

**ANGUS HEALTH AND SOCIAL CARE****INTEGRATION JOINT BOARD – 21 FEBRUARY 2024****MENTAL HEALTH AND LEARNING DISABILITY IMPROVEMENT PLAN****REPORT BY JILLIAN GALLOWAY, CHIEF OFFICER****ABSTRACT**

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. This report updates the IJB on work taken forward since the last report on 13th December 2023. The next update report will be provided to the IJB at its meeting on 26th June 2024.

1. RECOMMENDATION

It is recommended that the Integration Joint Board agrees to acknowledge the updated position and the high-level progress update.

2. BACKGROUND

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 IJB since 20 September on recent activity.

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.

The Executive Leadership Group and the Programme Board have continued to provide collaborative leadership for the whole system change programme. Since the last update to the IJB, the Executive Leadership group met on 6 December 2023 and 24 January 2023 and the Programme Board met on 15 November 2023 and 17 January 2024.

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 and discussion on the draft Model of Care for mental health was the substantive item for the agenda. From this it was agreed that there would be a Steering Group established to lead the work going forward across the whole system and that a detailed engagement plan would be developed to ensure that the draft model is shaped by as wide a range of stakeholders as possible. The steering group will ensure stakeholder representation and ensure a co-production approach is taken forward to finalising the model of care. Engagement with each of the three Integration Joint Board's Strategic Planning Groups.

In summary, the early draft model of care was developed by Dr Peter Le Fevre, Operational Medical Director for General Adult Psychiatry and Learning Disability and presented to the Programme Board and key workstreams in November 2023. The paper was issued for comment and feedback to all members of the Programme Board, Executive Leadership Group, all contributors to the Crisis & Urgent Care, Inpatient Redesign and Community Mental Health workstreams with early feedback received in December 2023. The feedback was analysed, and a summary of key themes shared with the Programme Board in January 2024.

As a result of this work it was agreed that there was a requirement to re-prioritise and condense the current workstreams for Crisis & urgent Care, Specialist Community Mental Health, Personality Disorder and Adult Neurodevelopmental Disorders.

The timeframe for finalising the model of care was agreed using the Double Diamond approach with Phase 1 – Discover and Define completing by May 2024, and, Phase 2 – Develop and Deliver by September 2024. Phase 2 will result in an agreed model of care, including service specification and clarity around the contribution of community mental health and wellbeing strategies in each of the three HSCPs and third sector provision. The V&A has agreed to support this second phase with a series of design accelerator events.

Double Diamond design model



The key themes and concerns which were raised within the feedback regarding the Model of Care paper relate to ensuring the level of engagement and co-production required. The Programme Board agreed to take forward the ‘Care and Share Together’ proposal developed at the V&A session to implement an approach which ensure sustainable and meaningful engagement. In addition, Healthcare Improvement Scotland’s Community Engagement team have agreed to assist with this work and to help us build a best practice model for engagement.

3. CURRENT POSITION

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 13 March 2024. Highlight reports were considered by the Executive Leadership Group on 24 January 2024 noting the following in relation to improvement and redesign:

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. Early draft model of care shared with the Programme Board on 15 November 2023. Initial whole system feedback received and a plan for development through co-production agreed – completion September 2024. Priorities 1, 11 & 12 are to be consolidated. Phase 2 commenced. Workshop planned to consider the future demand analysis for Perth & Kinross to underpin a financial framework & commissioning model – completion April 2024. 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. No further update.

Priority 3 Addressing Significant Delayed discharges	Improvement Links to 1,11 &12	Mental health delays are monitored weekly within HSCPs and improving steadily NHS Tayside Executive Leadership Team. Each HSCP has completed the Dynamic Support Register relating to the aims of the Coming Home Report. Significant improvement in delays within GAP and 60% reduction April 2023-Dec 2024 across Tayside. As at end of January 2024 there was 0 Angus delayed discharges within GAP. Milestone 4 on track, but may require revision of some later milestones.
Priority 9 Integrated Substance Use and Mental Health	Redesign	On track – 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. Dates in first quarter of the year being arranged. Membership of the workstream being revisited. 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 shared with the Programme Board on 15 November 2023. See Priority 1. 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 shared with the Programme Board on 15 November 2023. See Priority 1. Milestone date revision requested.

4. PROPOSALS

This report updates Angus Integration Joint Board on the current position as detailed above

Angus Integration Joint Board receive a further written report in relation to progress of the Mental Health and Learning Disability Whole System Change Programme in June and October 2024 as per timeline approved in Angus IJB report 84/23 and will be included in the workplan for 24/25.

5. FINANCIAL IMPLICATIONS

The development of a financial recovery plan for Inpatient Mental Health Services and a strategic finance has been commenced. 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 the new model of care across the continuum of need. The timeline for bringing forward a recovery plan for inpatient mental health services to address ongoing financial pressures into 2024/25 will be agreed by 16 February 2024.

This funding will support the financial stabilisation of the service in 2023/24 as work progresses to

develop a deliverable financial recovery plan and future financial framework over 2024/25 and beyond, reflecting a shift in the balance of care from inpatient services to community-based provision. A potential additional funding commitment up to £0.125m may also be required should In Patient Mental Health Services be unable to reduce spend over the remainder of the financial year. This will be reflected in the year-end financial position.

6. RISK

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.

7. OTHER IMPLICATIONS (IF APPLICABLE)

N/A.

8. EQUALITY IMPACT ASSESSMENT

The EIA is an ongoing process and will be updated for June 2024 Angus IJB Meeting.

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.

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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