



# Transforming Tayside

**DRAFT DOCUMENT FOR APPROVAL- Tayside Mental Health Alliance Members, Chief Executive, Chief Officers IJBs**

## Tayside Mental Health Alliance Terms of Reference Document

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## **1. Introduction**

- 1.1 This document sets out the terms of reference for the Tayside Mental Health Alliance as referred to in the Memorandum of Understanding between the Board of NHS Tayside ( NHST), the Angus Integration Joint Board, the Dundee Integration Joint Board and the Perth and Kinross Integration Joint Board (collectively “the Parties”)
- 1.2 Nothing in this document shall alter or diminish in any way, the Parties’ existing statutory powers, duties and responsibilities. The aim is that by working together through the THMA, the Parties can create more efficient, effective and sustainable services which better meet the needs of our citizens.

## **2 Purpose**

- 2.1 The Tayside Mental Health Alliance (TMHA) will act as a key enabler for NHST and the three Integrations Joint Boards (IJBs) develop a whole system, 3 year strategy for mental health care and treatment across Tayside. The purpose of the strategic whole system approach is to ensure the delivery of consistent, safe, recovery focused, evidence-based models of care and to share best practice across the system that is reflective of local priorities for action.
- 2.2 Services for mental health care and treatment are delivered by many different agencies. The TMHA will bring together each of the distinct agencies that hold responsibility for the planning, commissioning and delivery of mental health and social care services for the Tayside population to collaborate in the development of the whole system strategy.
- 2.3 The TMA has been established and tasked with mapping out the end to end clinical pathways for mental health services to ensure that the people of Tayside receive the best possible mental health and wellbeing, care and treatment with a focus on early intervention and reducing stigma.
- 2.4 This strategic whole system approach will identify strategic opportunities for improvement which in turn will help shape and inform;-
  - the strategic plans of the respective IJBs in relation to the integrated functions which are delegated to them under the Public Bodies (Joint Working) (Scotland Act 2014
  - the redesign and design of new integrated of operational services

## **3 Background and Context**

- 3.1 In January 2019, a proposal was submitted to the NHS Tayside Executive Leadership team to establish an overarching system for transforming Mental Health Care and Treatment provision through the formation of a Tayside Mental Health Alliance.
- 3.2 The primary purpose of the Tayside Mental Health Alliance (TMHA) is to bring together each of the distinct organisations that hold responsibility for the planning, commissioning and delivery of mental health and social care services for the Tayside population. The TMHA aims to bring together the subsystems relevant to mental healthcare across NHS Tayside and the three IJBs to gain an understanding of the full Tayside landscape and its associated challenges for

mental health; to work together to develop a whole system three year strategy for mental health wellbeing, care and treatment

- 3.3 The responsibility for the delivery of Mental Health Services is spread across the various subsystems of health and social care across Tayside. Whilst these arrangements support strong local strategic and operational planning and integration of services for the local populations within the three integration authorities, there are opportunities to work together across the Tayside region to improve mental health services, using principles of realistic medicine, optimising resources, capacity and capability for the benefit of the whole system.
- 3.4 The TMHA will aim to focus upon the pieces of work that cut across the whole system and will require to work closely with the IJB Strategic Planning Groups and other Committees.
- 3.5 The Health and Social Care Standards will be core to the work of the TMHA and will help drive improvement, promote flexibility and encourage innovation in how people are supported and cared for.
- 3.6 In order to drive forward the transformation of mental health services in Tayside there needs to be a fundamentally different approach that acknowledges the roles and responsibilities across the different parts of the whole system, whilst creating a supporting structure that draws together the health, social care and public health strategic plans.
- 3.7 Clear strategic direction is required in relation to community resilience and response and specialist treatment services across the domains of prevention, early intervention and delivery of Specialist Mental Health Services for the whole of Tayside.
- 3.8 To deliver more effective and efficient services which better meet the needs of our communities, requires a strategic approach which identifies and commits delivering they priority actions for change, whilst remaining flexible enough to respond to best evidence in mental health care and treatment.
- 3.9 To achieve this the THMA has set out clear priorities for the first year as it works to develop the three year strategy which shall reflect local strategic plans across the component parts of mental health service delivery.
- 3.10 The TMHA will require accurate data and information to support design and redesign of service. There will be dedicated support from NHS Tayside Business Unit and from Tayside Public Health Information Network.

