

Angus Living Life Well Implementation/Improvement Plan with Groups and Leads

June 2022 – December 2024

APPENDIX 1

A lifelong approach to mental health in Angus

What we plan to do

The table below describes a range of actions that we plan to undertake, aligned to the Tayside Living Life Well priority areas. The table also describes the difference they will make and when they will be delivered.

RAG Status: **BLUE** is complete, **GREEN** is on track, **RED** requires urgent attention, **AMBER** has some concerns with meeting deadlines.

1. Good mental health for all - Helping people to know what to do to keep themselves mentally well				
What we are planning to do	What difference this will make	Measure	Timescale	Lead Officer/Group Update
a) Work closely with Angus Community Planning Partnership (CPP) to achieve the ambitions set out in the <u>Angus Community Plan 2017-2030</u>	<ul style="list-style-type: none"> Achieving the ambitions will make a difference to people's lives, including veterans, and tackle poverty and disadvantage 	<p>CPP to remain a key partner within AMHAWN and AMHAWN SOG</p> <p>Work collaboratively to deliver on the new CPP Community Plan 2022-2030 where further measures will be determined</p>	December 2023	AMHAWN SOG Lead – Lead Officer, Angus Integrated MHS linking with Manager, Strategic Policy and Planning
b) Work with Angus Alive to achieve the ambitions of the <u>Active Scotland Outcome Framework</u> and other community assets to promote the	<ul style="list-style-type: none"> More people will be active more often which will have a positive impact on 	Member of the Angus Sport & Physical Activity Working Group to	December 2023	AMHAWN Lead – Development Officer Mental

benefits of and increase opportunities for physical activity	their health and wellbeing	deliver on the outcomes within the Active Scotland Framework where further measures will be determined		Health and Wellbeing
c) Work with NHS Tayside, Dundee and Perth and Kinross Health and Social Care Partnerships to develop a business case for an urgent and crisis care locality hub in Angus which would be open 24/7	<ul style="list-style-type: none"> This will evaluate the benefit, cost and rationale for the development of a 24/7 mental health and wellbeing support hub in Angus 	Standards for Community Wellbeing Centres (CWC)	Complete	<p>MH&WB PC Planning Group Lead – Lead Officer, Angus Integrated MHS linking with Service Leader/Manager in CMHT and Primary Care</p> <p>Planning work for an Angus Crisis/CWC is now underway.</p>
d) Provide Distress Brief Intervention (DBI)	<ul style="list-style-type: none"> A compassionate response will be available to people in distress within 24 hours and available for up to 14 days if required 	<p>No of referrers trained in Level 1 DBI</p> <p>No of referrals</p> <p>Outcomes of referrals</p>	Complete	<p>MH&WB PC Planning Group with the Tayside DBI Implementation Group Steering Group Lead - Lead Officer, Angus Integrated MHS</p> <p>Initial roll out to police is being enhanced and now</p>

				rolling out to 2 GP practices in Angus.
e) Review current ways that people find out about the range of mental health and wellbeing support services available in Angus and make improvements as required	<ul style="list-style-type: none"> Increased awareness of the range of resources to support mental health and wellbeing and how to access these 	<p>Communication and engagement plan for AMHAWN</p> <p>CPP Survey</p> <p>No of visits/hits to the AHSCP MH&WB Webpage</p>	<p>July 2022</p> <p>Suggested new timescale - July 2023</p>	<p>AMHAWN Lead - Development Officer Mental Health and Wellbeing</p> <p>Awaiting report from Voluntary Action Angus to inform future work.</p> <p>Will use information gathered during LLW consultation and work from LLC to inform the development of AMHAWN communication and engagement plan.</p>
f) Review the Angus Suicide Prevention Plan and implement local improvements. Where relevant we will also deliver joint actions across Tayside e.g. suicide prevention training oversight and action planning regarding suicide prevention for children and young people	<ul style="list-style-type: none"> Increased awareness of suicide prevention Improved access to high quality suicide prevention training 	<p>Local Suicide Prevention Action Plan developed by March 2023 with identified, leads and timescales.</p>	<p>March 2023</p>	<p>AMHAWN SOG Lead(s) - Lead Officer, Angus Integrated MHS and Development Officer Suicide Prevention</p>

