



Tayside Mental Health & Learning Disabilities
Whole System Change Programme
Workstream Progress Reports
April 2024



| Slide Number | Workstream/Priority | Update Provided |
|--------------|---|-----------------|
| 2-8 | Adult Inpatient Redesign (Priority 1) | Yes |
| 9-12 | Integrated Substance Use & Mental Health (Priority 9) | Yes |
| 13-14 | Whole System Redesign Learning Disabilities (Priority 10) | Yes |
| 15-19 | Crisis & Urgent Care (Priority 11) | Yes |
| 20-23 | Specialist Community Mental Health Services (Priority 12) | Yes |
| 24-26 | Adult Neurodevelopmental Disorder | No |
| 27-29 | Transitions | Yes |
| 30-32 | Personality Disorder | Yes |



Tayside Mental Health & Learning Disabilities Whole System Change Programme
Workstream Progress Report - Adult Inpatient Redesign (Priority 1)

Date: April 2024



| Workstream: Adult Inpatient Re-Design (Priority 1) | Sub workstream: | Workstream / Sub-Workstream Lead(s): Louise Ewing Dr. Gordon Cowan | Report Author: Louise Ewing |
|---|---|--|---|
| Current project(s) and scope of work | <ol style="list-style-type: none"> Phase 1 – Plan to support sustainability of safe inpatient care The aim of this phase is to understand the current pressures on the system and develop a short-term plan to support sustaining safe delivery of inpatient care Phase 2 - Mental Health Needs Analysis, Options Appraisal and development of an Implementation Plan with timelines The aim of this phase is to understand the current and future mental health service needs of the population of Tayside and come to an agreed plan for redesigning MH services to best meet that need, both now and for the next 20 years | Overall Status of Current Projects - <i>Planned</i> - <i>In progress</i> - <i>Complete</i> - <i>Not yet commenced</i> | <ol style="list-style-type: none"> Complete Commenced |



Tayside Mental Health & Learning Disabilities Whole System Change Programme
Workstream Progress Report - Adult Inpatient Redesign (Priority 1)

Date: April 2024



| Workstream: Adult Inpatient Re-Design (Priority 1) | Sub workstream: | Workstream / Sub-Workstream Lead(s): Louise Ewing Dr. Gordon Cowan | Report Author: Louise Ewing |
|--|---|---|---|
| Key activities and achievements in this reporting period Provide key updates in meeting project aims | CMHT epi analysis progressing Primary Care epi analysis in discussion Clinical teams have completed the self assessment against RCOP Standards The Workforce sub group have been provided with the detail of data set requirements which will support a future presentation and will link to other workstreams | | |
| Key activities planned for next reporting period | Preparation of report to meet milestone 9 of phase 2 Preparation of workforce dataset to support future presentation | | |



Tayside Mental Health & Learning Disabilities Whole System Change Programme
Workstream Progress Report - Adult Inpatient Redesign (Priority 1)

Date: April 2024



| Risks/Barriers to Progress and Mitigations Consider: •Is the pace of delivery right? •Is it sustainable? •Is it evidenced? •Have you engaged the workforce and service users? | | | |
|---|--|--|---|
| | RISK NO. | RISK / BARRIER TO PROGRESS | MITIGATION |
| | 1 | Capacity for staff to lead and participate in work required to progress change Programme at pace. | <ul style="list-style-type: none"> Additional capacity requirements have been identified and presented. Milestones revisited to ensure pace is achievable. |
| | 2 | Not able to share the nursing workforce information due to permissions out with Board To develop a Workforce and Recruitment Report, HR require specifics to seek information | <ul style="list-style-type: none"> Explore potential for the nursing workforce information to be shared HR arranging a meeting of key stakeholders to determine the specific requirements |
| 3 | There is a risk that pace of project not in keeping with NHST financial framework requirements | <ul style="list-style-type: none"> Alignment of milestones to meet requirements of financial framework | |



Tayside Mental Health & Learning Disabilities Whole System Change Programme

Workstream Progress Report - Adult Inpatient Redesign (Priority 1)

