



**ANGUS HEALTH AND SOCIAL CARE**  
**INTEGRATION JOINT BOARD – 22 FEBRUARY 2023**  
**MENTAL HEALTH SERVICES**  
**REPORT BY GAIL SMITH, CHIEF OFFICER**

**ABSTRACT**

The purpose of this report is to provide the Integration Joint Board (IJB) with an update on the current position in relation to mental health services.

**1. RECOMMENDATIONS**

It is recommended that the Integration Joint Board (IJB) :-

- (i) Note the publication of the final report of the Independent Oversight and Assurance Group (IOAG) into Tayside Mental Health Services in Appendix 1, the six priority areas for action highlighted in the report; and the requirement to submit a detailed action plan to the Scottish Government by 31 March 2023.
- (ii) Support the timeline and governance route for approving the detailed action plan before submission to Scottish Government.
- (iii) Note that a Special Meeting of the IJB has been convened for Monday 27 March 2023 at 2pm in order for the IJB to consider the detailed action plan in advance of the Scottish Government deadline of 31 March 2023.
- (iv) Welcomes and notes Appendix 2, the letter from the chair of IOAG, Fiona Lees.

**2. BACKGROUND**

The final report of the Independent Oversight and Assurance Group (IOAG) on Tayside's Mental Health Services was published on Wednesday 11 January 2023, [Independent Oversight and Assurance Group on Tayside's Mental Health Services](#) see also Appendix 1. The final report followed a 12-month period of engagement with a range of key stakeholders across Tayside. The IOAG's remit was to provide independent assurance to the Minister for Mental Wellbeing and Social Care about progress being made in relation to 51 recommendations made by Dr David Strang in his report, Trust and Respect, the report of the Independent Inquiry into Mental Health Services in Tayside, published in February 2020.

The Scottish Government published the final report of the Independent Oversight and Assurance Group on Tayside Mental Health Services on 11 January 2023. The publication included as an appendix the Tayside Executive Partners (TEP) collective assessment of their delivery of their leadership promise set out in Living Life Well in the form of a 135-page report with Red Amber Green (RAG) rated progress against the 49 recommendations (2 Scottish Government recommendations) for Tayside set out in the Trust and Respect Report.

**3. CURRENT POSITION**

The Final report provides 6 areas of priority for action and sets out discrepancies in the RAG rating provided by TEP and the IOAG assessment. In summary, TEP reported 33 Green, and 16 Amber. The final assessment by the IOAG rated 20 Green, 29 Amber and 2 Red. The Scottish Government also rated progress in relation to the two recommendations in the report aimed at national government as green. The final assessment by the IOAG rated one as green and one as Amber.

The two areas assessed as red are:

- Recommendation 14

*Consider developing a model of integrated substance use and mental health services.*

- Recommendation 35

*Ensure the creation of the Neurodevelopmental Hub includes a clear pathway for treatment with the co-working of staff from across the various disciplines not obfuscating the patient journey. The interdisciplinary nature of the Hub may give rise to confused reporting lines line management structures/governance issues. A whole system approach must be clarified from the outset.*

The IOAG reflect positively within the report that, whilst there remain areas where the respective RAG assessments differ, there is now more of a shared view about some of the fundamental areas that require further improvement/attention. The IOAG met many individuals and groups across Angus within the course of their work. Their approach within discussions with the workforce, local organisations and people with lived experience was commented upon positively in terms of their keenness to listen and understand, offer constructive challenge and share experience. A number of our local services are highlighted as demonstrating good practice.

There are 6 areas of priority laid out in the report and neither of the two areas assessed as red in terms of progress feature as a priority. The six priorities are set out in the table below (left hand column) and mapped against the refined priorities already identified by the newly formed Strategic Leadership Group and also agreed by the Programme Board for Tayside Mental Health Services (right hand column). It is positive to see that there is significant overlap and agreement about those areas which require focus and resources within a revised improvement programme. The Strategic Leadership Group and the Programme Board are in agreement that the development of Integrated Substance Use and Mental Health Services should feature as a key priority. These priority workstreams were reported to Angus IJB at its meeting on 7 December 2022, Perth and Kinross IJB at its meeting on 14 December 2022, and NHS Tayside Board at its meeting on 15 December 2022. Dundee IJB will receive an update at its meeting scheduled for 22 February 2023.

