Perth & Kinross Health and Social Care Integrated Joint Board

29 November 2023

TAYSIDE MENTAL HEALTH SERVICES: STRATEGIC UPDATE

Chief Officer Perth & Kinross Integrated Joint Board
(Report No. G/23/153)

PURPOSE OF REPORT

This report provides the IJB with an update from the Chief Officer, as Lead Partner for the coordination and strategic planning of inpatient mental health and learning disability services, in relation to the *Whole System Mental Health and Learning Disabilities Change Programme* approved in June 2023.

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1.   RECOMMENDATION(S)

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

- Notes the updated position and the high-level progress update;
- Notes that there will be a report of the joint development session for Perth and Kinross Integration Joint Board Members along with members of NHS Tayside Board, Angus, and Dundee Integration Joint Boards held on 26 October 2023 circulated; and
- Agrees the schedule of detailed progress reports for 2024 .

2.   SITUATION/BACKGROUND / MAIN ISSUES

2.1   The *Whole System Mental Health and Learning Disabilities Change Programme* was approved by the three Tayside Integration Joint Boards and NHS Tayside Board at the end of June 2023. This report provides an update to the Perth & Kinross IJB since 20 September on recent activity.

2.2   The Whole System Mental Health and Learning Disabilities Change Programme plan is set in the context of a revised governance structure and refines the priorities set out in the Living Life Well Strategy.

2.3   The Executive Leadership Group and the Programme Board have continued to provide collaborative leadership for the whole system change programme. The Executive Leadership group met on 11 October and 8 November 2023 and the Programme Board met on 26 September 2023 and is due to meet again on 15 November 2023.

2.4   The Programme Board received progress reports across the whole programme along with exceptions to the delivery of milestones. The risks to the delivery of the programme were considered and reviewed and will be included in all future meetings. A detailed presentation on the progress of Priority 9 which relates to the redesign of Integrated Substance Use and Mental Health Services was received. This workstream also aligns with the implementation of Medication Assisted Treatment Standard 9.

2.5   Tayside is a pathfinder site supported by Health Improvement Scotland for the Integration of Mental Health and Substance Use services. Dundee has also received funding from the CORRA Foundation to develop integrated approaches. This funding has now been continued in 2024/25 with an agreement that the improvement work will spread across the three Health and Social Care Partnerships. The update demonstrated very positive engagement with service users and staff with a need to further strengthen clinical engagement. The CORRA funds will support project management support and clinical input (Consultant Psychologist) to lead the Dundee tests of change and support the wider Tayside approach going forward. All three HSCPs, third sector providers, staff side and service users are involved fully, and this is supported by Healthcare Improvement Scotland's engagement team. The focus is on improving joint working and joint approaches to supporting people with dual diagnosis through:

- Shared understanding of service delivery.
- Escalation and agreed pathway for sharing of concerns.
- Joint training & workforce plans including recognition of crisis, trauma informed approaches.
- Lead/Named professional.
- Co-ordinated Services.
- Agreed screening tools, referral pathways (Recovery Oriented System of Care) and assessment processes.
- Improved communication and information sharing.
- Access to supports at point of contact – harm reduction; and
- Clear governance arrangements.

2.6   Significant activity is noted over October, with several key events taking place as follows:

1.   Collaboration workshop took place at the V&A on 17 October 2023 involving participants in the Design Accelerator Workshop. This was a preparation session which allowed participants to develop the ground rules around how they would collaborate with each other at the Design Thinking Accelerator sessions the following week.

2.   A successful joint meeting of the Executive Leadership Group and the "Integrated Leadership Group" which is a group of system wide senior managers working across mental health, learning disability, CAMHS services as well as enabling services in organisational development, HR, and finance on 18 October 2023. The agenda included an opportunity to reflect on progress and achievements over the last year,

to discuss benchmarking data and to consider what will support the leadership challenges into the year ahead. As a result, there will be a continuation of the joint development sessions to share experiences and good practice.

3. The first of four Design Thinking Accelerator Workshops facilitated by the Strategic Lead for Design Thinking took place on 24 -26 October 2023 at the V&A Dundee. There were 20 managers, staff, stakeholders, and people with lived experience participating in the sessions. A further 25 stakeholders representing the Executive Leadership Group, Programme Board, HSCPs, IJBs, NHS Tayside Board, Stakeholder Participation Group and Scottish Government were invited to attend the final summary and presentations, which communicated the outputs from the event. Four design ideas (prototypes) were presented and feedback from all participants have been extremely positive with an opportunity to provide feedback and pledge support for implementing the ideas.

   The following 'ground rules' were developed and will contribute to the uniting culture for working together, innovation and improvement across our work:
   - We **empower growth** through good leadership.
   - We **bring positive energy** and don't spiral around the negativity but build from it in a constructive way.
   - We work reliably with others and **build trust** through consistent behaviour.
   - We **create a safe space** by being respectful, giving constructive criticism and being open to new ideas.
   - We **set a shared vision**, with agreed common goals in order to measure our outcomes.