Date: April 2024

Key Workstream Milestones – Phase 1

| Workstream Milestones List milestones and completion dates for this workstream | Planned Completion Date | On Track / Timeline requires revision | Revised date requested | Rationale for revision |
|---|-------------------------|---------------------------------------|------------------------|---|
| 1. Analysis of immediate pressures completed and shared with stakeholders which assists in decision-making about what actions may be required to maintain stable service in short term. | 31 Mar 2023 | Complete - Aug 2023 | | |
| 2. Appraisal and costing of estate options is completed alongside stakeholders, to include consideration of wider estate to support short term service continuity. | 30 Apr 2023 | No longer applicable | | |
| 3. Equality Impact Assessment to be undertaken to assess the impact of all options. Approval of a plan for rapid whole-system engagement on short-term stability and continuity options. Communication and engagement with wider group of internal and external stakeholders, prior to submitting a plan for a rapid short-term contingency for approval by NHS Tayside. | 31 May 2023 | No longer applicable | | |
| 4. Options paper presented to NHS Tayside and IJB's which aligns with progress of other work streams to support change. | 30 Jun 2023 | 31 Oct 2023- complete | | Paper presented by Dr. Cowan at Joint IJB / NHST development session on 31 st Oct. 23. |
| 5. Clarity on timescale for Implementation of short-term contingency alongside ongoing engagement with people using the service. | 31 Jul 2023 | No longer applicable | | |

Key Workstream Milestones – Phase 2

| Workstream Milestones List milestones and completion dates for this workstream | Planned Completion Date | On Track/ Timeline requires revision | Revised date requested | Rationale for revision |
|---|-------------------------|---|---------------------------|---|
| 6. Epidemiological analysis and prepare data plan in order to describe the mental health needs of people in Tayside, to inform future service provision and planning. | 31 Mar 2024 | Requires revision | 31 July 2024 | In patient information and dashboard now available; however, revision date requires review to ensure capture of CMHT and Primary Care data. FL to confirm |
| 7. Implement data plan | 30 Sep 2024 | On Track | | As above |
| 8. Workforce and recruitment analysis completed | 30 Nov 2024 | On Track | | |
| 9. Review of existing service (Inpatients, Outpatients, Emergency Dept, community including crisis hub, primary care i.e. all MH services) is completed. This will include an equality impact assessment. | 31 Jan 2024 | Requires revision | 31 June 2024 | Inpatient teams have now concluded the work required around Standards and GC will now prepare the report. EQIA clarification required. |
| 10. Comparative analysis completed – review of best practice models via literature search and also by learning from and about Mental Health services in other Health Boards and other parts of the UK. This may include a site visit and time with service leads. This would then allow a gap analysis to be undertaken – identifying areas where NHS Tayside could learn from/improve. | 30 Jul 2024 | On Track | | Work underway as part of CRHTT and IHTT redesign |



Tayside Mental Health & Learning Disabilities Whole System Change Programme

Workstream Progress Report - Adult Inpatient Redesign (Priority 1)

Date: April 2024

Key Workstream Milestones – Phase 2

| Workstream Milestones List milestones and completion dates for this workstream | Planned Completion Date | On Track/ Timeline requires revision | Revised date requested | Rationale for revision |
|--|-------------------------|---|---------------------------|--|
| 11. Corporate analysis completed – stakeholder engagement – review/consider findings alongside on the ground expertise and experience to help shape option appraisal | 31 Jan 2025 | On Track | | |
| 12. Modelling of options incorporating cost analysis, with forecasted projections by working with Whole System Modelling Team. Model existing service using historical trends and then use Scottish Burden of Disease analysis and epidemiological analysis of service pressures to both assess existing pressures and project forwards to assess what impact that will have on the service. Future projections can then be translated across to other scenarios (as identified from the options appraisal to assess impact of different service models. Incorporate an economic analysis and generate a modelled costed options appraisal alongside the rest of the Needs Analysis. | 31 Mar 2025 | On Track | | This will be dependent on financial resourcing |
| 13. Option appraisal development - Pull together all the information gathered to develop a fully costed options appraisal. This would include equality impact assessments of each option. | 30 Jun 2025 | On Track | | |
| 14. Consultation with our communities on the results of the option appraisal | 31 Dec 2025 | On Track | | |



Tayside Mental Health & Learning Disabilities Whole System Change Programme

Workstream Progress Report - Adult Inpatient Redesign (Priority 1)