				New Suicide Prevention Workstream developed and reviewing the new national strategy and action plan "Creating Hope Together".
g) Work with multiagency colleagues across Tayside to develop a robust mental health and wellbeing training programme for staff.	<ul style="list-style-type: none"> Increased training available for staff Increased opportunities for multiagency staff to be involved in training delivery. 	<p>No of courses available</p> <p>No of people trained per year</p>	<p>October 2022</p> <p>Suggested new timescale – March 2023</p>	<p>AMHAWN Lead – Development Officer Mental Health and Wellbeing</p> <p>Plan to implement learning from Tayside Mental Health and Wellbeing Training report to be published in November 22</p>
h) Work with AMHAWN to identify and deliver upon actions to reduce mental health stigma and discrimination	<ul style="list-style-type: none"> People living with mental health issues feel empowered to talk about their experiences and seek help and support to aid their recovery 	<p>CPP Survey</p> <p>Contract Monitoring</p> <p>Culture of Kindness</p>	<p>March 2023</p>	<p>AMHAWN Lead - Development Officer Mental Health and Wellbeing</p>

<p>i) Undertake audits to ensure staff are supported in their roles with regular supervision sessions (either in person or via MS Teams) with their manager</p>	<ul style="list-style-type: none"> Staff will see their efforts recognised and receive real and meaningful support with an opportunity to share any concerns about their caseload and seek and be offered advice to enable them to provide the best possible care 	<p>Supervision and appraisal audit data</p> <p>Supervision audit monthly</p> <p>Appraisal audit quarterly</p>	<p>Complete</p>	<p>Mental Health CCPG</p> <p>Supervision and appraisal audit is embedded in the mental health CCPG monthly meetings and is business as usual.</p>
<p>j) Undertake audits to ensure staff receive adequate resources to fulfil their role with development plans to support and encourage ongoing learning and development</p>	<ul style="list-style-type: none"> Staff will feel skilled and a valued member of the team providing mental health and wellbeing services in Angus 	<p>Team induction/ training plan</p> <p>% of Mandatory and essential training completed</p>	<p>Dec 2022</p>	<p>Joint Operational Management Team (JOMT)</p> <p>Mental Health CCPG</p> <p>Team induction and training plans are developed, and monitored through JOMT, linking in with Care Management review.</p>

2. Primary and Community Mental Health - Getting help from GP practices and local community support networks quickly so that people can get back to feeling well

What we are planning to do	What difference this will make	Measure	Timescale	Lead Officer/Group Update
a) Make better links between social and medical prescribing	<ul style="list-style-type: none"> • Improve social support for people with mental distress • Ensure medication is prescribed based on clinical evidence 	<p>Availability of Peer Workers and Social Prescribers in each GP surgery</p> <p>No of referrals</p> <p>Outcomes of referrals</p> <p>Updated and agreed formulary to support evidence based prescribing</p> <p>No of non - formulary requests from CMHT's</p>	<p>October 2022</p> <p>Suggested new timescale – July 2023 (for second outcome)</p>	<p>Tayside Mental Health and Learning Disabilities Medicines Management Group – Lead Pharmacist</p> <p>MH&WB in PC Planning Group – Lead Associate Medical Director and MH GP Lead</p>
b) Implement the Scottish Government's Medication Assisted Treatment (MAT) standards around prescribing drug treatment in the community	<ul style="list-style-type: none"> • Enable the consistent delivery of safe, accessible, high-quality drug treatment across Angus • The MAT standards are relevant to people and families accessing or in need 	To be developed	March 2023	<p>ADP MAT Standards Implementation Group</p> <p>Lead - Senior Planning Officer (MAT Standards/Primary Care Liaison)</p>

	of services, and health and social care staff responsible for delivery of recovery oriented systems of care			Measures are being worked on by the Angus MAT Standards Implementation Group with an initial focus on Standards 1 to 5.
c) Look at the existing provision of mental health and wellbeing resources within each GP practice and community in Angus, identify the gaps and where things can be improved	<ul style="list-style-type: none"> • Ensure people will get the help they need, when they need it, from people with the right knowledge, skills and experience to support them; this will be available in the form of easily accessible support close their home, education, employment, or community • Ensure services are equally available across Angus 	ECS in each GP Cluster Group (see 3c)	Complete	<p>MH&WB in PC Planning Group</p> <p>Plan to deliver on Standards for Community Wellbeing Centres (CWC) (see 1c)</p>