Table 1 Priorities for the revised Mental Health Improvement Programme

IOAG Priorities		Tayside Mental Health Improvement Programme
1	<p>Progress on “single site”; Strathmartine; and delayed discharges</p> <ul style="list-style-type: none"> <li>• Progressing the decision around single site provision in Tayside for inpatient mental health care</li> <li>• The physical environment in Strathmartine which raised concerns for both patients and staff</li> <li>• Addressing the issue of significant delayed discharges, meaning patients are kept in inpatients beds longer than they need to</li> </ul>	<p><b>1. Adult Mental Health Inpatient Redesign</b></p> <p><b>2. Whole Systems re-design of Learning Disability Services</b></p> <p><b>3. Specialist Community Mental Health re-design</b></p>
2	<p>Streamline and prioritise the change programme in support of Living Life Well</p> <ul style="list-style-type: none"> <li>• Simplify governance arrangements</li> <li>• Prioritise areas for improvement</li> <li>• Put in place clear resource framework to support delivery</li> </ul>	<p>Work underway via Strategic Leadership Group (SLG) and Programme Board, reporting to IJBs</p> <p>As above with agreement to develop premises strategy &amp; financial framework as a core purpose of the SLG.</p>
3	<p>Making integration work</p> <ul style="list-style-type: none"> <li>• Collaborative working to make the new arrangements work in practise</li> <li>• A clear understanding of the role of each partner</li> <li>• The role of TEP in providing leadership to ensure innovation flourishes and sustainable change can take place</li> </ul>	<p>Work underway led by IJBs and Chief Officers.</p> <p>Workshop 1 held 30 January 2023.</p> <p>Follow-up workshops to be arranged.</p>

4	Engaging the workforce <ul style="list-style-type: none"> <li>Resources, support, and leadership</li> <li>Effective engagement in major decisions</li> </ul>	<b>4. Workforce</b> Involvement and engagement in every workstream.
5	Engaging with patients, families, partners, and communities <ul style="list-style-type: none"> <li>Build relationships</li> <li>Meaningful engagement</li> <li>Third sector as partners</li> </ul>	<b>5. Communications, engagement, and co-production</b> Work commenced - Leading Through Relationships. Involvement and engagement in every workstream.
6	Continued focus on patient safety <ul style="list-style-type: none"> <li>Systems, processes, and physical infrastructure to ensure patient safety across partners</li> </ul>	Revised clinical and care governance arrangements led by Medical Director, Executive Nurse Director, and Chief Officers.
Other priorities to be included in the improvement programme not highlighted in IOAG report		<b>6. Crisis and Urgent Care Pathway</b>
		<b>7. Integrated Substance Misuse and Mental Health Services</b>

Kevin Stewart MSP, Minister for Mental Wellbeing and Social Care, has requested a detailed improvement plan with clear milestones and deliverables to progress the six key areas for action in the Final IAOG report. This requires to be approved by TEP, NHS Tayside Board and the three IJBs and submitted in final format by end of March 2023. In order to ensure that there is openness, transparency and sufficient engagement on its content, the plan will also be considered by the Programme Board which has representation of a wide range of stakeholders and the Stakeholder Participation Group. A timeline for ensuring the plan is approved by all relevant Boards has been prepared below.

Table 2 Timeline for the development and approval of a detailed action plan

8 Feb 2023	Strategic Leadership Group	Comment on draft plan & agree workstream leads
8 Feb – 7 Mar 2023	Workstream Leads	Develop <b>final draft plan</b>
15 Feb 2023	Programme Board  Perth and Kinross IJB  Angus IJB	Comment on draft plan  Asked to approve refined priorities and timeline for <b>final draft plan</b>
23 Feb 2023	NHS Tayside Board	Asked to approve refined priorities and timeline for <b>final draft plan</b>
24-27 Feb 2023	Tayside Executive Partners	Asked to approve <b>final draft plan</b>
28 Feb 2023	Submit high level <b>draft plan</b> to Scottish Government	
7 Mar 2023	Strategic Leadership Group	Comment on <b>final draft plan</b>
w/b 20 Mar 2023	Programme Board Stakeholder Participation Group  Tayside Executive Partners	Comment on <b>final draft plan</b>

27-29 Mar 2023	Perth and Kinross IJB Angus IJB Dundee IJB NHS Tayside Board	Approve <b>final draft plan</b>
31 Mar 2023	Submit <b>final plan</b> to Scottish Government	

