acted on?

The Melville Unit is part of the CAMHS leadership team which is then managed within the REAS business unit. Tracey McKigen reports directly to me.

What are the professional leadership arrangements that ensure input to the Unit in terms of staff support and development and monitoring of care quality and safety?

The local unit and CAMHS management arrangements are set out above. There is MDT leadership at both levels, and these would be the groups that would be leading on changes and developments for the unit.

[redacted S.38(1)(b)] is the Associate Medical Director and [redacted S.38(1)(b)] is the Chief Nurse. Any issues with a specific patient's safety would be escalated to them and would be discussed at the weekly REAS PSEAG. [redacted S.38(1)(b)] and [redacted S.38(1)(b)] report to Tracey Gilles, Executive Medical Director and Alison MacDonald, Nurse Director respectively and have regular 1:1s with them where the issues at the Melville unit have been discussed. Alison recently visited the unit to speak with staff and see how the ward was laid out.

Support and development, following MWC report highlighting ongoing difficulties with interprofessional relationships and communication impacting on the delivery of clinical care, Clinical Services Manager and Head of CAMHS Psychology are facilitating a series of sessions with senior MDT clinicians aiming to provide a safe, reflective space to explore how this has developed and importantly what needs to be in place for MDT working relationships to improve.

In addition, the AMBIT model has been identified by the service and IPU staff as helpful model to adopt. The aim of the AMBIT model is to strengthen *existing practice* in a team and to provide a stable, sustainable platform for that team to develop its own expertise and effectiveness. AMBIT is designed to support teams that may already have specific specialist interventions/therapeutic methods in place and seeks to strengthen the conditions in which these interventions are being delivered in order to improve their outcomes.

The CAMHS service now has 3 AMBIT trainers, trained through Anna Freud centre, who will begin to deliver AMBIT training within the Melville IPU staff team from October through to the January 2025. Our AMBIT trainers will continue to work with the IPU on implementation of the model and they will receive supervision from Anna Freud centre over the next 12 months to support this process.

Is the Melville Unit included in any leadership walk round activity that involves non-executive directors?

All areas are included in the Executive and Non-Executive walk rounds on a planned basis.

What arrangements are in place for recruitment, induction and support for newly qualified staff?

It is pleasing to note that the Unit has retained 100% of the newly qualified nursing staff that started last year and are planned to receive 11 this year, with some having already started in September. There has been the recent addition of a Nurse Consultant to the CAMHS nursing leadership structure who has overhauled the induction programme and support for new staff, including embedding Value Based Restorative Practice sessions and a development programme which we believe is why we have retained so many.

There are specific inductions for different staff roles as well as the generic induction and there is newly developed specific training guidance around meal support, professional boundaries and the dress code for staff.

What arrangements are in place for induction and support for bank or agency staff?

The unit has a structured induction process in place for all bank and agency staff. Upon their first shift, they are provided with an induction pack, which outlines essential information and ensures they are familiar with the unit's procedures and expectations. Additionally, as part of a Quality Improvement (QI) project led by newly qualified nurses (NQNs), a comprehensive template has been developed specifically for bank and agency staff.

What arrangements are in place to ensure that feedback is heard and acted upon from young people and their carers with regard to their care experience?

To ensure feedback from young people and their carers is heard and acted upon, several mechanisms have been established. Weekly community meetings are held between staff and patients, providing a platform for open communication. These meetings are monitored to ensure they occur consistently. Additionally, the Multidisciplinary Team (MDT) meets with patients and their families on a weekly basis. While the primary purpose of these meetings is to review patient progress and plan future steps, they also provide an opportunity for feedback. Concerns raised during these sessions are taken seriously, and a senior MDT member will offer to meet with families if necessary to address any issues raised.

Patients and families also have the option to use the NHS Lothian patient feedback service or Care Opinion, which serve as additional platforms for expressing their views. To further enhance feedback mechanisms, the team is currently developing an autonomous electronic patient feedback system across CAMHS. Another initiative to gather feedback is the "discharge tree," where patients can leave notes reflecting on their experience when they are discharged.

Additionally, a quarterly bulletin is sent out to patients and carers to keep them informed and engaged with ongoing developments in the service.

A recent example of patient and carer involvement occurred when the unit reviewed the structure of its weekly MDT patient review meetings. Both parents and young people were consulted as part of this review, ensuring their perspectives were considered in the decision-making process. Through these arrangements, the service remains committed to ensuring that feedback is consistently integrated into care practices, promoting continuous improvement and patient-centred care.

I hope that my response has fully answered the questions raised and provided reassurance that I am committed to ensuring the MWC recommendations are taken forward and the service we provide to patients and their families improves.

Yours sincerely

A handwritten signature in black ink, appearing to read 'C. Hiscox', written in a cursive style.