3. Specialist Adult Mental Health - A team of people who have completed specialist training providing a range of care and treatment for people with complex mental health needs

What we are planning to do	What difference this will make	Measure	Timescale	Lead Officer/Group Update
a) Review and evaluate the recently implemented 7-day community mental health service in adult mental health	<ul style="list-style-type: none"> Inform potential expansion of the 7-day service to other mental health services in Angus e.g. Angus Integrated Drug and Alcohol Service/ Psychiatry of Old Age/Learning Disability Greater understanding of what has worked well and areas for improvement regarding the 7-day service 	<p>Database – referral data, attendance rates, type and reason for contact</p> <p>Staff and service user surveys</p> <p>Mental health inpatient data – admissions, bed days used</p>	Complete	<p>MH CCPG</p> <p>Evaluation concluded and improvements identified and now business as usual</p>
b) Improve communication and joint working by teams supporting people with mental health and substance use issues. Including joint training opportunities for staff and improved documentation	<ul style="list-style-type: none"> Service users with mental health and substance use issues will be able to access support when they need it and by the most appropriate person 	<p>Monthly JOMT Meetings</p> <p>Co-morbidity pathway</p> <p>Mental health and Substance misuse pathfinder project measures</p> <p>MAT Standard 9</p>	<p>July 2022</p> <p>Suggested new timescale for final task, developing shared</p>	<p>JOMT - Integrated mental health service (CMHT, AIDARS, homelessness, volunteering, supported mental health housing)</p>

	<ul style="list-style-type: none"> Improved understanding of roles and responsibilities of staff 	<p>Joint documentation</p> <p>ECS hub evaluation and KQIs</p> <p>Team training plans and joint training</p> <p>Team Audits</p>	<p>paperwork – Oct 2023</p>	<p>Plan for ECS roll out. Joint training undertaken and further training planned.</p> <p>Next step developing joint documentation, and this will be delayed due to a change in IT systems.</p>
<p>c) Continue to deliver the Enhanced Community Support model in the Links Health Centre and Edzell GP Practices and roll out to other areas in Angus</p>	<ul style="list-style-type: none"> All agencies will work together to promote recovery, treatment and support opportunities Reduced duplication of support, better transitions, and increased coordination of services No referral to the hub will be rejected. Everyone referred to mental health 	<p>ECS Hubs operational in:</p> <p>North East North West South West South East</p> <p>No of referrals screened for each service by day</p> <p>% of referrals redirected</p> <p>GP/Staff and Patient User Survey – to be completed 6 months after commencement</p>	<p>March 2024</p>	<p>MH&WB in PC Planning Group</p> <p>Lead - Lead Officer, Angus Integrated MHS</p> <p>North West roll out about to commence with a working group being established</p> <p>Issues re locating withing GP surgeries for South Angus.</p>

	<p>services will be offered advice or support from one of the mental health services, including contracted services</p> <ul style="list-style-type: none"> • People will receive the right care, in the right place and at the right time 			
<p>d) Roll out the 'Triangle of Care' in adult community mental health teams in Angus</p>	<ul style="list-style-type: none"> • The 'Triangle of Care' is a working collaboration, or "therapeutic alliance" between the service user, professional and carer that promotes safety, supports recovery and sustains well-being • Staff will be more aware of and responsive to carers needs 	<p>Evaluation planned after 1 year</p> <p>Number of carers identified</p> <p>Number of carers assessments undertaken</p> <p>Number of referrals to Angus Carers and Support in Mind</p> <p>Service user and carer experience survey</p> <p>Number of staff who have undertaken carer awareness training</p>	<p>December 2022</p> <p>Suggested new timescale – Dec 2023</p>	<p>Mental Health CCPG</p> <p>Triangle of care steering group and TOR in place. Project plan drafted and audit of baseline position being undertaken.</p> <p>Good engagement with a range of organisations to take this forward, including carers with lived experience</p>