   Using design methodology, priority ideas for change were developed by the group:
   i. **'Step in 'cos we're stepping up'**: development of a rapid 'stepped' assessment process so improving waits/tackling siloed professional working.
   ii. **Share and Care Together**: Establishing a Tayside-wide group of staff, service users , voluntary sector and carers for information gathering and feedback to develop consistent good practice.
   iii. **Unity to deliver change**: delivering a world class model of care through whole system leadership and management.
   iv. **Care by innovation**: bringing innovations and experience of care together to deliver a model of care without barriers – focusing on service user / patient experience.

   The design accelerator experience was considered highly valuable by attendees and the outputs will be integral to the Tayside-wide improvement programme as it progresses.

4.	A joint development session for members of the three Tayside IJBs and NHS Tayside Board took place on 31 October 2023 in Perth with around 50 members present. The programme aimed to share whole system performance & benchmarking data; hear about challenges and opportunities in relation to the Change Programme; share outcomes from the first design workshop with V & A through two presentations; provide a forum for rich discussion and support for whole system change and consider an appropriate schedule for detailed progress reporting in 2024. A report of the workshop will be prepared and disseminated.

2.7	The experience and outputs from the events above have been positive and significant. The feedback is currently being collated and will provide a way of summarising the work. The next steps are being devised. It is likely that there may need to be some revision of the Programme in order that the key workstreams can create a more enabling structure for operational management and delivery of a single Model of Care. It is recognised that there needs to be a clear, concrete, and compelling vision for a new model of care which will provide a consistent focus and move services forward.

2.8	NHS Tayside has commenced recruitment for an Operational Director for Inpatient Mental Health and Learning Disability Services. This post will be temporary and provide additional leadership and operational management capacity thereby enhancing the delivery of safe, effective, and high-quality inpatient services and enabling managers and staff to engage more fully in the change programme. It is anticipated that this post will be appointed to by end of November 2023.

## 3.	PROPOSALS

3.1	The Mental Health and Learning Disability Whole System Change Programme Board will receive detailed progress reports across the whole programme at its next meeting on 15 November. Highlight reports were considered by the Executive Leadership Group on 8 November 2023 with a closer focus on the five priorities which relate to service redesign and a new whole-system model of care (Priorities 1, 9, 10, 11 & 12) noting the following progress:

Tayside Mental Health and Learning Disability Whole System Change Programme November 2023		
Priority	**Description**	**Update**
Priority 1 Adult Inpatient Redesign	Redesign Links to priorities 3,11,12	Phase 1 reported to Programme Board with recommendations to focus on whole system model. Presentation to Joint Board Workshop 31 October 2023 completed outlining the interdependencies with

		community mental health services and crisis care. An early draft of a single model of care will be prepared mid- November 2023 for wide consultation and engagement. Phase 2 commenced. **Mostly on track with one milestone date revision**
Priority 2 Strathmartine Physical Environment	Improvement	Analysis of current environment completed & programme of environmental improvements commenced. Re-evaluation involving views of residents/patients underway.
Priority 3 Addressing Significant Delayed discharges	Improvement Links to 1,11 &12	Mental health delays are monitored weekly within HSCPs and improving steadily. Overseen by NHS Tayside Executive Leadership Team. Noted all-system delays have reduced from 20 in April 2023 to 9 in September 2023. PKHSCP delays have reduced from 10 to 3 in this period. Each HSCP has completed the Dynamic Support Register relating to the aims of the Coming Home Report. **Milestone 4 on track but may require revision of some later milestones.**
Priority 9 Integrated Substance Use and Mental Health	Redesign	**On track** – see para 2.5 above. CORRA funding has been continued.
Priority 10 Whole System Redesign of Learning Disabilities Services	Redesign	This will be the focus of the second of four design thinking workshops facilitated by the V&A. **Requires revision of milestones.**

Priority 11 Crisis and Urgent Care	Redesign Links to Priorities 1,3, & 12	Presentation to Joint Board Workshop 31 October 2023 completed outlining the interdependencies with community mental health services and crisis care. An early draft of a single model of care will be prepared mid- November 2023 for wide consultation and engagement. **Some completed milestones. Several milestone date revisions requested.**
Priority 12 Specialist Community Mental Health Services	Redesign Links to priorities 1,3, & 11	Presentation to Joint Board Workshop 31 October 2023 completed outlining the interdependencies with community mental health services and crisis care. An early draft of a single model of care will be prepared mid- November 2023 for wide consultation and engagement. **Milestone date revision requested.**

3.2   The development of a financial recovery plan for Inpatient Mental Health Services and a strategic finance and resource framework has been delayed due to a range of factors including capacity and interdependencies and is reported as an exception. Timescales were set out in Priority 4: Streamline & Prioritise the LLW Change Programme for the development of a resourcing framework to support delivery of a Whole System Change Programme including an outline financial plan by 30 June 2023, and financial recovery actions for in-patient services to be reported to Integration Joint Boards (IJBs) and NHS Tayside by 30 September 2023. The three Chief Officers for the IJBs and Director of Finance for NHS Tayside have agreed to work collaboratively on a financial framework which will deliver on a new model of care across the continuum of need. An updated recovery plan for inpatient mental health services financial pressures anticipated in 2023/24 will be considered by the Executive Leadership Group on 22 November 2023 and the position reported to the IJBs (or relevant committee of the IJB) thereafter.