PROFESSOR CAROLINE HISCOX
Chief Executive

Appendices:

1. Family and Carers Bulletin
2. Discharge Tree – Before and After
3. Feedback Form 1

5. Ministerial Meeting - Dudhope House

From: [redacted S.38(1)(b)]
Sent: 24 February 2025 15:50
To: [redacted S.38(1)(b)]
Cc: Simon Dunn; Sandra MacLeod; Nicky Connor
Subject: RE: Ministerial Meeting - Dudhope House

Great, thanks [redacted S.38(1)(b)]

[redacted S.38(1)(b)] (she/her)
Head of Children, Young People and Families Unit
Improving Mental Health and Wellbeing | Scottish Government
3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG|
[redacted S.38(1)(b)]@gov.scot | [redacted S.38(1)(b)]
Wellbeing for wee ones | Parent Club
Aye Feel - Mental Health & Emotional Wellbeing Information | Young Scot

From: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@nhs.scot>
Sent: 24 February 2025 15:49
To: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>
Cc: Simon Dunn <[redacted S.38(1)(b)]@nhs.scot>; Sandra MacLeod <[redacted S.38(1)(b)]@nhs.scot>; Nicky Connor <[redacted S.38(1)(b)]@nhs.scot>
Subject: RE: Ministerial Meeting - Dudhope House

Hi [redacted S.38(1)(b)]

Confirming 3.30pm on Wednesday is still suitable.

Many thanks and kind regards
[redacted S.38(1)(b)]
[redacted S.38(1)(b)] Personal Assistant to Nicky Connor, Chief Executive | NHS
Tayside
Ninewells Hospital and Medical School | DUNDEE | DD1 9SY (Postal) DD2 1UB
(Sat Nav) t: [redacted S.38(1)(b)]ext [redacted S.38(1)(b)] e: [redacted S.38(1)(b)]@nhs.scot w: www.nhstayside.scot.nhs.uk

From: [redacted S.38(1)(b)]@gov.scot
Sent: 24 February 2025 12:29
To: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@nhs.scot>
Cc: Simon Dunn <[redacted S.38(1)(b)]@nhs.scot>; Sandra MacLeod <[redacted S.38(1)(b)]@nhs.scot>; Nicky Connor <[redacted S.38(1)(b)]@nhs.scot>
Subject: RE: Ministerial Meeting - Dudhope House

Hi [redacted S.38(1)(b)]

Many apologies again, but Mr Gray's office have asked if we could revert back to the original time of 1530-1600 on Wednesday 26 Feb.

If you could just confirm that this time still works for Nicky?

[Redacted – Information out of Scope]

Many thanks

[redacted S.38(1)(b)]

[redacted S.38(1)(b)] (she/her)

Head of Children, Young People and Families Unit

Improving Mental Health and Wellbeing | Scottish Government

3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG|

[redacted S.38(1)(b)]@gov.scot | [redacted S.38(1)(b)]

Wellbeing for wee ones | Parent Club

Aye Feel - Mental Health & Emotional Wellbeing Information | Young Scot

From: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>

Sent: 21 February 2025 15:46

To: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@nhs.scot>

Cc: Simon Dunn <[redacted S.38(1)(b)]@nhs.scot>; Sandra MacLeod <[redacted S.38(1)(b)]@nhs.scot>; [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>;

[redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>; [redacted S.38(1)(b)]<

[redacted S.38(1)(b)]@gov.scot>; Angela Davidson

<Angela.Davidson@gov.scot>; [redacted S.38(1)(b)]< [redacted

S.38(1)(b)]@gov.scot>; Director of Mental Health

<DirectorofMentalHealth@gov.scot>; Lynn Smith <[redacted S.38(1)(b)]@nhs.scot>;

Nicky Connor <[redacted S.38(1)(b)]@nhs.scot>

Subject: RE: Ministerial Meeting - Dudhope House

Hi [redacted S.38(1)(b)]

Many apologies, but the Cabinet Secretary's office has just come back to me and asked if it would be possible to move the meeting back by 15 mins, so 15:45 to 16:15 on the 26 February instead?

Let me know if that would still work for Tayside colleagues.

Many thanks

[redacted S.38(1)(b)]

[redacted S.38(1)(b)] (she/her)

Head of Children, Young People and Families Unit

Improving Mental Health and Wellbeing | Scottish Government

3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG|

[redacted S.38(1)(b)]@gov.scot | [redacted S.38(1)(b)]

Wellbeing for wee ones | Parent Club

Aye Feel - Mental Health & Emotional Wellbeing Information | Young Scot

From: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@nhs.scot>

Sent: 20 February 2025 18:22

To: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>

Cc: Simon Dunn <[redacted S.38(1)(b)]@nhs.scot>; Sandra MacLeod <[redacted S.38(1)(b)]@nhs.scot>; [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>; [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>; [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>; Angela Davidson <Angela.Davidson@gov.scot>; [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>; Director of Mental Health <DirectorofMentalHealth@gov.scot>; Lynn Smith <[redacted S.38(1)(b)]@nhs.scot>; Nicky Connor <[redacted S.38(1)(b)]@nhs.scot>
Subject: RE: Ministerial Meeting - Dudhope House

Dear [redacted S.38(1)(b)]

Confirming Wednesday 26 February at 3.30pm is suitable for NHS Tayside colleagues.

