



ANGUS HEALTH AND SOCIAL CARE
INTEGRATION JOINT BOARD – 25 AUGUST 2021
ANGUS MENTAL HEALTH AND WELLBEING UPDATE
GAIL SMITH, CHIEF OFFICER

ABSTRACT

The purpose of this report is to provide Angus Integration Joint Board with an update in relation to Mental Health provision in Angus.

1. RECOMMENDATIONS

It is recommended that the Integration Joint Board:-

- (i) Notes progress to date.
- (ii) Requests implementation plan to be brought back to Angus IJB in October 2021.
- (iii) Notes the risks detailed in the report.
- (iv) Notes the financial framework to support Living Life Well Strategy remains outstanding.

2. BACKGROUND

Since the formation of Angus Health and Social Care Partnership (AHSCP), local mental health services have made a significant shift to planning, providing and supporting wellbeing services and initiatives to compliment secondary care treatment and protection services. This is essential in order to build community resilience, promote early intervention, self-management, empower local populations to recognise and support individual or groups with health and wellbeing needs and to break down barriers and challenge stigma.

The Angus Mental Health and Wellbeing Network (AMHWN) was established in 2019, and comprises of statutory and third sector providers, service users and carer representatives from the whole mental health spectrum, including children, adult and older people. Its vision for Angus is to support:

- All agencies working together to promote prevention and early intervention opportunities and activities.
- Service improvements.
- Effective links with other strategic planning groups including the Angus HSCP Strategic Planning Group and the Tayside Mental Health and Wellbeing Strategy Board.

The aim of the Network is to achieve the best outcome possible for the citizens of Angus in relation to all aspects of mental health and wellbeing, including suicide prevention. An example of the Networks success to date has been co-ordinating financial support to third sector organisations to increase their capacity as a consequence of COVID-19.

Work has continued through the AMHWN to progress local developments to meet the needs of the Angus population as well as ensure critical links are maintained across the whole system to support the delivery of Listen, Learn, Change (LLC) following the publication of the report.

3. CURRENT POSITION

Within Angus a number of areas of work have progressed to enhance the service provided and the service continues to work in partnership with all key stakeholders including service users and carers to inform the developments. The Head of Community and Health Care Services and the Service Leader continue to participate in the Tayside Integrated Leadership Group and link with the emerging work coming out of 'Living Life Well'(LLW).

A number of areas that have progressed are detailed below.

Workforce

We are currently recruiting to the Integrated Mental Health management team and are appointing a **Development Officer** post funded from Action 15 to support the Service Leader to focus exclusively on Mental Health and Wellbeing, to advance the development of our local Angus Community Mental Health and Wellbeing Implementation plan.

The IJB are funding and recruiting a **GP Mental Health Lead** to focus on mental health service developments and establish stronger links between GP practices and Mental Health services, in the context of the 'Living Life Well' strategy.

Mental Health and wellbeing peer workers in GP Practices; this has now been extended to support 11-16 year olds attending secondary school. Contract will commence end of August to support recruitment, training, induction. This is being funded by the Scottish Government Children and Young People mental health and wellbeing funding applied for through Angus Council Children's Services.

We have **Social Prescribers** to support people, including those with mental health issues to access community-based supports across Angus and this is funded from the Primary Care Improvement Fund. Alongside this, funding is provided by ANGUS HSCP to the spiritual care listening service from Action 15, to offer additional support in Angus.

We are advancing plans to increase **Advanced Nurse Practitioners** to relieve Psychiatrists of tasks and activities that nurses can carry out in this new role. There are currently two trainee mental health ANPs in Angus who are due to complete training this summer. This makes best use of that finite resource, while creating career opportunities in nursing. The IJB has requested a summary of the resource implications of this change locally and across Tayside.

We have recruited a **Lead Pharmacist funded from Action 15**, to develop the role of mental health pharmacy in Angus and to ensure that the most appropriate professional is available to meet mental health needs in the community. We have also increased the number of social work and nursing posts to meet increasing demand.