Date: April 2024

Key Workstream Milestones – Phase 2

| Workstream Milestones List milestones and completion dates for this workstream | Planned Completion Date | On Track / Timeline requires revision | Revised date requested | Rationale for revision |
|--|-------------------------|---------------------------------------|------------------------|------------------------|
| 15. The 3 x IJBs and NHS Tayside Board will consider the Options Appraisal and will make a decision about which option to pursue, including agreement on the resourcing for the preferred option and considering both service needs now and potential service needs over the next 20 years | 31 March 2026 | On Track | | |
| 16. Agree a detailed implementation plan, governance, evaluation plan and timelines which clearly sets out the involvement of staff, service users and providers in the design and implementation of the new inpatient model. Alongside this review the data/intelligence plan to ensure fit for purpose and adapt as appropriate. | 30 Jun 2026 | On Track | | |
| 17. Implementation - preferred option is fully enacted and evaluated using performance, safety, financial and health intelligence data. | July 2026 onwards | On Track | | |



Tayside Mental Health & Learning Disabilities Whole System Change Programme

Workstream Progress Report – Integrated Substance Use and Mental Health (Priority 9)

Date: April 2024



| Workstream: Integrated Substance Use and Mental Health (Priority 9) | Sub workstream: | Workstream / Sub-Workstream Lead(s): Diane McCulloch Jennifer Breen | Report Author: Jen Breen |
|--|---|--|------------------------------------|
| Current project(s) and scope of work | 1. Integrated Substance Use and Mental Health | Overall Status of Current Projects - <i>Planned</i> - <i>In progress</i> - <i>Complete</i> - <i>Not yet commenced</i> | 1. In progress |
| Key activities and achievements in this reporting period Provide key updates in meeting project aims | <p>Tayside MHSU Operational Group 10/04/24 - reflections and way forward – creating a protocol.</p> <p>Dundee MHSU Operational group to continue</p> <p>Dundee MACH SOP finalised and submitted to MIST Team/Scot Gov – Agreed to keep SOP as a live document to continue to updated during Toc.</p> <p>MHSU screening tools agreed and in use</p> <p>MACH Patient info leaflet reviewed by lived experience and amendments made, now in final draft</p> <p>Angus – ESC SOP completed and submitted to MIST/Scot Gov</p> <p>P&K SOP completed and sent to MIST/Scot Gov</p> <p>Comms plan agreed.</p> <p>Multi Agency Test of Change Launched – 18/04/24 at Wedderburn House – 13 reps (all core members in attendance)</p> <p>Tayside MHSU SLWG for Integrated training -Draft workforce development plan out for consultation to stakeholders.</p> <p>Current training audited against SU staff levels.</p> <p>Lived Experience Focus Group –engagement needs assessment completed by HIS and NHS Tayside.</p> | | |



Tayside Mental Health & Learning Disabilities Whole System Change Programme
Workstream Progress Report - Integrated Substance Use and Mental Health (Priority 9)

Date: April 2024



| <p>Key activities planned for next reporting period</p> | <p>Agreed communication plan outlining recent MHSU progress to be designed using SWAY and distributed across partner agency mailing lists. Further develop a MHSU protocol that includes workforce development plans MACH Patient info leaflet reviewed to be published Continue to review Multi Agency Test of Change and collect data using - MACH Data form Evaluate number of declined referrals pre/post MACH outcomes Tayside MHSU SLWG for Integrated training –Finalise workforce development plan. Lived Experience Focus Group –increase LE engagement and action recommendation of creating a ‘welcome pack’. Explore further workshops to increase engagement of primary care and MH crisis response pathways</p> | | | | | | | | |
|--|---|---|----------------------------|------------|---|---|---|--|--|
| <p>Risks/Barriers to Progress and Mitigations Consider: •Is the pace of delivery right? •Is it sustainable? •Is it evidenced? •Have you engaged the workforce and service users?</p> | <table border="1"> <thead> <tr> <th data-bbox="689 694 824 758">RISK NO.</th> <th data-bbox="824 694 1391 758">RISK / BARRIER TO PROGRESS</th> <th data-bbox="1391 694 2016 758">MITIGATION</th> </tr> </thead> <tbody> <tr> <td data-bbox="689 758 824 1260">1</td> <td data-bbox="824 758 1391 1260">Poor engagement with meetings and workshops</td> <td data-bbox="1391 758 2016 1260"> Meeting dates will continue until March 2025 Engagement workshop now being reviewed to explore increasing engagement of primary care and Crisis response pathways. Explore attendance to relevant meeting that are already in existence. Agenda, minutes including aims and outcomes will be circulated 4 weeks in advance and will specify information needed. Engagement in Angus good Engagement in Dundee improved Engagement in PK good Improved Communication plan to wider teams so that staff are aware of work underway, may trigger further staff engagement – improved. </td> </tr> </tbody> </table> | RISK NO. | RISK / BARRIER TO PROGRESS | MITIGATION | 1 | Poor engagement with meetings and workshops | Meeting dates will continue until March 2025 Engagement workshop now being reviewed to explore increasing engagement of primary care and Crisis response pathways. Explore attendance to relevant meeting that are already in existence. Agenda, minutes including aims and outcomes will be circulated 4 weeks in advance and will specify information needed. Engagement in Angus good Engagement in Dundee improved Engagement in PK good Improved Communication plan to wider teams so that staff are aware of work underway, may trigger further staff engagement – improved. | | |
| RISK NO. | RISK / BARRIER TO PROGRESS | MITIGATION | | | | | | | |
| 1 | Poor engagement with meetings and workshops | Meeting dates will continue until March 2025 Engagement workshop now being reviewed to explore increasing engagement of primary care and Crisis response pathways. Explore attendance to relevant meeting that are already in existence. Agenda, minutes including aims and outcomes will be circulated 4 weeks in advance and will specify information needed. Engagement in Angus good Engagement in Dundee improved Engagement in PK good Improved Communication plan to wider teams so that staff are aware of work underway, may trigger further staff engagement – improved. | | | | | | | |