Many thanks and kind regards

[redacted S.38(1)(b)]

[redacted S.38(1)(b)] Personal Assistant to Nicky Connor, Chief Executive | NHS Tayside Ninewells Hospital and Medical School | DUNDEE | DD1 9SY (Postal) DD2 1UB (Sat Nav) t: [redacted S.38(1)(b)]ext [redacted S.38(1)(b)] e: [redacted S.38(1)(b)]@nhs.scot w: www.nhstayside.scot.nhs.uk

From: [redacted S.38(1)(b)]@gov.scot

Sent: 20 February 2025 12:30

To: Chiefexec Tayside <chiefexec.tayside@nhs.scot>

Cc: Simon Dunn <[redacted S.38(1)(b)]@nhs.scot>; Sandra MacLeod <[redacted S.38(1)(b)]@nhs.scot>; [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>; [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>; [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>; Angela.Davidson <Angela.Davidson@gov.scot>; [redacted S.38(1)(b)]< [redacted S.38(1)(b)]n@gov.scot>; DirectorofMentalHealth <DirectorofMentalHealth@gov.scot>; Lynn Smith <[redacted S.38(1)(b)]@nhs.scot>
Subject: Ministerial Meeting - Dudhope House

You don't often get email from [redacted S.38(1)(b)]@gov.scot. Learn why this is important

Dear [redacted S.38(1)(b)]

Further to previous correspondence with your team regarding the BBC Disclosure programme focusing on Skye House, the Cabinet Secretary for Health and Social Care, and the Minister for Social Care, Mental Wellbeing and Sport, would like to invite you to meet from 15:30 – 16:00 on Wednesday 26th February, along with NHS Lothian and NHS Greater Glasgow and Clyde. Given pressures on Ministers' diaries, I would be very grateful if you could prioritise this meeting in your schedule.

Please let me know as soon as possible if this would be convenient.

Kind regards

[redacted S.38(1)(b)]

[redacted S.38(1)(b)] (she/her)
Head of Children, Young People and Families Unit
Improving Mental Health and Wellbeing | Scottish Government
3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG|
[redacted S.38(1)(b)]@gov.scot | [redacted S.38(1)(b)]
Wellbeing for wee ones | Parent Club
Aye Feel - Mental Health & Emotional Wellbeing Information | Young Scot

From: [redacted S.38(1)(b)]
Sent: 19 February 2025 11:59
To: 'Lynn Smith' <[redacted S.38(1)(b)]@nhs.scot>
Cc: 'Simon Dunn' <[redacted S.38(1)(b)]@nhs.scot>; 'Sandra MacLeod' <[redacted S.38(1)(b)]@nhs.scot>; [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>; [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>; [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>; Angela Davidson <Angela.Davidson@gov.scot>; [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>; Director of Mental Health <DirectorofMentalHealth@gov.scot>
Subject: RE: Dudhope House

Hi Lynn and colleagues

[Redacted – Information out of Scope]

Finally, the Cabinet Secretary for Health and Social Care, and the Minister for Mental Health, Social Care and Sport would like to request a meeting with NHS Tayside to provide further assurance on levels of care at Dudhope House. I will liaise with their private offices and be back in touch shortly to arrange a convenient time.

In the meantime, please let me know if I can help with anything further.

Kind regards
[redacted S.38(1)(b)]

[redacted S.38(1)(b)] (she/her)
Head of Children, Young People and Families Unit
Improving Mental Health and Wellbeing | Scottish Government
3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG|
[redacted S.38(1)(b)]@gov.scot | [redacted S.38(1)(b)]
Wellbeing for wee ones | Parent Club
Aye Feel - Mental Health & Emotional Wellbeing Information | Young Scot

5.1 Ministerial Meeting - Dudhope House – Additional emails

From: [redacted S.38(1)(b)]
Sent: 20 February 2025 18:26
To: [redacted S.38(1)(b)]
Cc: Simon Dunn; Sandra MacLeod; [redacted S.38(1)(b)]; [redacted S.38(1)(b)]; [redacted S.38(1)(b)]; Angela Davidson; [redacted S.38(1)(b)]; Director of Mental Health; Lynn Smith; Nicky Connor
Subject: RE: Ministerial Meeting - Dudhope House

Dear [redacted S.38(1)(b)]

That's great, thank you for confirming. I'll go back to the ministers' offices and they will send out a teams invite. Can I just confirm who should be included in that?