Angus Community Mental Health and Wellbeing Implementation Plan

While progress has been impacted on by the pandemic, we are currently developing our local Community Mental Health Implementation Plan. This is being supported by the Angus Mental Health and Wellbeing Network with a wide range of stakeholders from partner organisations, the third sector, and people with lived experience and is expected to go to the IJB meeting in October 21 with publication thereafter.

The implementation plan will include key essential service developments which will significantly enhance mental health support to people in Angus and which support the delivery of the IJB's strategic objectives:

- Implementation of the Advanced Nurse Practitioner model **
- Implementation of Distress Brief Interventions **
- Crisis Hub - ensuring access to services is available when people need it **
- Increase suicide awareness and prevention resource

- Extension of the Community Mental Health Team (CMHT) to 7 days
- Co-morbidity pathway
- Enhanced Community Support Model

This implementation plan will align local developments to the 'Living Life Well' strategy, taking account of local demography, geography, needs, services and the IJB's strategic priorities. It will inevitably also consider the experience and impact of the pandemic. Our local Community Mental Health Implementation Plan will come with a clear financial framework, looking at making best use of existing resources and any new funding coming from the Scottish Government.

** Updates on progress are detailed below

Angus HSCP have representation on the following LLC to support whole system improvement

- LLW Programme Board
- Suicide prevention (Angus IMH Service Lead is Deputy Chair)
- Crisis and Urgent Care
- Specialist community mental health redesign
- Primary care and mental health (currently on hold)
- Multidisciplinary working across mental health
- Workforce
- Complex cases and Advanced Care Planning (ACP)
- Mental health whole system remobilisation
- Mental Health Quality Indicators, TrakCare optimisation and data processing
- Integrated Leadership Team
- LLC Steering group

Service Developments

- The 7-day Community Mental Health service supports early supported discharge as well as prevention of admission and takes referrals from home treatment team and crisis response, in patients as well as seeing patients currently on the Community Mental Health Team (CMHT) caseload over the weekend if required. This service commenced in the north localities on the 17th April 2021 and the service is on track for extending the roll out to the South from 27 September 2021, an implementation plan is in place to support. The 7-day service has worked well in the north to date with positive feedback.
- Links Enhanced Community Support (ECS) project – Commenced in Montrose to improve access and joint working, with Mental Health, Angus Integrated Drugs and Alcohol Recovery Service (AIDARS), peer support and psychology co-located and joint screening referrals in primary care. Evaluation is currently being undertaken and staff and service user surveys being developed. Work is underway to agree roll out of this across Angus and link it with the ECS model that is already in place to support from a physical health perspective (including older people). AHSCP will work with the planning team to agree an implementation plan and it is anticipated this will be funded from reconfiguring existing resources.
- Distress Brief Interventions (DBI) – AHSCP have worked with Dundee and Perth HSCP to progress, the specification has been agreed. Dundee are leading the procurement process and indicative timescale for commencing for October / November 2021.
- Urgent and crisis care – Tayside LLC agreed preferred model includes a 24/7 locality hub. Tayside Crisis and Urgent care meetings have recommenced to plan delivery/financing of preferred model in line with population needs of Angus. This work will link with the 7-day service, ECS and the peer workers in GP Practices, DBI as well as the national Redesign of Urgent Care and Interface Care work that has commenced. The GP lead for Mental Health will also have a key role to play in this work.
- A mental health and substance services co-morbidity pathway has been developed and is being rolled out, informed by a staff survey and consultation process, feedback from Service Users and Carers, and mapping of current pathways.

Action 15 Update

Quarterly reports are completed and submitted to Scottish Government in relation to progress with Action 15. Angus have a target of employing an additional 17.2 Whole Time Equivalent (WTE) mental health and wellbeing staff members by 2021/22. The service has exceeded the target and is on track to employ 20.7 WTE of additional staff in statutory and third sector services across a range of roles by the end of 2021/22.