Tayside Mental Health & Learning Disabilities Whole System Change Programme Workstream Progress Report - Integrated Substance Use and Mental Health (Priority 9)

Date: April 2024

Key Workstream Milestones

| Workstream Milestones List milestones and completion dates for this workstream | Planned Completion Date | On Track/ Timeline requires revision | Revision date requested | Rationale for revision |
|---|-------------------------|---|-------------------------|--|
| 1. a) Development of Operational Group b) Develop the action plan and sign off. | 31 May 2023 | 1a) complete 1b) complete | | |
| 2. There will be procedures in place to ensure that staff in Mental Health and Substance Use Services are up-to-date with local treatment pathways and referral criteria for NHS primary care, secondary care services, social care and third sector agencies. | 30 Nov 2023 | Complete | | |
| 3. Mechanisms are in place to enable staff in Mental Health and Substance Use Services to report concerns and advocate on behalf of patients at risk of falling between services. | 31 Oct 2023 | Complete | | |
| 4. There will be agreed referral pathways across the local ROSC, to support anyone identified with substance use or mental health difficulties. | 31 Dec 2023 | Complete | | |
| 5. At the point of referral, there will be a named professional as the main contact responsible for communication between services, and with the person and their family member or nominated person(s). | 31 Oct 2023 | Complete | | |
| 6. Development of training and workforce development plans to ensure staff are trained and supported to: a) Carry out assessment of substance use and dependence; b) Recognise acute crises such as overdose, withdrawal or physical health consequences; c) Provide accurate and evidence-based harm reduction information and support to people with non-dependent substance use; d) Provide motivational interviewing where appropriate. | 31 Dec 2023 | Requires revision | 31 July 2024 | Achieved in part. Workforce development plans in draft and to be agreed. Requires further work to fully embed. |



Tayside Mental Health & Learning Disabilities Whole System Change Programme

Workstream Progress Report - Integrated Substance Use and Mental Health (Priority 9)

Date: April 2024

Key Workstream Milestones

| Workstream Milestones List milestones and completion dates for this workstream | Planned Completion Date | On Track/ Timeline requires revision | Revision date requested | Rationale for revision |
|--|-------------------------|---|-------------------------|--|
| 7. Development of a training and workforce development plan to ensure staff are trained and supported to: a) Have the knowledge and skills to recognise acute mental health crises, suicidality/ psychosis and respond appropriately; b) Know about availability, and make use of skilled diagnosis and treatment within substance use teams if not available through mental health assessment services; c) Make use of local protocols around severity and complexity of mental health disorder for treatment in substance use, primary care or mental health teams. | 31 Dec 2023 | Achieved in part | 31 July 2024 | Achieved in part. Workforce development plans in draft and to be agreed. Requires further work to fully embed. |
| 8. Protocols in place for effective communication and information sharing between Mental Health and Substance Use services. | 31 Mar2024 | Complete | | |
| 9. Clear governance structures are in place to co-ordinate care (e.g. care programme approach) and establish effective joint working arrangements to care for those with severe mental illness and substance use. | 31 Oct 2023 | complete | | |
| 10. Agreed care pathways are in place to support any identified mental health care needs and clear governance structures, to establish effective joint working arrangements to care for people with co-occurring mental health difficulties and substance use | 31 Mar2024 | Complete | | |
| 11. Assessment for protocols are in place, which include enquiry about mental health and or substance use through appropriate screening tools | 31 Mar2024 | Complete | | |