Many thanks

[redacted S.38(1)(b)]

[redacted S.38(1)(b)] (she/her)

Head of Children, Young People and Families Unit

Improving Mental Health and Wellbeing | Scottish Government

3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG|

[redacted S.38(1)(b)]@gov.scot | [redacted S.38(1)(b)]

Wellbeing for wee ones | Parent Club

Aye Feel - Mental Health & Emotional Wellbeing Information | Young Scot

5.2 Ministerial Meeting - Dudhope House – additional emails

From: [redacted S.38(1)(b)]
Sent: 17 March 2025 13:16
To: Lynn Smith
Subject: RE: Ministerial Meeting - Dudhope House

Thanks Lynn!

[redacted S.38(1)(b)] (she/her)

Head of Children, Young People and Families Unit

Improving Mental Health and Wellbeing | Scottish Government

3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG|

[redacted S.38(1)(b)]@gov.scot | [redacted S.38(1)(b)]

Wellbeing for wee ones | Parent Club

Aye Feel - Mental Health & Emotional Wellbeing Information | Young Scot

From: Lynn Smith <[redacted S.38(1)(b)]@nhs.scot>
Sent: 17 March 2025 12:41
To: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>; [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@nhs.scot>
Cc: Simon Dunn <[redacted S.38(1)(b)]@nhs.scot>; Sandra MacLeod <[redacted S.38(1)(b)]@nhs.scot>; Nicky Connor <[redacted S.38(1)(b)]@nhs.scot>
Subject: RE: Ministerial Meeting - Dudhope House

Hi [redacted S.38(1)(b)]

Simon Dunn, Executive Nurse Director
Keith Russell, Nurse Director Mental Health & Learning Disabilities
Lynn Smith, Chief Officer Acute Services

Lynn Smith
Chief Officer
Acute Services
NHS Tayside

Personal Assistant:

[redacted S.38(1)(b)] [redacted S.38(1)(b)]Ext. [redacted S.38(1)(b)]
[redacted S.38(1)(b)]@nhs.scot

From: [redacted S.38(1)(b)]@gov.scot
Sent: 17 March 2025 12:39
To: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@nhs.scot>
Cc: Simon Dunn <[redacted S.38(1)(b)]@nhs.scot>; Sandra MacLeod <[redacted S.38(1)(b)]@nhs.scot>; Lynn Smith <[redacted S.38(1)(b)]@nhs.scot>; Nicky Connor <[redacted S.38(1)(b)]@nhs.scot>
Subject: RE: Ministerial Meeting - Dudhope House

Hi all

Sorry to chase, but would you be able to let me know today who else was in attendance from Tayside?

Many thanks

[redacted S.38(1)(b)]
[redacted S.38(1)(b)] (she/her)
Head of Children, Young People and Families Unit
Improving Mental Health and Wellbeing | Scottish Government
3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG|
[redacted S.38(1)(b)]@gov.scot | [redacted S.38(1)(b)]
Wellbeing for wee ones | Parent Club
Aye Feel - Mental Health & Emotional Wellbeing Information | Young Scot

From: [redacted S.38(1)(b)]
Sent: 13 March 2025 17:47
To: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@nhs.scot>
Cc: Simon Dunn <[redacted S.38(1)(b)]@nhs.scot>; Sandra MacLeod <[redacted S.38(1)(b)]@nhs.scot>; Lynn Smith <[redacted S.38(1)(b)]@nhs.scot>; Nicky Connor <[redacted S.38(1)(b)]@nhs.scot>
Subject: RE: Ministerial Meeting - Dudhope House

Hi [redacted S.38(1)(b)] and colleagues

I am just writing up the note from the meeting with Ministers a couple of weeks ago. I know there were several Tayside colleagues in attendance, I got Nicky but I was unsure who else was there as we didn't have time for intros. If you could let me know names and job descriptions, that would be much appreciated.

Many thanks

[redacted S.38(1)(b)]

[redacted S.38(1)(b)] (she/her)

Head of Children, Young People and Families Unit

Improving Mental Health and Wellbeing | Scottish Government

3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG|

[redacted S.38(1)(b)]@gov.scot | [redacted S.38(1)(b)]

Wellbeing for wee ones | Parent Club

Aye Feel - Mental Health & Emotional Wellbeing Information | Young Scot

6 Melville House - Meeting with Cabinet Secretary

From: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@nhs.scot>
Sent: 24 February 2025 12:33
To: [redacted S.38(1)(b)]
Subject: RE: Melville House - Meeting with Cabinet Secretary

Follow Up Flag: Follow up

Hi [redacted S.38(1)(b)]

Noted - that will be fine.

