



**ANGUS HEALTH AND SOCIAL CARE  
INTEGRATION JOINT BOARD – 26 FEBRUARY 2020  
INQUIRY INTO MENTAL HEALTH SERVICES IN TAYSIDE  
REPORT BY GAIL SMITH, INTERIM CHIEF OFFICER**

**ABSTRACT**

This report is to update Integration Joint Board (IJB) members on Trust and Respect, the Independent Inquiry Report into Mental Health Services in Tayside by Dr David Strang. It lists the collaborative approach that will be taken to address the recommendations and deliver improvements.

This report builds on a number of previous relevant papers to the IJB including Angus Mental Health Services Strategic Priorities October 2019 Ref IJB 63/19, Angus Alcohol And Drug Partnership Progress Report October 2019 Ref IJB 62/19, and Tayside Mental Health and Learning Disability Transformation Update August 2019 Ref IJB 56/19.

**1. RECOMMENDATIONS**

It is recommended that the Integration Joint Board:-

- (i) Notes the content of this report.
- (ii) Note the intention to develop a comprehensive Action Plan in response to the 51 recommendations contained in the Inquiry Report.
- (iii) requests the Chief Officer to bring back an update in 6 months on the progress against the recommendations of the report.

**2. BACKGROUND**

Following widespread concerns raised in the Scottish Parliament in May 2018 about the provision of inpatient mental health services in Tayside, NHS Tayside commissioned an Independent Inquiry to examine the accessibility, safety, quality and standards of care provided by all mental health services in Tayside.

In July 2018, Dr David Strang was appointed as Chair of the Independent Inquiry and the following Terms of Reference were agreed:-

*To inquire into the accessibility, safety, quality and standards of care provided by all Mental Health Services in Tayside, report on the findings and make recommendations for improvement.*

*The scope of the Independent Inquiry will incorporate a review of end-to-end service pathways covering all mental health services delivered to Adults, and also those delivered as part of the Child & Adolescent Mental Health Services (CAMHS).*

*The Inquiry will focus on inpatient, outpatient and community mental healthcare, extending to third sector agencies primary care and community services as appropriate.*

Following the interim report and the recognised need for an end-to-end mental health strategy for Tayside, the three HSCP Chief Officers, NHS Tayside's Chief Executive and the Mental Health Extended Leadership Team agreed the formation of a multi-agency Tayside Mental Health Alliance. The Alliance has agreed the following vision and ambitions:

- **Our Vision for Mental Health Services is:**

That the people of Tayside will have positive wellbeing and a good quality of life to help prevent mental health problems occurring; and that those with mental ill health will get the respect, support, treatment and care they require to recover, without fear of discrimination or stigma.

- **Our Ambitions**

Support and improve the mental health and wellbeing of people to maximise their independence and health providing the right support at the right time.

Embed multi-disciplinary team working at the heart of 'seamless' care pathways and provide support for people

Ensure models of care and services are high-quality, safe, person-centred, affordable and sustainable.

Relevant recommendations will be reported through the Transforming Tayside Governance structure by the Tayside Mental Health Alliance.

Locally, the Angus Mental Health and Wellbeing Network was formed in late 2018 to set the strategic direction for mental health, wellbeing and suicide prevention across the whole age range.

The overarching vision for Angus will be to support:

- All agencies to work together to promote prevention and early intervention opportunities and activities,
- Service improvements
- Effective links with other strategic planning groups.

The aim of this approach is to achieve the best outcome possible for the citizens of Angus in relation to all aspects of mental health and wellbeing, specifically including suicide prevention.

The work of Network has the National Mental Health Strategy 2017 – 2027 and the National Suicide Prevention Action Plan August 2018 as its underpinning documents.

### **3. CURRENT POSITION**

Trust and Respect is highly critical of a number of aspects of the governance, leadership, design and delivery of mental health services across Tayside. The report presents a set of challenging recommendations for improvement and the deficiencies it identifies, along with its assertions about a breakdown in trust and respect. The report highlights the need to rebuild '*Trust and Respect*' across mental health services, citing a number of areas where it found evidence of a breakdown in trust and of people not feeling valued, listened to or respected.

The Report identifies five cross cutting themes and makes 51 recommendations linked to these themes:

1. Governance and Leadership (12 recommendations)
2. Crisis and Community Mental Health Services (10 recommendations)
3. Inpatient Services (10 recommendations)
4. Child and Adolescent Mental Health Services (9 recommendations)
5. Staff (10 recommendations)

Angus Health and Social Care Partnership (HSCP) welcome Trust and Respect, which reinforces our current strategic priorities, recent transformational changes and identifies areas that require urgent attention. The HSCP also acknowledges that the report notes evidence of 'silo thinking' and this report must provide a catalyst to the development of a wider strategic plan to address significant workforce risks where a pan Tayside approach is essential.

