



PERTH & KINROSS INTEGRATION JOINT BOARD

14 FEBRUARY 2024

TAYSIDE MENTAL HEALTH SERVICES: STRATEGIC UPDATE

Report by Chief Officer

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. This report updates the IJB on work taken forward since the last report on 29 November 2023. The next update report will be provided to the IJB at its meeting on 5 June 2024.

1. RECOMMENDATION(S)

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

- Notes the updated position and the high-level progress update;
- Notes the significant improvement in addressing delayed discharges in in-patient general adult psychiatry for Perth & Kinross patients; and
- Approves the release of reserves to support the overall financial position for In Patient Mental Health Services in Tayside.

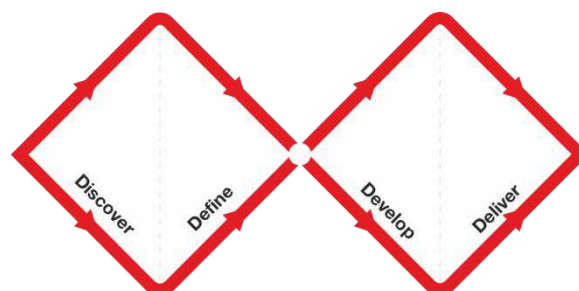
2. SITUATION/BACKGROUND / MAIN ISSUES

- 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 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.

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.

- 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 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.
- 2.5 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.
- 2.6 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.
- 2.7 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



- 2.8 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. 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 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 <i>model of care</i> 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. For Perth & Kinross this was an 80% reduction in the same period. As at end of January 2024 there was 0 P&K 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. In P&K the IDART will be relocated to a purpose build centre in Murray Royal Hospital providing a much improved environment for drug & alcohol services and a mental health nurse has been deployed into the team.
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	<p>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.</p> <p>See Priority 1.</p> <p>Milestone date revision requested.</p>

- 3.2 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.
- 3.3 In-Patient Mental Health, Learning Disability Services are delegated to the three Tayside IJBs, having previously been hosted by Perth & Kinross IJB. In early 2020/21, the operational management of these services was returned to NHS Tayside, however under health and social care integration legislation the strategic planning of these services remains delegated to the three Tayside Integration Joint Boards as per the revised Integration Scheme approved in June 2022. Currently, there is no budget delegated to the IJBs for 2023/24 and the service is projecting an overspend of around £5.6m across Tayside. However, given the IJB's have strategic planning responsibility for the services, there is a requirement to show a delegated budget and spend position in the IJB's annual accounts. Given the governance position whereby there is a separation between strategic planning and operational delivery of the service, discussions have been ongoing to agree financial risk sharing arrangements amongst the three IJBs and NHS Tayside for the current financial year. Agreement has been reached by the 3 IJB Chief Officers, Chief Finance Officers, Chief Executives of the 3 local authorities and NHS Tayside and NHS Tayside's Director of Finance for a funding solution for 2023/24. This requires a financial contribution being sought from the three IJB's and NHS Tayside. This would require the permission of the IJB to release funding held in earmarked reserves of £0.650m, originally provided by NHS Tayside, to contribute to the overall service shortfall.
- 3.4 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.

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.

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

- 1.1 Strategic Commissioning Plan
- 1.2 n/a
- 1.3 Transformation
- 1.4 n/a

2. Resource Implications

2.1 Financial

The Mental Health and Learning Disability Whole System Change Programme requires a financial framework to be developed to support the delivery of a new model of care.

Presently there is a persistent overspend in inpatient mental health services and as at end December 2023, this is forecasted to be £5.6m by end of March 2024. An agreement has been reached by the three Chief Finance Officers for the Tayside IJBs and Director of Finance for NHS Tayside to contribute to this and the IJB is asked to approve the allocation of up to £775k of reserves to contribute towards this overspend.

2.2 Workforce

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**

3.1 Equality Impact Assessment

Assessed as **relevant** for the purposes of EqIA at this stage. The EqIA for the commencement of the programme is reproduced at Appendix 2 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.

3.2 Risk

The strategic risks associated with the delivery of the Mental Health and Learning Disability Whole System Change Programme have been identified and managed within the programme and reported to the Executive Leadership Group and Programme Board. These risks will also feature in the strategic risk registers for the three IJBs and NHS Tayside.

3.3 Other assessments

4. **Consultation – Patient/Service User first priority**

4.1 External

A wide range of stakeholders are involved within the programme and consulted in its development.

4.2 Internal

The Executive Leadership Group has been consulted in the preparation of this report.

4.3 Impact of Recommendation

N/A

5. Legal and Governance

5.1 N/A

6. Directions

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

3. APPENDICES

None