Thanks

[redacted S.38(1)(b)]
[redacted S.38(1)(b)] Executive Assistant to the Chair & Chief Executive
NHS Lothian
Mainpoint
102 Westport
Edinburgh EH3 9DN

Tel: [redacted S.38(1)(b)] (Internal [redacted S.38(1)(b)])
Email: [redacted S.38(1)(b)]@nhs.scot

From: [redacted S.38(1)(b)]@gov.scot <[redacted S.38(1)(b)]@gov.scot>
Sent: 24 February 2025 12:26
To: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@nhs.scot>
Subject: RE: Melville House - Meeting with Cabinet Secretary

To [redacted S.38(1)(b)]

I'm so sorry, but Mr Gray's office have asked if we could revert to the original meeting time of 1530-1600 on Wednesday 26th. I realise Caroline won't make the first 15 mins and that her colleague will attend to cover.

If you could just confirm that's ok, I'd be grateful and really sorry for the chopping and changing.

[Redacted – Information out of Scope]

Many thanks

[redacted S.38(1)(b)]
[redacted S.38(1)(b)] (she/her)
Head of Children, Young People and Families Unit
Improving Mental Health and Wellbeing | Scottish Government
3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG|
[redacted S.38(1)(b)]@gov.scot | [redacted S.38(1)(b)]
Wellbeing for wee ones | Parent Club
Aye Feel - Mental Health & Emotional Wellbeing Information | Young Scot

From: [redacted S.38(1)(b)]< [redacted S.38(1)(b)@nhs.scot]>
Sent: 21 February 2025 15:45
To: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>
Subject: RE: Melville House - Meeting with Cabinet Secretary

Hi [redacted S.38(1)(b)]

That is great – thanks

[redacted S.38(1)(b)]
[redacted S.38(1)(b)] Executive Assistant to the Chair & Chief Executive
NHS Lothian
Mainpoint
102 Westport
Edinburgh EH3 9DN

Tel: [redacted S.38(1)(b)] (Internal [redacted S.38(1)(b)])
Email: [redacted S.38(1)(b)]@nhs.scot

From [redacted S.38(1)(b)]@gov.scot <[redacted S.38(1)(b)]@gov.scot>
Sent: 21 February 2025 15:44
To: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@nhs.scot>
Subject: RE: Melville House - Meeting with Cabinet Secretary

Hi [redacted S.38(1)(b)]

The Cab Sec's office has just come back to me and asked if it would be possible to move the meeting back by 15 mins, so 15:45 to 16:15 on the 26 February?

Hopefully that might work better for Caroline anyway?

Thanks again

[redacted S.38(1)(b)]
[redacted S.38(1)(b)] (she/her)
Head of Children, Young People and Families Unit
Improving Mental Health and Wellbeing | Scottish Government
3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG |
[redacted S.38(1)(b)]@gov.scot [redacted S.38(1)(b)]
Wellbeing for wee ones | Parent Club
Aye Feel - Mental Health & Emotional Wellbeing Information | Young Scot

From: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@nhs.scot>
Sent: 21 February 2025 15:32
To: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>
Subject: RE: Melville House - Meeting with Cabinet Secretary

Hi [redacted S.38(1)(b)]

Due to prior commitments, Caroline will attend this meeting at 3.45pm, in the meantime Tracey Gillies – Executive Medical Director will attend from 3.30pm.

Please advise if this causes a problem.

Regards

[redacted S.38(1)(b)]
[redacted S.38(1)(b)] Executive Assistant to the Chair & Chief Executive
NHS Lothian
Mainpoint
102 Westport
Edinburgh EH3 9DN

Tel: [redacted S.38(1)(b)] (Internal [redacted S.38(1)(b)])
Email: [redacted S.38(1)(b)]@nhs.scot

From: [redacted S.38(1)(b)]@gov.scot <[redacted S.38(1)(b)]@gov.scot>
Sent: 21 February 2025 15:24
To: [redacted S.38(1)(b)] <[redacted S.38(1)(b)]@nhs.scot>
Subject: RE: Melville House - Meeting with Cabinet Secretary

You don't often get email from [redacted S.38(1)(b)]@gov.scot. Learn why this is important

Hi [redacted S.38(1)(b)]

Would you be able to confirm asap if this meeting time is convenient for Caroline?

Many thanks
[redacted S.38(1)(b)]
[redacted S.38(1)(b)] (she/her)
Head of Children, Young People and Families Unit
Improving Mental Health and Wellbeing | Scottish Government
3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG|
[redacted S.38(1)(b)]@gov.scot [redacted S.38(1)(b)]
Wellbeing for wee ones | Parent Club
Aye Feel - Mental Health & Emotional Wellbeing Information | Young Scot

From: [redacted S.38(1)(b)] <[redacted S.38(1)(b)]@gov.scot>
Sent: 20 February 2025 13:28
To: [redacted S.38(1)(b)] <[redacted S.38(1)(b)]@nhs.scot>
Subject: RE: Melville House - Meeting with Cabinet Secretary

Hi [redacted S.38(1)(b)]

Just to confirm, this will be via teams.