The mental health and wellbeing peer workers who are funded through Action 15 and the Primary Care Improvement Fund have been in post for over a year now and feedback from staff and service users is very positive. This has led to the extension of the peer service to 11 - 16 years olds in secondary care education as a new test of change, funded by Scottish Government.

Progress against Healthcare Improvement Scotland (HIS) Improvement Plan

Healthcare Improvement Scotland (HIS) carried out a review of Tayside Mental Health Services from January to March 2020 and made 15 recommendations for improvement. Currently, 7 of these recommendations are complete and 8 are partially complete.

Recommendations still to be completed include improving access, audit, information systems, governance, risk recording and management, consistency of performance reviews across Tayside, and measuring quality.

In Angus we have taken forward a number of actions which relate to these recommendations, such as the Enhanced Community Support Project to improve access, improved reporting at The Mental Health Clinical Care and Professional Governance Group (CCPG) with a new data dashboard being developed, and current discussions are underway to improve the interface between AHSCP CCPG meetings and Tayside wide Quality Performance and Review meetings.

Listen Learn Change Action Plan

An update report on progress with Listen Learn Change Action Plan was presented to Tayside NHS Board in June 2021 Report ([Item 8.1 BOARD49/2021](#)). The Overview sets out a realistic and evidenced status report of what teams and services have achieved against the 51 Recommendations since the publication of the Listen Learn Change Action Plan in August 2020, and what the next steps are to build on and strengthen the progress made so far.

Of the 51 recommendations

- 35 are complete
- 14 are ongoing
- 2 are actions for Scottish Government

Trust and Respect Progress Report 2021

Dr David Strang has been carrying out a review of the progress made in mental health services in Tayside since the publication of the Independent Inquiry report Trust and Respect in February 2020.

Dr Strang's [Trust and Respect Progress Report](#) was published on the 14th July 2021. The report notes positive changes in progress and improvements.

Key Findings include:-

- Tayside responded positively to the Trust and Respect report , establishing an early foundation for developing a new approach to delivering mental health services in Tayside
- There remains a long way to go to deliver on the improvements that are required
- Questions have been raised about the level of confidence in the accuracy of the reported progress against Tayside's Listen, Learn Change Action Plan
- Some key relationships remain problematic and unresolved. There is scope for building respectful relationships which are necessary for the delivery of effective Mental Health Services

Five actions were also identified to implement the recommendations of Trust and Respect.

1. Recommendation 5 must be revisited urgently to resolve the relational issues which still exist in Tayside.
2. The response to all recommendations should be subject to some form of independent scrutiny to assess more accurately the progress that has been made. This would result in a more realistic assessment of the rate of progress that has been made and how much remains to be implemented.
3. An implementation plan is urgently needed for Living Life Well Strategy.
4. Ongoing oversight of Tayside's response to the recommendations should be provided by the Scottish Governments Quality and Safety Board for Mental Health Services.
5. Senior leaders should engage meaningfully with staff, patients, families and carers in the development of future plans.

Despite the uncertainties and daily challenges for health and social care over the course of the COVID-19 pandemic, mental health staff across the whole system have worked together to ensure improvement of mental health and learning disabilities services across Tayside. Mental health and services across Tayside remain a top priority for the Board of NHS Tayside and Angus Health and Social Care Partnership and we are committed to building a listening, learning and changing culture with our staff and supporting services to deliver sustainable and world-class services.

4. FINANCIAL IMPLICATIONS

Tayside Mental Health Strategic Financial Plan

The Finance teams across NHS Tayside and the IJBs are starting to progress work with Mental Health (MH) operational leads to develop high level strategic financial plans for MH services. These plans will be expected to provide a high-level description of current financial resources in the system, describe current commitments and **to map out further potential investment priorities identified to deliver the MH Strategy**. The plans would be expected to describe any shift of resources within the system. They will also note financial deficits in the system and highlight the need to address as part of the MH strategy.