### Improvements to Care and Clinical Governance Arrangements

The Integration Scheme approved in June 2022 clarifies that operational management responsibilities for mental health and learning disability inpatient services rests with NHS Tayside. This includes responsibility for care and clinical governance. The Executive Nurse Director and Medical Director have initiated a strengthening of the clinical governance arrangements for mental health and learning disability services provided by NHS Tayside to:

- Improve system-wide assurance and composite reporting to NHS Tayside's Care Governance Committee;
- Ensure senior clinical professional oversight and challenge;
- Respond to recommendations of the Independent Oversight and Assurance Group; and
- Comply with the updated Integration Schemes and the accountabilities for clinical and care governance for delegated health services with Medical and Nurse Director Oversight.

It is proposed that this will be led by the Operational Medical Director for Mental Health and Nurse Director for Mental Health, who will co-chair a new NHS Tayside Mental Health Clinical Governance Committee. This committee will meet monthly commencing in February 2023 covering inpatient Mental Health and Learning Disability Services; Secure Care; CAMHS and Young People's Unit (YPU); Community Mental Health; Drug and Alcohol Services; Psychiatry of Old Age; and Perinatal Mental Health. The Committee will report to NHS Tayside Care Governance Committee from April 2023.

### Lead Partner: update on the coordination of strategic planning

As previously reported, a review of the governance structures has been underway for Listen Learn Change and Living Life Well and soundings taken from the Tayside Executive Partners, the Strategic Leadership Group, members of the Integrated Leadership Group and the Programme Board. A final streamlined structure will include the introduction of the Strategic Leadership Group; re-prioritisation of the current workstreams as set out in Table 1; and revised terms of reference and membership of the Programme Board, which will be complete by end of March 2023. It is intended that these changes will better support transformational change and strengthen reporting arrangements that take account of responsibilities in the three respective revised Integration Schemes.

A productive workshop took place on 30 January 2023 to which Chairs, Vice Chairs and Chief Officers of the three IJBs were invited. The aims were to:-

- To gain a deeper understanding of the Integration Scheme
- To explore the role and responsibilities of the Integration Joint Board
- To consider the role of the Chief Officer and Lead Partner arrangements
- To highlight the operation of Directions
- To have an open discussion on cooperation and collaboration across the three Tayside IJBs and opportunities for improving governance

## 4. PROPOSALS

This report updates the IJB on the current position in relation to mental health services across Tayside. The work of the Independent Oversight and Assurance Group into Tayside's Mental Health Services has concluded culminating in a final report published on 11 January 2023. The report sets out six priority areas for improvement and it is reassuring that these correspond closely to the reprioritisation of the Living Life Well workstreams which has been carried out. The Minister for Mental Health and Social Care has requested a detailed action plan which sets out how these priorities will be addressed. This action plan will be presented to the IJB meeting on 29 March 2023 for approval. This report also sets out proposals to improve care and clinical governance for mental

health services and steps being taken by the IJBs to strengthen cooperation and in making integration work in this complex area.

## 5. FINANCIAL IMPLICATIONS

The Chief Officer and Chief Finance Officer, and Finance teams across Tayside are working with Mental Health operational leads to develop high level strategic financial plans for mental health services. These plans will be expected to provide high level description of current financial resources in the system; describe current commitments; and map out potential investment priorities to deliver the Tayside Mental Health Strategy. The financial plan would be expected to describe any shift of resources within the system, any financial deficits within the system and highlight the need to address these as part of the strategy.

## 6. RISK

The risks associated with a lack of clarity in relation to roles and responsibilities for mental health services are reduced as a result of the publication and approval of the revised integration scheme for 2022. A series of workshops is underway to update and revise the risk management arrangements and clarity in operationalising the Integration Scheme.

## 7. OTHER IMPLICATIONS (IF APPLICABLE)

## 8. EQUALITY IMPACT ASSESSMENT

An Equality Impact Assessment is not required as this does not make any recommendations for change to strategy policy procedures.

## 9. 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.

<b>Direction Required to Angus Council, NHS Tayside or Both</b>	<b>Direction to:</b>	
	No Direction Required	X
	Angus Council	
	NHS Tayside	
	Angus Council and NHS Tayside	

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### List of Appendices:

- Appendix 1 Final Report: Independent Oversight and Assurance Group on Tayside's Mental Health Services.
- Appendix 2 Letter to Angus IJB Chair, from Fiona Lees, Chair of IOAG