Many thanks

[redacted S.38(1)(b)]

[redacted S.38(1)(b)] (she/her)

Head of Children, Young People and Families Unit

Improving Mental Health and Wellbeing | Scottish Government

3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG|

[redacted S.38(1)(b)]@gov.scot | [redacted S.38(1)(b)]

Wellbeing for wee ones | Parent Club

Aye Feel - Mental Health & Emotional Wellbeing Information | Young Scot

From: [redacted S.38(1)(b)] <[redacted S.38(1)(b)]@nhs.scot>

Sent: 20 February 2025 12:35

To: [redacted S.38(1)(b)] <[redacted S.38(1)(b)]@gov.scot>

Subject: RE: Melville House - Meeting with Cabinet Secretary

[redacted S.38(1)(b)]

Is this meeting in person or Teams?

Regards

[redacted S.38(1)(b)]

[redacted S.38(1)(b)] Executive Assistant to the Chair & Chief Executive

NHS Lothian

Mainpoint

102 Westport

Edinburgh EH3 9DN

Tel: [redacted S.38(1)(b)] (Internal [redacted S.38(1)(b)])

Email: [redacted S.38(1)(b)]@nhs.scot

From: [redacted S.38(1)(b)]@gov.scot <[redacted S.38(1)(b)]@gov.scot>

Sent: 20 February 2025 12:24

To: Hiscox, Caroline <[redacted S.38(1)(b)]@nhs.scot>

Cc: [redacted S.38(1)(b)] <[redacted S.38(1)(b)]@gov.scot>; [redacted S.38(1)(b)] <

[redacted S.38(1)(b)]@gov.scot>; Angela.Davidson

<Angela.Davidson@gov.scot>; DirectorofMentalHealth

<DirectorofMentalHealth@gov.scot>; [redacted S.38(1)(b)] < [redacted

S.38(1)(b)]@gov.scot>; [redacted S.38(1)(b)] < [redacted S.38(1)(b)]@gov.scot>;

[redacted S.38(1)(b)] < [redacted S.38(1)(b)]@gov.scot>; [redacted S.38(1)(b)] <

[redacted S.38(1)(b)]@nhs.scot>; [redacted S.38(1)(b)] < [redacted

S.38(1)(b)]@nhs.scot>

Subject: Melville House - Meeting with Cabinet Secretary

You don't often get email from [redacted S.38(1)(b)]@gov.scot. Learn why this is important

Dear Caroline

Further to previous correspondence regarding the BBC Disclosure programme focusing on Skye House, the Cabinet Secretary for Health and Social Care, and the Minister for Social Care, Mental Wellbeing and Sport, would like to invite you to meet from 15:30 – 16:00 on Wednesday 26th February, along with NHS Tayside and NHS Greater Glasgow and Clyde. Given pressures on Ministers' diaries, I would be very grateful if you could prioritise this meeting in your schedule.

Please let me know as soon as possible if this would be convenient.

Kind regards
[redacted S.38(1)(b)]

[redacted S.38(1)(b)] (she/her)
Head of Children, Young People and Families Unit
Improving Mental Health and Wellbeing | Scottish Government
3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG|
[redacted S.38(1)(b)]@gov.scot | [redacted S.38(1)(b)]
Wellbeing for wee ones | Parent Club
Aye Feel - Mental Health & Emotional Wellbeing Information | Young Scot

6.1 Melville House - Meeting with Cabinet Secretary – Additional Emails

From: [redacted S.38(1)(b)]
Sent: 24 February 2025 13:13
To: [redacted S.38(1)(b)]
Subject: RE: Melville House - Meeting with Cabinet Secretary

Hi [redacted S.38(1)(b)]
No apparently the minister's offices don't send teams invites out externally now, so it's just a case of joining the link I shared.

Thanks again
[redacted S.38(1)(b)]
[redacted S.38(1)(b)] (she/her)
Head of Children, Young People and Families Unit
Improving Mental Health and Wellbeing | Scottish Government
3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG|
[redacted S.38(1)(b)]@gov.scot | [redacted S.38(1)(b)]
Wellbeing for wee ones | Parent Club
Aye Feel - Mental Health & Emotional Wellbeing Information | Young Scot

From: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@nhs.scot>
Sent: 24 February 2025 12:59
To: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>
Subject: RE: Melville House - Meeting with Cabinet Secretary

Hi [redacted S.38(1)(b)]

Will you be sending a diary invite?