	<ul style="list-style-type: none"> • There will be a staff member with specific responsibility for meeting carers needs in adult community mental health services • Improved access to support for carers 	Availability of carer information leaflets/letters		
e) Enhance pharmacy role within adult mental health to ensure prescribing is appropriate, safe, clinically effective and cost effective for the population of Tayside. Deliver the best health outcomes for every person in Tayside by sharing the responsibility and accountability for prescribing decisions	<ul style="list-style-type: none"> • Additional staff recruited • Enhanced prescribing practices within adult mental health services • Reduced timescales for prescribing • Specialist clinics to support holistic assessment and prescribing of high-risk medicines 	<p>Waiting list</p> <p>New Standard Operating Procedures</p> <p>Availability of specialist clinics</p>	<p>September 2022</p> <p>Suggested new timescale – July 2023</p>	<p>Mental Health CCPG</p> <p>New posts in place – Lead Pharmacist 0.2 WTE and Senior Pharmacy Technician 1 WTE.</p> <p>Plans for further recruitment are depending on Scottish Government funding, currently looking at alternative funding sources.</p> <p>Next steps – development of</p>

				specialist clinics, including physical health monitoring.
f) Engage with people with mental health and wellbeing needs and agree actions to improve their physical health e.g. Working with: NHS Tayside Public Health Team to deliver a smoking cessation programme; Branching Out, an outdoor therapeutic programme for adults who use mental health services; Angus Alive and other community assets, to support good access to physical activity	<ul style="list-style-type: none"> More people will have access to activities to improve their mental health and less reliance on medication 	To be developed (see 1b) Angus Alive project Manager will develop KQIs for this wider piece of work	March 2023	<p>Mental Health CCPG</p> <p>Meeting with GOGA and opportunities to be pursued for additional activities and walking groups.</p> <p>Meeting with Community planning partnership and Angus Alive to further progress.</p>
g) Undertake a housing needs review in Adult Mental Health Services to inform an options appraisal and agree the most appropriate model for support	<ul style="list-style-type: none"> Mental health accommodation will meet the needs of the local population 	Analysis of number of people predicted to require each specialist housing type for the next 5 years	Complete	<p>Mental Health CCPG</p> <p>Review indicated the need for more specialist supported housing in the next 5 years.</p> <p>Homelessness review will include</p>

				specialist supported housing.
h) Review and improve the criteria for accessing support to adult mental health services; then share updated criteria with referrers and the public	<ul style="list-style-type: none"> • Access will be improved to statutory, and 3rd sector mental health supports • Waiting times will be reduced and people will access the right support at the right time in the right place 	<p>New criteria in place and being used</p> <p>Rejected referrals</p>	Complete	<p>Mental Health CCPG</p> <p>Updated criteria clarifies the role of the team. Criteria includes the family of mental health and wellbeing supports to assist other teams to refer to the right support the first time. Positive feedback received on the revised criteria.</p> <p>Communication plan is being developed for adult mental health and suicide prevention.</p>
i) Develop new policies in adult mental health to provide a consistent response to people who do not attend appointments and/or do not engage with the service	<ul style="list-style-type: none"> • Improved access for hard to reach groups • Provide consistency of decision making for people who 	<p>Guidance in place</p> <p>Audit compliance</p>	Complete	<p>Mental Health CCPG</p> <p>New guidance written and has been widely consulted on</p>

	do not attend appointments			
j) Develop new policies in adult mental health for managing referrals and planning discharge	<ul style="list-style-type: none"> A consistent approach to the way all referrals are managed and discharges are planned 	<p>Guidance in place</p> <p>Audit compliance</p>	July 2022	<p>Mental Health CCPG</p> <p>New guidance has been written and has been widely consulted on.</p> <p>Final draft awaiting sign off.</p>
k) Implement the new Psychiatric Emergency Plan (PEP)	<ul style="list-style-type: none"> A consistent response across Tayside to support patients, carers, referrers and staff to understand the process if someone requires assessment or support in an emergency due to a mental health crisis 	Plan available for all staff	December 2022	<p>Tayside PEP Group AMHAWN SOG for Angus Implementation</p> <p>Final draft awaiting sign off</p>
l) Increase the use of anticipatory care plans in adult mental health	<ul style="list-style-type: none"> Supporting patient autonomy and quality of life 	<p>Number and quality of ACPs in service</p> <p>Standard operating procedure</p>	December 2022	Mental Health CCPG