#### **4 Strategic priorities for the first year**

- 4.1 The elements of the National Mental Health Strategy as outlined below are reflected in our local strategic priorities for 2019 – 2020:

- Prevention and early intervention for mental health conditions

- Improving support during pregnancy and after birth;
- Reforming children and young people's mental health services;
- Improving specialist services for children and young people and adults;
- Taking a 21st century approach to adult mental health;
- Reducing health inequalities;
- Respecting, protecting and fulfilling rights; and
- Making suicide prevention everybody's business.

## 5. Vision, Mission and Values

### 5.1 Vision :

People from all communities within Tayside receive the best possible mental health and wellbeing, care and treatment. The vision is inclusive of positive wellbeing and a good quality of life to help prevent mental health problems occurring, and that those with mental ill health will get the respect, support, treatment and care they require to recover without fear of discrimination or stigma.

### 5.2 Mission:

- Strive for equitable health outcomes across our population
- Support and improve the mental health and wellbeing of people to maximise their independence and health providing the right support at the right time
- Embed multi-disciplinary team working at the heart of 'seamless' care pathways and providing support for people
- Ensure models of care and services are of high quality, safe, person centred, affordable and sustainable
- Connect with people with lived experience through existing networks to ensure services are planned and delivered with people who have lived experience
- Focus on people, their families and communities keeping them at the centre of everything we do

### 5.3 Values

The shared values of the TMHA are adopted from the Trauma Informed Practice for the workforce. They are aimed at supporting workers to adapt the way they work to make a positive difference to people affected by trauma and adversity and the impact this has upon mental health and wellbeing. The 5 core values underpinning the work of the TMHA are:

#### **Safety**

The design and redesign of services sponsored / supported through the TMHA will emphasise the safety of patients, service users and staff to

ensure a collective commitment to the protection of people.

### **Choice**

The provision of choice in healthcare in the context of service design, redesign and delivery is an important value held by the TMHA. Within the context of choice we will adopt an open, honest dialogue, developing and sharing viable options for the design / redesign of services with our stakeholders. This will include support to be involved in the process of informed decision making and transparency in circumstances where choice is limited.

### **Collaboration**

Values based collaboration refers to the organisations involved in the TMHA defining and agreeing the values that will underpin the collaborative nature of the work and the shared goals. This includes honesty, openness, respect, cooperation and equality in agreeing joint action and problem solving and having a clear process to resolve areas of disagreement.

### **Empowerment**

A core value of the TMHA is to undertake the business of the alliance in a responsible way and to take informed and effective action to achieve agreed outcomes. This means a commitment to the design and redesign of services across the four elements of co-production; commissioning, design, delivery and evaluation

### **Trust**

Trust as a core value will require each member of the TMHA to commit to building an interdependent relationship, supporting one another to take measured risks, be open to new learning and to invest in each other in delivering the work of the alliance for the benefit of people accessing mental health care and treatment across Tayside

## **6 Roles & responsibilities**

### **6.1 NHS Tayside Board**

NHS Tayside Board is responsible for the protection and improvement of their population's health and for the delivery of high quality frontline health services reflective of Scottish Governments objectives and priorities. They are responsible for the operational delivery of hospital and community based health services and the planning and commissioning of these services insofar as not delegated to the IJBs..

In February 2019, the Board of NHS Tayside approved Transforming Tayside 2019-22, which describes the three year change programme that the Board has committed to deliver, redesign and set the foundations for the future.

To deliver Better Health, Better Care, Better Workplace and Better Value, the Board has identified four key priorities:

- Improved access to high quality care and reduce waiting times in a sustainable way;
- Increasing the pace of integration;
- Improving access to, and investing in, mental health services; and
- Improving access to, and investing in, primary care services.

In approving the proposed Transformation Programme, the Board made a number of commitments to strategic design initiatives which is inclusive of mental health services pan Tayside.