Thanks

[redacted S.38(1)(b)]
Executive Assistant to the Chair & Chief Executive
NHS Lothian
Mainpoint
102 Westport
Edinburgh EH3 9DN

Tel: [redacted S.38(1)(b)] (Internal [redacted S.38(1)(b)])
Email: [redacted S.38(1)(b)]@nhs.scot

6.2 Melville House - Meeting with Cabinet Secretary – Additional emails

From: [redacted S.38(1)(b)]
Sent: 21 February 2025 15:50
To: [redacted S.38(1)(b)]
Subject: RE: Melville House - Meeting with Cabinet Secretary

Thanks [redacted S.38(1)(b)]

[redacted S.38(1)(b)] (she/her)
Head of Children, Young People and Families Unit
Improving Mental Health and Wellbeing | Scottish Government
3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG|
[redacted S.38(1)(b)]@gov.scot | [redacted S.38(1)(b)]
Wellbeing for wee ones | Parent Club
Aye Feel - Mental Health & Emotional Wellbeing Information | Young Scot

From: [redacted S.38(1)(b)]<[redacted S.38(1)(b)]@nhs.scot>
Sent: 21 February 2025 15:45
To: [redacted S.38(1)(b)]<[redacted S.38(1)(b)]@gov.scot>
Subject: RE: Melville House - Meeting with Cabinet Secretary

Hi [redacted S.38(1)(b)]

That is great – thanks

[redacted S.38(1)(b)]
[redacted S.38(1)(b)]
Executive Assistant to the Chair & Chief Executive
NHS Lothian
Mainpoint
102 Westport
Edinburgh EH3 9DN

Tel: [redacted S.38(1)(b)] (Internal [redacted S.38(1)(b)])
Email: [redacted S.38(1)(b)]@nhs.scot

6.3 Melville House - Meeting with Cabinet Secretary – additional emails

From: [redacted S.38(1)(b)]
Sent: 20 February 2025 12:37
To: [redacted S.38(1)(b)]
Subject: RE: Melville House - Meeting with Cabinet Secretary

Hi [redacted S.38(1)(b)]
I am assuming on Teams, let me double check.

Thanks
[redacted S.38(1)(b)]
[redacted S.38(1)(b)] (she/her)
Head of Children, Young People and Families Unit
Improving Mental Health and Wellbeing | Scottish Government
3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG |
[redacted S.38(1)(b)]@gov.scot | [redacted S.38(1)(b)]
Wellbeing for wee ones | Parent Club
Aye Feel - Mental Health & Emotional Wellbeing Information | Young Scot

From: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@nhs.scot>
Sent: 20 February 2025 12:35
To: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>
Subject: RE: Melville House - Meeting with Cabinet Secretary

[redacted S.38(1)(b)]
Is this meeting in person or Teams?

Regards

[redacted S.38(1)(b)]

[redacted S.38(1)(b)]Executive Assistant to the Chair & Chief Executive
NHS Lothian
Mainpoint
102 Westport
Edinburgh EH3 9DN

Tel: [redacted S.38(1)(b)] (Internal [redacted S.38(1)(b)])
Email: [redacted S.38(1)(b)]@nhs.scot

7. Briefing to SCS

From: [redacted S.38(1)(b)]
Sent: 25 February 2025 13:59
To: Angela Davidson
Cc: [redacted S.38(1)(b)]
Subject: Skye House brief for Chief Exec meeting - 26 Feb 2025

Importance: High

Hi Angela, hope you're well!

We're going to send off the brief to Cab Sec and the Minister COP today for their meeting with the 3 Chief Execs tomorrow.

I've copied below the suggested points to raise below, would there be anything else you think is worth adding? I'll send this onto [redacted S.38(1)(b)], [redacted S.38(1)(b)] and [redacted S.38(1)(b)] too, to see if they have anything to feed in:

- Acknowledgement that adolescent inpatient units are caring for young people with complex and sometimes challenging presentations and that staff are often dealing with difficult situations and required to take hard decisions that may be lifesaving.

- * We all agree that the experiences described in the programme are unacceptable and cannot happen again.

- * We would like to seek assurance from Boards that not only is the care and treatment in each inpatient unit being carried out to the standards expected, but also that robust governance is in place to ensure that this will be the case going forward.

- * In particular, staff culture and training – can you provide assurances that staff are appropriately qualified and trained and also supported to do this difficult job?

- * How do you address Mental Welfare Commission recommendations?

Thanks in advance

[redacted S.38(1)(b)]

7.1 Briefing to Professional Advisors

From: [redacted S.38(1)(b)]
Sent: 25 February 2025 15:53
To: [redacted S.38(1)(b)]; [redacted S.38(1)(b)]; [redacted S.38(1)(b)]
Cc: [redacted S.38(1)(b)]
Subject: RE: Skye House brief for Chief Exec meeting - 26 Feb 2025

Thanks all, will add amendments in!