3.3 **Reporting Schedule for 2024**

The Integration Joint Board currently includes a written report in relation to progress of the Mental Health and Learning Disability Whole System Change Programme to every meeting in its forward planner. The same applies to Dundee and Angus IJBs and NHS Tayside Board. This can mean that there are differing timeframes for progress reporting, and it has been difficult to streamline updates. It should be noted that other committees and groups working to different meeting scheduled also request written updates. The chart below sets out a proposal to rationalise the requirements for detailed reports taking into account the already agreed meeting dates scheduled across the four boards. It is proposed that fuller, more detailed progress reports are provided in February, June and October 2024 for the Angus, Dundee, Perth and Kinross Integration Joint Boards and NHS Tayside Board with a verbal assurance providing in the intervening period.

	2023 √ indicates report already prepared			2024 X indicates meeting dates scheduled											
	Oct	Nov	Dec	J	F	M	A	M	Jun	Jul	A	S	O	N	D
Angus IJB			√		X		X		X		X		X		X
Dundee IJB					X				X				X		
P&K IJB		√			X	X			X			X			X
NHS Tayside Board			√		X		X		X		X		X		X
Prog Board		√		X		X		X		X		X		X	
Proposed dates for progress reports					Feb				Jun				Oct		

4. **CONCLUSION**

This report provides the Integration Joint Board with a brief update on the work associated with the Mental Health and Learning Disability Whole System Change Programme. A more detailed progress report was presented to the Programme Board on 15 November 2023.

The content of this report and associated recommendations will be considered by the Angus Integration Joint Board and NHS Tayside Board at their scheduled meetings in December 2023 and is also scheduled to be considered by the Dundee Integration Joint Board at a date to be confirmed.

Author(s)

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NOTE: No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information), were relied on to any material extent in preparing this report.

1.   IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
HSCP Strategic Commissioning Plan	None
Transformation Programme	None
Resource Implications	
Financial	Yes
Workforce	Yes
Assessments	
Equality Impact Assessment	Yes
Risk	Yes
Other assessments (enter here from para 3.3)	None
Consultation	
External	Yes
Internal	Yes
Legal & Governance	
Legal	None
Clinical/Care/Professional Governance	None
Corporate Governance	None
Directions	None
Communication	
Communications Plan	Yes

1.   Strategic Implications

Strategic Commissioning Plan

1.1   N/A

Transformation

1.2   N/A

2.   Resource Implications

Financial

2.1   The Mental Health and Learning Disability Whole System Change Programme will require financial investment in order to the necessary additional capacity and support to deliver on the ambitious plans for service redesign and transformational change. An initial assessment of the additional resourcing requirements has been carried out and this will be addressed in the development of a whole-system financial framework. A financial framework and recovery plan is under development reporting to the Executive Leadership Group on 22 November 2023.

2.2   The Mental Health and Learning Disability Whole System Change Programme includes provision for staff engagement throughout the workstreams and there are arrangements in place to ensure robust staff-side representation and to meet the NHS Staff Governance Standards.

3.   Assessments

Equality Impact Assessment

3.1   Assessed as **not relevant** for the purposes of EqIA at this stage.

The EqIA for the commencement of the programme was prepared for approval in June 2023 and will be further supplemented by individual assessments for each of the workstreams.

The programme seeks to improve outcomes and experiences for anyone in Tayside who either has or is connected to someone with a mental health or learning disability need. It seeks to do so regardless of protected characteristics, so it is not anticipated that people with protected characteristics will be specifically affected in a different way to those without.

Each work stream of the programme will conduct its own EQIA to ensure that, where necessary, steps/activity are included to ensure those with protected characteristics and those with circumstances that are known to affect people more (Health inequalities) receive equitable service.

Risk

3.2   The strategic risks associated with the delivery of the Mental Health and Learning Disability Whole System Change Programme will be identified and managed within the programme and reported to the Executive Leadership Group and Programme Board.

4.   Consultation – Patient/Service User first priority

External

4.1   A wide range of stakeholders are involved within the programme and consulted in its development. The content of this report was shared in draft form with the Mental Health and Learning Disability Whole System Change Programme Board on 15 November.

Internal

4.2   The Executive Leadership Group has been consulted in the preparation of this report. The content of this report was shared in draft form with NHS Tayside Executive Leadership Team on 20 November 2023

Impact of Recommendation

4.3   N/A

5.   Legal and Governance

5.1   N/A

6.   Directions

6.1   N/A at this stage.

7.   Communication

7.1   NHS Tayside Communications team are supporting a communications plan associated with the programme.

2.   BACKGROUND PAPERS/REFERENCES

None.

3.   APPENDICES

None