



PERTH & KINROSS INTEGRATION JOINT BOARD

21 June 2023

TAYSIDE MENTAL HEALTH SERVICES: MENTAL HEALTH AND LEARNING DISABILITY WHOLE SYSTEM CHANGE PROGRAMME

Report by Chief Officer
(Report No. G/23/65)

PURPOSE OF REPORT

This report provides the IJB with the completed *Whole System Mental Health and Learning Disabilities Change Programme* for approval.

1. RECOMMENDATION(S)

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

- Approves the Mental Health and Learning Disability Whole System Change Programme;
- Notes the emerging partnership with the V&A in Dundee; and
- Notes the additional investment required to deliver the programme.

2. SITUATION/BACKGROUND/MAIN ISSUES

- 2.1 This report provides the Integration Joint Board completed *Whole System Mental Health and Learning Disabilities Change Programme* for approval. This change programme follows on from, and builds upon, the detailed Mental Health and Learning Disability Services Improvement plan which was submitted to Scottish Government in response to recommendations set out in the final report of the Independent Oversight and Assurance Group into Tayside Mental Health Services published in January 2023. 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.

3. PROPOSALS

- 3.1 The Executive Leadership Group and the Programme Board have agreed revised Terms of Reference and together provide the collaborative leadership for the delivery of the Mental Health & Learning Disabilities Whole System Change Programme ensuring appropriate priority and pace. This is providing leadership and challenge to deliver on the strategic direction for a whole system model of care and importance to the promotion of an energized culture focused on transformation and whole-system collaborative working. It is also providing formal engagement of a wide range of stakeholders including people with lived experience as members of the Board and within the workstreams.
- 3.2 The Whole System Mental Health and Learning Disabilities Change Programme is set out in Appendix 1 and covers 12 areas/workstreams which will be the focus of transformational change over the next 2-3 years. The 12 areas/workstreams are a combination of enablers, process/system improvement and service redesign which together set out an ambitious programme to deliver improvements so that people in Tayside receive the best possible care and treatment. These are summarised below in Table 1.

Table 1.

	Workstream	Category
1	Adult Inpatient Redesign Phase 1	Improvement
	Adult Inpatient Redesign Phase 2	Service Redesign
2	Strathmartine Physical Environment	Improvement
3	Address Significant Delayed Discharges	Improvement
3	Streamline and Prioritise Change Programme	Enabler
5	Make Integration Work	Enabler
6	Engage the Workforce	Enabler
7	Engage with patients, families, partners, and communities	Enabler
8	Continue to Focus on Patient Safety	Improvement
9	Integrated Mental Health and Substance Misuse Services	Service Redesign
10	Whole System Redesign of Learning Disability Services	Service Redesign
11	Crisis and urgent Care	Service Redesign
12	Specialist Community Mental Health Service Redesign	Service Redesign

- 3.3 The development of the additional four workstreams numbered 9-12 have been underpinned by a series of engagements and opportunities to comment and influence. This has ensured that the entire change programme has been prepared in the spirit of openness, transparency and with appropriate engagement on content. The development of the programme has included discussion and commentary as follows:

- Executive Leadership Group 8 Feb; 15 March; 19 April, 17 May, and 14 June 2023
- Programme Board 15 Feb; 9 March; 3 May
- Angus, Dundee, and Perth & Kinross IJBs in March 2023
- NHS Tayside Board 30 March 2023.

3.4 There is a genuine concern expressed by stakeholders that the programme is overly ambitious and that this will lead to or reinforce an ongoing pattern of lack of progress and inactivity. The programme contains 12 workstreams of which five are identified as transformational or redesign. The remaining seven are identified as enablers or areas for improvement which should become business as usual and part of the continuous improvement cycle. There is currently recurring funding for programme met by the three Health and Social Care Partnerships and NHS Tayside (£215k). In addition, the Executive Leadership Group will be asked to approve and source additional investment to provide the required capacity to support the programme. This will include additional project and business support; backfill for clinical leadership to lead on the workstreams; commissioning external expertise to support values-based relational leadership and to embed collaborative design thinking/mindset across the programme. An assessment of the additional resourcing requirements has been carried out and this will require circa £200k part-year in 23/24 and £450k in 24/25.

3.5 A workshop with a focus on developing our culture in mental health services was held on 21 April 2023. A helpful case study of organisations which have successfully developed a values-based behaviour framework led by staff will be used to generate ideas and our own approach to this. In addition, a partnership arrangement with the V&A is emerging with an offer to work together on supporting meaningful activity to support alignment and the culture and behaviours required to ensure true co-production. The V&A Design for Business Strategic Lead has offered to support the Mental Health and Whole System Change Programme through a number of tried and tested activity, and we have agreed to work up a programme for all participants in the service redesign workstreams. These include:

- **Creating a Design Culture**
Workshops in which participants will develop a manifesto of behaviours they will use while collaborating. It will involve multiple stakeholders - a range of people including senior managers, staff, patients, and their representatives – including those who do not usually work together and will focus on the development of a healthy culture for co-designing effectively.
- **Design Thinking Accelerators**
A 3-day programme for participants to work through the design process together in a safe and structured environment.

4. CONCLUSION

The Mental Health and Learning Disability Improvement Plan was submitted to Scottish Government on 31 March 2023. The Whole System Mental Health and Learning Disabilities Change Programme has expanded on the Improvement Plan and includes four additional areas for service redesign. There has been considerable engagement on the development of the programme and an assessment of the additional requirements to resource and provide the required capacity to deliver. The Angus, Dundee and Perth & Kinross Integration Joint Boards will be asked to approve the Whole System Mental Health and Learning Disabilities Change Programme at their meetings to be held in June 2023. NHS Tayside Board will be asked to endorse the direction of travel within the programme at its meeting on 29 June 2023.

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 assessment of the additional resourcing requirements has been carried out and this will require circa £200k part-year in 23/24 and £450k in 24/25. The Executive Leadership group will be asked to consider and agree the level and source of funding at its next meeting on 15 June 2023.

Workforce

- 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 **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.

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.

Internal

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

Impact of Recommendation

- 4.3 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. APPENDICES

Appendix 1 – Mental Health and Learning Disability Whole System Change Programme

Appendix 2 – EqlA prepared using NHS Tayside approved toolkit.