



PERTH & KINROSS INTEGRATION JOINT BOARD

20 September 2023

TAYSIDE MENTAL HEALTH SERVICES: STRATEGIC UPDATE

Report by Chief Officer
(Report No. G/23/125)

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 and in relation to the *Whole System Mental Health and Learning Disabilities Change Programme* approved in June 2023.

1. RECOMMENDATION(S)

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

- Notes the updated position and the high-level progress update; and
- Notes the upcoming joint development session for Perth and Kinross Integration Joint Board Members along with members of NHS Tayside Board, Angus, and Dundee Integration Joint Boards.

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 the end of June 2023 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 meet over the summer period. This is providing leadership and challenge to deliver on the strategic direction for a whole system model of care and promoting 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.

- 2.4 The Executive Leadership group met on 17 July, 16 August and 13 September 2023 and has agreed to meet regularly to ensure sufficient pace is achieved in the early stages of the programme.
- 2.5 The Minister for Social Care, Wellbeing and Sport, Ms Maree Todd met with members of the Tayside Executive Partners on 24 July 2023. The meeting was positive, and the Minister acknowledged the pressure that has been placed on Tayside as a result of continued scrutiny, emphasising the system should be self-scrutinising and focused on continual improvement. She ended the meeting with an offer of support and this offer has since been taken up via meetings with the Scottish Government Mental Health Division and there are ongoing discussions about the extent to which they can advise and support the delivery of new models of care.
- 2.6 The Programme Board met on 19 July 2023 and received comprehensive updates and presentations on two of the key areas of redesign: Adult Inpatient Redesign and Specialist Community Mental Health Services Redesign. The interdependencies across these two workstreams were highlighted along with the redesign of Urgent and Crisis Care. A number of executive sponsors and workstream leads have gone on to engage in positive discussions with Scottish Government and national professional advisers to draw down support and expertise for our direction of travel. As a result, it is proposed that the first Design Thinking workshop, to be held in October and facilitated by experts through the V&A Museum in Dundee, will bring together three interdependent workstreams (Priority 1, 11 and 12: Adult Inpatient Redesign, Crisis and Urgent Care and Specialist Community Mental Health Services Redesign) and focus on developing a new model of care across the continuum of need using design methodology. 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. The outputs will visualise a whole system model of care for people who experience mental ill-health.

3. PROPOSALS

- 3.1 As reported to the IJB Audit and Performance Committee, work has advanced in developing a strategic risk profile for the Mental Health and Learning Disability Whole System Change Programme. As the Lead Partner, the Perth & Kinross Chief Officer will become the risk owner with risk actions being managed across members of the Executive Leadership Group. The strategic risk related to the delivery of the strategy will be replicated in the risk registers for all partners, including the Perth and Kinross IJB as this is a whole system programme of change requiring collective leadership, ownership and management of risk and mitigations. An initial workshop has identified the key risks across the Programme with controls, mitigating actions, improvement actions, risk scores and level of appetite drafted for consideration of the Programme Board at its next meeting on 26 September 2023.

- 3.2 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 26 September 2023. Highlight reports were considered by the Executive Leadership Group on 13 September 2023 noting the following:

Tayside Mental Health and Learning Disability Whole System Change Programme		
Priority	Description	Update
Priority 1 Adult Inpatient Redesign	Redesign	Phase 1 in progress and reported to Programme Board with recommendations. Presentation Planned to Joint Board Workshop 31 October 2023. Phase 2 commenced.
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	On track but may require revision of some later milestones.
Priority 9 Integrated Substance Use and Mental Health	Redesign	On track
Priority 10 Whole System Redesign of Learning Disabilities Services	Redesign	Requires revision of milestones
Priority 11 Crisis and Urgent Care	Redesign	Requires revision of milestones
Priority 12 Specialist Community Mental Health Services	Redesign	On track

- 3.3 The development of a financial recovery plan for Inpatient Mental Health Services and a strategic finance and resource framework has been slowed down due to staff absence, however focused activity is taking place in week beginning 28 August 2023 in recognition of the end of September deadline. The three IJB Chief Finance Officers and the Director of Finance for NHS Tayside will be represented at the Design Thinking workshop and have agreed to work collaboratively on a financial framework which will deliver on the new model of care across the continuum of need.
- 3.4 The Scottish Government published a new National Mental Health and Wellbeing Strategy and a mapping exercise across our programme is underway. The strong focus on prevention and person-centred, non-stigmatised services in the community in the new national strategy aligns well with the direction of travel across the Programme.
- 3.5 A workshop is planned for members of NHS Tayside Board and the three Integration Joint Boards on 31 October 2023 providing an opportunity to consider whole-system wide data and to hear progress in relation to key areas of redesign (Inpatient and Specialist Community). The workshop will also provide an opportunity for members to comment on the proposed method for

reporting progress on the programme to all Boards from October onwards ensuring that our public reporting on progress is concurrent and sufficient.

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 will be presented to the Programme Board on 26 September 2023. A detailed programme for a joint workshop on 31 October is under development to which all members of the three Integration Joint Boards and NHS Tayside will be invited, and the agenda will include consideration of a shared approach to monitoring and reporting on progress to ensure concurrency and the level of detail required.

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

n/a

1.2 Transformation

n/a

2. Resource Implications

2.1 Financial

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.

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 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

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