	<p>through shared decision-making</p> <ul style="list-style-type: none"> • Involving and supporting family members, carers, and legal proxy decision-makers • Delivering realistic healthcare with timely investigations and treatments and fewer interventions of low benefit, including unwarranted hospital admissions • Effective care coordination to reduce repeated conversations with different professionals and teams • Helping to recognise and reduce health inequalities 	Audits		ACPs being undertaken for all complex cases
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<p>m) Develop the Healthcare Improvement Scotland Hub Pathfinder site for early intervention in psychosis in Tayside</p>	<ul style="list-style-type: none"> Identify a more responsive and integrated way of working and provide a holistic, "recovery" based model which focuses on strengths and reintegration, or rebuilding of skills 	<p>KQIs are being developed by the Tayside Early Intervention in Psychosis Group</p>	<p>March 2023</p>	<p>Tayside Early Intervention in Psychosis Group</p>
<p>n) Support the development of new pathways e.g. perinatal pathway, Attention Deficit Hyperactivity Disorder (ADHD) pathway and emotionally unstable personality disorder pathway</p>	<ul style="list-style-type: none"> Improved pathways of care will support person centred care and consistency of provision across Tayside 	<p>Listen Learn Change working groups set KQIs and report through LLC</p>	<p>Complete</p>	<p>Mental Health CCPG</p> <p>Perinatal pathway is complete with a new Tayside team in place, and staff situated in local teams.</p> <p>ADHD pathway has been tested in North Angus and is being rolled out Angus wide.</p> <p>EUPD pathway is next to commence on a Tayside basis.</p>
<p>o) Monitor and manage the impact of the additional workforce funded by Action 15</p>	<ul style="list-style-type: none"> Deliver an improved service 	<p>Number of Staff in post</p>	<p>Complete</p>	<p>Mental Health CCPG</p>

<p>of the Scottish Government Mental Health Strategy</p>	<p>with new, specialist roles to provide person centred care and meet the needs of individuals</p>	<p>Waiting List Complaints/compliments Care Opinion</p>		<p>Recruitment to all Action 15 posts, with a number of new advance roles and support roles developed in the past year.</p> <p>3rd sector contracts are monitored quarterly.</p>
<p>p) Undertake audit to ensure Community Mental Health Teams continue to use the Wellness Recovery Action Plan (WRAP) for people where early warning signs can be identified and acted upon quickly</p>	<ul style="list-style-type: none"> WRAP promotes self-advocacy and personal responsibility while supporting people to identify tools and strategies to maintain wellness and recovery 	<p>Monthly audit</p>	<p>July 2022 Suggested new timescale – July 2023</p>	<p>Mental Health CCPG</p> <p>To be added to audit and reported to CCPG quarterly</p>

4. Older People's Mental Health – Specialist mental health services for people over the age of 65 years

What we are planning to do	What difference this will make	Measure	Timescale	Lead Officer/Group Update
a) Revise Angus Older People's Mental Health Improvement Plan	<ul style="list-style-type: none"> Raise awareness and improve care and support for older people with all mental health issues 	Development of a current Angus Older People's Mental Health Improvement Plan.	Sep 2022 Suggested new timescale - March 2023	Senior Nurse, POA/ Service Leader, AHSCP OP Care Management/ Service Leader, Community Hospitals & Care Services Current Older People's MH plan to be reviewed due to change in management within PoA teams & current plan out of date.
b) Support the development of the Post Diagnostic Dementia Support Team (PDDST) and create an app to allow people newly diagnosed with dementia to access information and support easily and at a time that is required	<ul style="list-style-type: none"> Increased staffing will mean that people with a new diagnosis of dementia will be able to access support more quickly. The app will allow patients to access support & information at a 	Development of a PDDST app. Feedback regarding accessibility/efficacy of the app.	September 2022 Suggested new timescale - May 2023	Senior Nurse, POA /Team Manager POA/Planning Officer, AHSCP Preliminary work has started. Recent change in team management