The full report is appendix one and can be accessed on the following link:

<https://independentinquiry.org/final-report-of-the-independent-inquiry-into-mental-health-services-in-tayside/>

Angus HSCP are currently working at a regional and local level to progress the recommendations in the Report in partnership with NHS Tayside and the other two Tayside HSCPs.

In addition, the Scottish Government has announced that additional measures will be put in place to support Tayside's mental health services. This will comprise; specialist advisors who will provide peer support; assessment of clinical services by the Royal College of Psychiatrists; with Healthcare Improvement Scotland inspecting community mental health services. The Scottish Government has indicated that this will extend to communications expertise, organisational development and programme management support. Further, the Scottish Government will continue to seek assurance of the quality of mental health services through the Tayside Oversight Group that was set up last year, under their enhanced monitoring arrangements. This will give particular attention to the level of engagement and the effectiveness of partnership working in Tayside, taking into account the responsibilities of the three IJBs, as well as the local authorities and Police Scotland.

The Tayside Mental Health Alliance links with the three HSCP through its senior managers. Work linked to some of the 51 recommendations contained within Trust and Respect are already well progressed under the leadership of the Alliance for example consideration of a Distressed Brief Intervention Model for Tayside.

Current Alliance priorities are being progressed in four design groups:

- i. Workforce
- ii. Emotionally Unstable Personality Disorder (EUPD) Pathway
- iii. Community Mental Health and Crisis Care & Home Treatment
- iv. Learning Disability Service Redesign

Engaging people with lived experience is a key theme of Trust and Respect. Angus have for many years, commissioned a third sector organisation to represent the views and experiences of people who have mental health problems. It is for and led by people who have personal experience of accessing mental health services. In addition the Local Improvement Groups have taken the initiative to promote mental health and wellbeing e.g. the funding of people with lived experience being paid to provide services in all our local GP practices. These organisations will be key stakeholders for engagement as we continue to improve.

Angus is in early discussions with NHS Health Scotland and are considering being an early adopter for a Whole Systems Approach to Scotland's Public Health Priorities. This approach explores the fundamental causes of poor mental health and how mental health services are only one small part of the picture. The HSCP continue to develop strong links with the Angus Community Planning Partnership where reducing child poverty, which can be both a causal factor and a consequence of mental ill-health and improving mental health and wellbeing are priorities.

Trust and Respect notes the many committed staff working across the mental health system who deliver positive outcomes for patients. It also contains examples of recent initiatives and improvements including the COSLA award for the Angus Drug and Alcohol Team.

On the day Trust and Respect was published, the Head of Mental Health Services met with approximately 40 Angus staff working in the service. During these meetings staff shared their

reflections, made a number of suggestions for improvement and areas where they required help. Similar meetings are planned for a number of other stakeholder groups.

The IJB can be assured that the HSCP recognises the breakdown of trust with some of its staff and the people who use our services. The HSCP accepts the recommendations of what needs to change, and how we need to communicate more effectively between our organisations, partners, staff, patients, families, carers and communities.

#### **4. FINANCIAL IMPLICATIONS**

There are no financial implications arising directly from this report. However there will be requirement to review how we currently fund services delivered directly by the HSCP and those commissioned on our behalf as our Tayside and Angus implementation plans are developed.

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#### **APPENDICES**

- Appendix: 1      The Final Report of the Independent Inquiry into Mental Health Services in Tayside February 2020**
- Appendix: 2      Extract from NHS Tayside's new Mental Health web page.**

# Appendix Two

## Angus Health and Social Care Partnership

The key improvements in Angus Health and Social Care Partnership are:

- Roll out of Health and Wellbeing Workers in every GP Practice to deliver Early Intervention and promote self-management
- Establishment of an Adverse Event Management Process (With Standard Operating Procedures) to oversee all Red and Amber events - direct link between Adverse Event investigation outcomes and on-going improvement plans and associated governance and Improving family involvement in review process
- Progressing Mental Health and Substance Misuse Co-Morbidity Pathway
- Appointment of two Advanced Nurse Practitioners to support primary care
- Appointment of two Senior Social Work Practitioners
- Merged three Community Mental Health Teams into two, North and South Angus Community Mental Health Teams, reducing workforce challenges and promoting standard approaches
- Suicide Prevention – we have commissioned two third sector providers to support people with a non-medicalised approach to suicide and support people bereaved by suicide
- Community Mental Health Services/Child and Adolescent Mental Health Service Interface – we have successfully piloted the Community Mental Health Services/Child and Adolescent Mental Health Service transition interface. This will be rolled out in 2020 across Dundee and Perth and Kinross
- Established a Mental Health and Wellbeing Network which comprises of statutory, third sector and people with lived experience representatives. They act as a strategic planning group and information exchange
- Approval for developing seven-day home treatment. Resources were transferred in 2019, with services going live in 2020 following staff appointments and induction and training