## **6.2 Integration Joint Boards (IJB) (Dundee, Angus, P&K)**

The three integration authorities work alongside NHS Boards, Councils and Community Planning Partnerships and are responsible for the strategic planning and oversight of the operational delivery of the integrated functions delegated to them under the Public Bodies (Joint Working)(S) Act 2014 delivery of care for individuals in their local community. The IJBs have full power to determine use of resources and how those delegates services will be delivered reflecting this in their strategic plans. Each IJB through their local Health and Social Care Partnership have strategic plans reflecting the needs of their local populations.

## **6.3 Tayside Mental Health Alliance**

The TMHA has delegated authority from NHS Tayside Board via the Chief Executive, to work with the three IJBs in the development and delivery of their strategic plans and mental health retained services to bring plans together into a single 3 year strategy for Tayside.

The TMHA will undertake this role within the overall Transforming Tayside strategy and will commission / sponsor the relevant service design groups required to drive forward service delivery change to improve care, treatment and access for people supporting positive well being and evidence based care and treatment.

In so doing the TMHA will function as a key enabler for NHS Tayside and the three Integration Joint Boards to gain an understanding of the full Tayside landscape and its associated challenges; and to agree areas whereby a 'Once for Tayside' approach can enhance and support community planning and to work together to develop a whole system 3 year strategy for mental health care and treatment with a focus upon optimising safe and evidence-based care, learning and development and sharing best practice. The TMHA is the means to connect across the system and lead the Transforming Mental Health care and treatment agenda.

The TMHA

- can make recommendations relating to hosted elements of service whereby proposals increase efficiency whilst providing high quality of care e.g. Crisis Care and Home treatment, Psychological Therapies etc

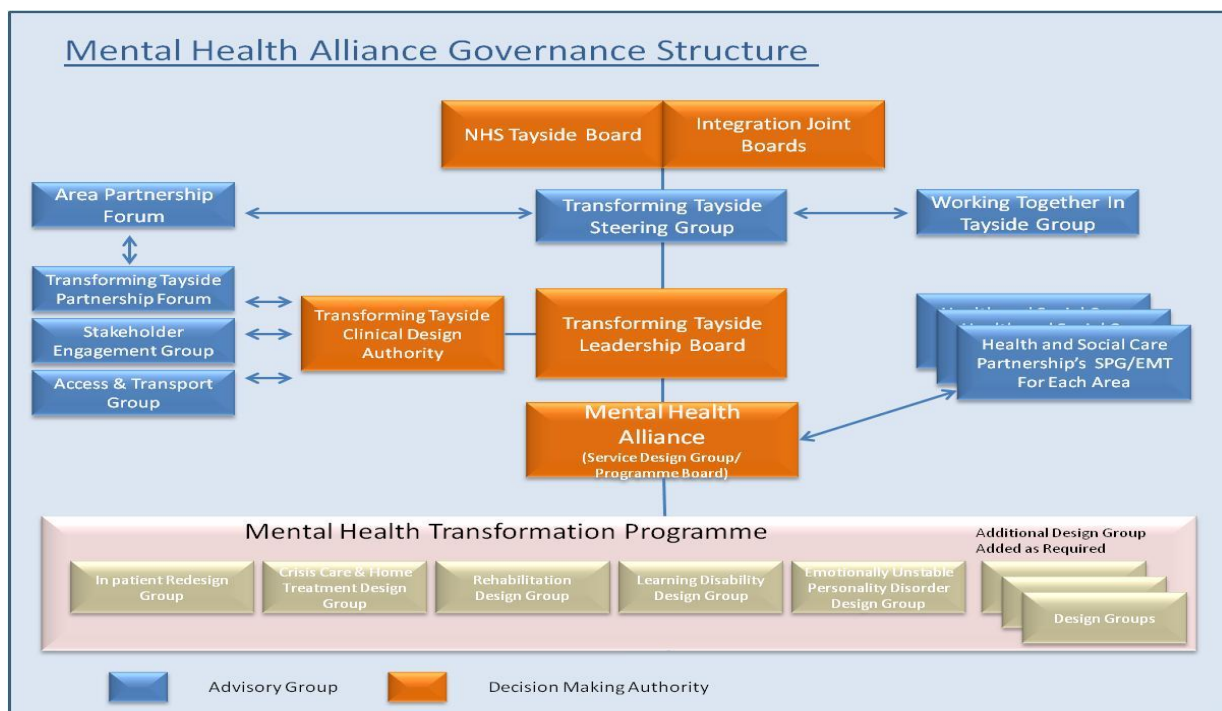
- will have sight of the Strategic Commissioning Plans for each IJB pertaining to mental health and well being and be sighted on the Public Health Strategic Plan and Health Equity Strategy in context of mental health and will identify common themes across the strategic plans and agree areas for joint working across Tayside taking a whole system approach; the TMHA shall then consolidate these strategies into a Tayside Master plan
- will work with partners to establish mental health and learning disability service inpatient requirements
- standards for mental health care and treatment for implementation across Tayside
- Make recommendations to the Parties as regards investment where this would deliver better outcomes for communities across Tayside