	time suitable to them			
c) Develop robust anticipatory care planning within inpatient units, both for physical and mental health which will include relapse prevention/staying well plans	<ul style="list-style-type: none"> Patients and carers will be more informed regarding their physical health and be able to make proactive choices regarding future care and treatment rather than a reactive decision during a physical health crisis 	Monthly dashboard & discharge audit	July 2022 Suggested new timescale - Feb 2023	Senior Nurse, POA / Consultant POA Use of mental health relapse prevention plans well imbedded. Focus at present is for all patients discharged to a care home to have an ACP in place. PoA inpatients have agreed to be a test site for ReSPECT New deadline identified.
d) Improve involvement of carers in discharge planning, ensuring that they are fully supported and informed throughout the admission of significant other	<ul style="list-style-type: none"> Carers will feel more supported, involved and prepared for the discharge of significant other, this will support successful discharge of patients 	Compliments/complaints	July 2022 Suggested new timescale - March 2023	Senior Nurse, POA, Adult Service Manager, Angus Carers, Charge Nurse, GAP, Service Leader, AHSCP OP Care Management Progress stalled to lack of capacity within carers centre- project group re-established & dates

				planned for next steps. New timescale identified
e) Review the National Dementia Strategy and agree actions required in Angus	<ul style="list-style-type: none"> This will ensure that the needs of people with dementia in Angus are met in a timely, person centred, flexible and coordinated manner across all settings 	Deliver on the new National Dementia Strategy (still to be released)	<p>July 2022</p> <p>Suggested new timescale - March 2023</p>	<p>Service Leader, AHSCP OP Care Management</p> <p>Current dementia strategy is out of date- awaiting the next release. New deadline identified</p>
f) Develop a standardised approach to care & treatment for inpatient functional units within psychiatry of old age across Tayside	<ul style="list-style-type: none"> Patients will receive high standards of care & treatment regardless of their location 	PCCP/EMIS audits	<p>September 2022</p> <p>Suggested new timescale - February 2023</p>	<p>Senior Nurse, POA</p> <p>This is pan Tayside PoA work- progress has been made- date for completion 18/11/22- this will be shared for wider consultation. New deadline identified</p>
g) Develop alternatives to hospital care for service users who have dementia and complex levels of stress and distress	<ul style="list-style-type: none"> Patients will not require to stay in hospital for lengthy periods of time but will be cared for in a more homely environment 	Monitoring of admissions to inpatients/referral to DLT	<p>September 2022</p> <p>Suggested new timescale - Feb 2023</p>	<p>Senior Nurse, POA / Service Leader, Community Hospitals & Care Services /Project Manager</p>

				Day of care audit completed- next steps to be agreed via the Angus Care Model- Management Delivery Team 17/11/22. New deadline identified
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5. Leadership and Culture

What we are planning to do	What difference this will make	Measure	Timescale	Lead Officer/Group Update
a) Hold staff sessions to develop a shared vision and culture across adult mental health teams in Angus to support the continued modernisation of the service	<ul style="list-style-type: none"> All staff working towards the same goal with a shared way of working People accessing mental health services receive a consistent, effective, professional and person-centred service 	Attendance record Service Vision and values document	Complete	Mental Health CCPG Sessions undertaken and output and outcomes shared with teams.
b) Angus Mental Health and Wellbeing Network (AMHAWN), and its new Strategic Oversight Group, will continue to play a key role in overseeing developments, improvements and service provision across Angus	<ul style="list-style-type: none"> Achieve the best outcome possible for the citizens of Angus in relation to all aspects of mental health and wellbeing, including suicide prevention Joint working between all service providers (statutory and third sector), service users and carer representatives from the whole mental health spectrum, including children, 		Ongoing	AMHAWN SOG established.

	<p>adult and older people</p> <ul style="list-style-type: none"> • Promotion of prevention and early intervention opportunities and activities • Effective links with other strategic planning groups in Angus and Tayside 			
<p>c) Undertake audit to ensure Human Resources (HR) processes such as supervision, appraisal and training plans are in place as per Angus Health and Social Care Partnership and NHS Tayside operational policy</p>	<ul style="list-style-type: none"> • All staff provided with appropriate support and training to do their job effectively • People accessing mental health services receive a consistent, effective, professional and person-centred service 	<p>Supervision audit monthly</p> <p>Appraisal audit quarterly</p> <p>Training plan yearly audit</p>	<p>Complete</p>	<p>Mental Health CCPG. Joint Operational Management Team (JOMT)</p> <p>Supervision, appraisal and training plan audit is embedded in the mental health CCPG and JOMT monthly meetings and is business as usual.</p>