In Patient Mental Health Services Financial Position

After much discussion NHS Tayside and IJB's agreed a year end accounting treatment for services operationally managed by NHS Tayside but still strategically overseen by the IJBs in Tayside. This agreement may need revisited in 2021/22 and that may expose the IJB to different financial risks to those it was exposed to in 2020/21 (possibly risks more similar to those the IJB was exposed to prior to 2020/21). This will be the subject of further debate in finance networks and future agreement of the IJB – noting these new risks may be beyond those previously captured in the IJB's Strategic Financial Plan.

Angus Mental Health Financial Plans

As is noted throughout this report a number of local developments have financial implications. Funding streams are evolving and individual developments are being supported by specific local financial plans reliant, generally on existing local funding or funds provided nationally (e.g. Action 15).

5. RISK

- Decision regarding in patient Mental Health facility remains outstanding
 - **Seaton Grove**
Plans were progressing to develop a specialist mental health wing in Seaton Grove Care Home, to provide 24-hour care provision for adults with a severe and enduring mental health disorder with co-occurring physical health needs.
Plans were very well developed however COVID-19 delayed construction, and in the intervening time period the care home market changed, and there were a number of vacant beds across Angus. In light of these vacancies, the IJB approved the publication of a Prior Indicative Notice (PIN) on Public Contracts Scotland (PCS) on 1st June 2021, to ascertain interest in delivering mental health

beds in the private residential care home market. Further work is now being carried out to explore the notes of interest arising from the PIN.

- **Mulberry Unit**
NHS Tayside are continuing to progress the options appraisal for Mental Health inpatients and a decision is awaited from the Mental Health Strategic Leadership Group.
- **Multiple recording systems and duplicated reporting**
CMHT have a number of required IT systems - EMIS, CF6/ Eclipse, TrakCare, Clinical Portal etc that staff have to complete to ensure appropriate information is listed. Risks remain around having clear information guidance in respect to integrated partnership working.

There is a Tayside Standard Operating Procedure for the management of Strategic Risks for Mental Health and Learning Disabilities. Strategic Risk across Tayside Mental Health Services is underpinned by 8 agreed System Wide Service Risks which are monitored and managed in each service. Ligature Anchor points do not feature on the CMHT risk register as this is related to inpatient services only, it is included for Psychiatry of Old Age (POA) service risks.

Risk Register	Inherent Risk Exposure	Current Risk Score
Environment and Infrastructure		
Mental Health Strategy		
Pathways of care		
Prescribing		
Stakeholder and Partnership engagement		
Workforce		
Doctors in training	TBC	

Workforce risk relates to the number of current vacancies due to retiral and staff changes. Currently there are only 2.1 WTE of 4.1 WTE of Consultant Psychiatrists. A number of social work vacancies were recently filled and staff are in post. A number of nursing vacancies are being recruited to and staff will be in post by October 21. We have been unable to fill an Allied Health Professions (AHP) vacancy.

We are developing third sector support, and other posts such as Advance Nurse Prescribers, and a Senior Practitioner in Social Work and Lead Pharmacist to support us to effectively and sustainably meet mental health and wellbeing need in the community and provide best value.

6. EQUALITY IMPACT ASSESSMENT

An Equality Impact Assessment is required and is included in Appendix 1.

7. DIRECTIONS

The Integration Joint Board requires a mechanism to action its strategic commissioning plans and this is provided for in Section 26 to 28 of the Public Bodies (Joint Working) (Scotland) Act 2014. This mechanism takes the form of binding directions from the Integration Joint Board to one or both of Angus Council and NHS Tayside.

Direction Required to Angus Council, NHS Tayside or Both	Direction to:	
	No Direction Required	X
	Angus Council	
	NHS Tayside	
	Angus Council and NHS Tayside	

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List of Appendices: Appendix 1 Equality Impact Assessment