## **7 Communication & Engagement**

- 7.1 In addition to the core membership of the TMHA, affiliation with a number of other strategic partners will be critical to the success.
- 7.2 The Parties will seek to ensure that the current arrangements in place in relation to their respective strategic planning functions and for participation and engagement with local communities and third sector organisations are fully connected into the work of the TMHA.
- 7.3 TMHA will ensure that local community stakeholders are fully engaged and sighted on the planning, design and delivery of services for mental health and any work undertaken via the TMHA.
- 7.4 The communication, participation and engagement strategy will thus reflect the current arrangements across the three IJBs. This avoids establishing duplicate structures and ensures that Public, Service user, Third Sector and Independent Sector are fully engaged through the respective involvement structures in place in each of the localities.
- 7.5 The TMHA is committed to engaging participation of staff across the spectrum of mental health services, so that the detailed work required to transform mental health services in Tayside is informed and influenced by ongoing dialogue.
- 7.6 To understand wider needs and expectations, we are also fully committed to engaging with other stakeholders, in particular engaging directly with local communities across the three Integration Joint Boards through the already established community participation and engagement structure.
- 7.7 The TMHA will seek to build an ongoing dialogue with service users, staff and other stakeholders to build confidence across the system, and ensure that all voices are heard and that we work with people through realistic discussion on expectations and impacts of health and social care mental health services.
- 7.8 The approach used to stakeholder participation and engagement will be a two way process in acknowledgement that the MH Alliance will become a key stakeholder for the IJBs and vice versa. All participation and engagement activity will be undertaken through the three HSCP current infrastructures. See the Stakeholder Communications and Engagement Strategy for details

## 8 Governance

- 8.1 The Memorandum of Understanding sets out the framework for cooperation between NHS Tayside and the three Integration Joint Boards in the establishment of a Tayside Mental Health Alliance
- 8.2 Nothing in this document shall alter or diminish in any way, the Parties' existing statutory powers, duties and responsibilities.
- 8.3 In accordance with the statutory responsibilities of the Parties and the terms of the Memorandum of Understanding, Tayside Mental Health Alliance will act as the strategic lead in the whole system mental health transformation agenda.
- 8.4 The Parties delegate to the TMHA the authority to redesign and design services reflective of the whole system strategy and to progress this independently, subject to seeking the necessary approval and sign off by the IJBs in relation to those services related to the integrated functions
- 8.5 Investment and disinvestment decisions associated with service design / redesign will require to be approved by the Parties in line with their own statutory duties and respective governance arrangements.
- 8.6 The Parties may make a decision to allocate specific funding to the Tayside Mental Health Alliance for decision making for example Unscheduled Care funding, Winter funding, Action 15 etc
- 8.7 Progress against these terms of reference shall be reviewed 6 monthly and formally reported to the Parties.
- 8.8 Subject to the respective statutory duties and responsibilities of the Parties, the Tayside Mental Health Alliance is directly accountable to the Transforming Tayside Executive Group which comprises of the Chief Executive and three Integration Joint Board Chief Officers. The reporting and communications arrangements for Tayside Mental Health Alliance are outlined below:





## **9 Workplan**

- 9.2** All agencies responsible for delivery of mental health services across Tayside have provided an overview of their priorities for the year to be incorporated into the NHS Tayside Local Delivery Plan (LDP).
- 9.3** The elements of the LDP have already been agreed by the Health and Social Care Partnerships therefore the components of the LDP to be led through the alliance will be agreed by the group.
- 9.4** The TMHA will develop a mutually agreeable prioritised 1 year plan reflecting a number of the current priorities and include:
- The agreed elements of the Tayside Local Delivery Plan
  - The commonalities across the three Health and Social Care Partnerships strategic plans where a 'once for Tayside' approach can be adopted
- 9.5** The TMHA will agree their annual work plan and three year strategy providing sponsorship and support to the service design groups established.
- 9.6** The TMHA portfolio of work programmes will require robust support to ensure programme delivery and robust co-ordination and monitoring of progress. The following resources will be aligned to the TMHA
- Programme Director
  - Programme Manager x 2
  - Project Manager x 2
  - Administrative Support

## **10 TMHA Meetings**

- 10.2** The 7-Step Meeting Process will be used as the framework to ensure an efficient and effective meeting and to acknowledge the leadership skills and roles of all group members, (NHS Education Scotland).
- 10.3** Agenda items will be agreed in advance. All papers will be shared with the group members 7 business days in advance of the meeting.
- 10.4** Meetings will be held monthly.
- 10.5** Members must attend or send deputy.

## 11 Quorate

The quorum for meetings will be 50% plus 1 of the members of the TMHA.

## 11 Membership, roles and responsibilities

<b>Tayside Mental Health Alliance</b>	
<b>Project Executive Sponsor</b>	
Grant Archibald	Chief Executive
<b>Executive Leads</b>	
Keith Russell (Chair)	Associate Nurse Director, Mental Health
Dr Mike Winter	Associate Medical Director, Mental Health
Arlene Wood	Associate Director, Mental Health (P&K HSCP)
<b>Integration Joint Board Leads</b>	
Evelyn Devine	Head of Health Perth and Kinross Health and Social Care Partnership
Diane Fraser	Head of Social Care Perth and Kinross Health and Social Care Partnership
Arlene Mitchell	Locality Manager, Dundee Health & Social Care Partnership
Bill Troup	Head of Mental Health, Angus Health and Social Care Partnership
<b>Tayside Mental Health Alliance Group Members/Contributors</b>	
Jane Bray	Consultant Public Health, Kings Cross Hospital
Jane Bruce	Associate Medical Director, Primary Care, Kings Cross Hospital
Allan Drummond	Area Partnership Representative (Health)
Claire Gallacher	Chief Executive, Independent Advocacy, Perth & Kinross
Kathryn Lindsay	Chief Social Work Officer, Angus Council
Glyn Lloyd	Acting Head of Service Social Work, Dundee City Council
Johnathan MacLennan	Adult Mental Health Quality Improvement Lead
Jacque Pepper	Depute Director, Education and Children's Services, Chief Social Work Officer, Perth and Kinross Council
Kevin Power	Director of Psychology, Dudhope House
Wendy Tait	Mental Health Clinical Development Facilitator
Sandy Watts	Third Sector Integration Joint Board Rep, Perth & Kinross
Lorna Wigin	Director of Acute Services
Tracey Williams	Associate Director – Improvement, Ninewells Hospital
To be confirmed.	Area Partnership Representative (Local Authority)
To be confirmed.	Third Sector Integration Joint Board Rep Dundee. Dundee

	Voluntary Action
<b>Tayside Mental Health Alliance Support Team</b>	
Brian Currie	Programme Director
Phyllis Easton	Health Intelligence Manager
Ashley Farquharson	Adult Mental Health QI Adviser
Sarah Lowry	NHS Tayside Business Unit Service Manager
Lisa Robertson	Personal Assistant AMD and AD Mental Health
Guy Southcott	Programme Manager
Louise Wilson	Communications Lead