[redacted S.38(1)(b)]

From: [redacted S.38(1)(b)] <[redacted S.38(1)(b)]@gov.scot>

Sent: 25 February 2025 15:18

To: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>; [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>; [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>

Cc: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>

Subject: RE: Skye House brief for Chief Exec meeting - 26 Feb 2025

Hi [redacted S.38(1)(b)]

I've added a little more to S.38(1)(b)] helpful additions in red

[redacted S.38(1)(b)]

[redacted S.38(1)(b)] Associate Chief Nursing Officer

Scottish Government 6th Floor | 5 Atlantic Quay | Glasgow | G2 8LU

[redacted S.38(1)(b)]@gov.scot | m [redacted S.38(1)(b)]

Find out more about the Scottish Mental Health Nursing Review Mental health nursing: review - gov.scot (www.gov.scot)

From: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>

Sent: 25 February 2025 14:12

To: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>; [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>; [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>

Cc: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>

Subject: RE: Skye House brief for Chief Exec meeting - 26 Feb 2025

Thanks [redacted S.38(1)(b)] – some suggestions below:

Best Wishes

[redacted S.38(1)(b)] (He/Him)

Professional Adviser | Mental Health Directorate

Scottish Government

3ER | St Andrew's House | Regent Road | Edinburgh | EH1 3DG

?: [redacted S.38(1)(b)]@gov.scot | ?: w [redacted S.38(1)(b)]m [redacted S.38(1)(b)]

??Please consider the environment before printing this e-mai

From: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>

Sent: 25 February 2025 14:02

To: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>; [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>; [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>

Cc: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>

Subject: Skye House brief for Chief Exec meeting - 26 Feb 2025

Importance: High

Hi all, hope you're well!

Cab Sec and the Minister are meeting with Lothian, GGC and Tayside Chief Execs

tomorrow, and the brief is due 5pm today.

I've copied our suggested points to raise below, would there be anything else you think is worth adding? If so, if you're able to get back to me before 5, that'd be greatly appreciated.

[Redacted - s30(b)(ii)]

Thanks in advance

[redacted S.38(1)(b)]

[redacted S.38(1)(b)]Regional CAMHS, Perinatal and Infant Mental Health and Eating Disorders Policy Team | Scottish Government

7.2 Briefing to SCS

From: Angela Davidson <Angela.Davidson@gov.scot>
Sent: 25 February 2025 14:31
To: [redacted S.38(1)(b)] <[redacted S.38(1)(b)]@gov.scot>
Cc: [redacted S.38(1)(b)] <[redacted S.38(1)(b)]@gov.scot>
Subject: RE: Skye House brief for Chief Exec meeting - 26 Feb 2025

Lovely to have you back [redacted S.38(1)(b)]. I imagine we need some opening remarks and then specific questions, so I'd maybe suggest dividing it up as follows:

Opening remarks:

- * Appreciate that adolescent inpatient units are caring for young people with complex and sometimes challenging presentations.
- * Also understand that staff are often dealing with difficult situations and required to take hard decisions that may be lifesaving.
- * However, we all agree that the experiences described in the programme are unacceptable and cannot happen again.
- * Our most vulnerable young people deserve the highest level of mental health care
- * The leadership given by your Boards is absolutely central to this.
- * Need your assurance that not only is the case and treatment in each inpatient unit being carried out to the standards expected, but also that robust governance is in place to ensure that this will be a key focus going forward.
- * Those will be issues which HIS and the Mental Welfare Commission will explore when they undertake the forthcoming visits to your adolescent and child mental health inpatient units. I am grateful for your cooperation with those visits.
- * Today gives us the opportunity to hear directly from you about how you are ensuring that the kind of poor care and treatment highlighted by the young people on the Disclosure programme isn't being repeated.

Questions to prompt discussion:

[Redacted 30(b)(ii)]

Thanks, Angela

From: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>
Sent: 25 February 2025 13:59
To: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>
Cc: [redacted S.38(1)(b)]< [redacted S.38(1)(b)]@gov.scot>
Subject: Skye House brief for Chief Exec meeting - 26 Feb 2025
Importance: High

Hi Angela, hope you're well!

We're going to send off the brief to Cab Sec and the Minister COP today for their meeting with the 3 Chief Execs tomorrow.

I've copied below the suggested points to raise below, would there be anything else you think is worth adding? I'll send this onto [redacted S.38(1)(b)], [redacted S.38(1)(b)] and [redacted S.38(1)(b)] too, to see if they have anything to feed in:

- * Acknowledgement that adolescent inpatient units are caring for young people with complex and sometimes challenging presentations and that staff are often dealing with difficult situations and required to take hard decisions that may be lifesaving.
- * We all agree that the experiences described in the programme are unacceptable and cannot happen again.
- * We would like to seek assurance from Boards that not only is the care and treatment in each inpatient unit being carried out to the standards expected, but also that robust governance is in place to ensure that this will be the case going forward.
- * In particular, staff culture and training – can you provide assurances that staff are appropriately qualified and trained and also supported to do this difficult job?
- * How do you address Mental Welfare Commission recommendations?

Thanks in advance

[redacted S.38(1)(b)]