**Tayside Mental Health & Learning Disabilities Whole System Change Programme
Workstream Progress Report – Whole System Redesign of Learning Disabilities (Priority 10)**

Date: April 2024



| <p>Workstream: Whole System Redesign of Learning Disabilities (Priority 10)</p> | <p>Sub workstream: 1. Pathways & Processes 2. Workforce for the Future 3. Commissioning /Resource Needs</p> | <p>Workstream / Sub-Workstream Lead(s): Lindsey Bailie & Eunice McLennan</p> | <p>Report Author: Lindsey Bailie & Eunice McLennan</p> | | | | | | | | | |
|---|---|---|--|----------|----------------------------|------------|---|--|--|---|--|--|
| <p>Current project(s) and scope of work</p> | <p>1. Overarching Steering Group 2. Pathways & Processes 3. Workforce for the Future 4. Commissioning/Resource Needs</p> | <p>Overall Status of Current Projects - <i>Planned</i> - <i>In progress</i> - <i>Complete</i> - <i>Not yet commenced</i></p> | <p>1. In Progress 2. In Progress 3. In Progress 4. Planned to commence Autumn 2023</p> | | | | | | | | | |
| <p>Key activities and achievements in this reporting period Provide key updates in meeting project aims</p> | | | | | | | | | | | | |
| <p>Key activities planned for next reporting period</p> | | | | | | | | | | | | |
| <p>Risks/Barriers to Progress and Mitigations Consider: •Is the pace of delivery right? •Is it sustainable? •Is it evidenced? •Have you engaged the workforce and service users?</p> | <table border="1"> <thead> <tr> <th data-bbox="701 1134 831 1182">RISK NO.</th> <th data-bbox="831 1134 1375 1182">RISK / BARRIER TO PROGRESS</th> <th data-bbox="1375 1134 1984 1182">MITIGATION</th> </tr> </thead> <tbody> <tr> <td data-bbox="701 1182 831 1257">1</td> <td data-bbox="831 1182 1375 1257">Limited capacity around data collection and analysis</td> <td data-bbox="1375 1182 1984 1257">Resource needs identified, awaiting confirmation as to whether these can be met.</td> </tr> <tr> <td data-bbox="701 1257 831 1305">2</td> <td data-bbox="831 1257 1375 1305"></td> <td data-bbox="1375 1257 1984 1305"></td> </tr> </tbody> </table> | | | RISK NO. | RISK / BARRIER TO PROGRESS | MITIGATION | 1 | Limited capacity around data collection and analysis | Resource needs identified, awaiting confirmation as to whether these can be met. | 2 | | |
| RISK NO. | RISK / BARRIER TO PROGRESS | MITIGATION | | | | | | | | | | |
| 1 | Limited capacity around data collection and analysis | Resource needs identified, awaiting confirmation as to whether these can be met. | | | | | | | | | | |
| 2 | | | | | | | | | | | | |



Tayside Mental Health & Learning Disabilities Whole System Change Programme

Workstream Progress Report - Whole System Redesign of Learning Disabilities (Priority 10)

Date: April 2024

Key Workstream Milestones

| Workstream Milestones List milestones and completion dates for this workstream | Planned Completion Date | On Track/ Timeline requires revision | Revision date requested | Rationale for revision |
|--|--------------------------------|---|--------------------------------|--|
| 1 Robust planning for repatriation and rehabilitation of long hospital stay patients to ensure person centred planning meaning no long stay patients, in line with the Coming Home Implementation Plan | TBC | | | Coming Home Implementation Plan and introduction of the dynamic risk register |
| 2. HSCP working together to identify opportunities, plan and commission services if there is no local solutions | TBC | | | Commissioning to realise Coming Home Implementation Plan and reduce delays in hospital |
| 3. A redesigned inpatient service for people with complex learning disability and mental ill health in line with best practice including appropriate environments | TBC | | | Ensure appropriate In-patient care delivery in line with good practice. |
| 4. Mechanisms for prevention and early intervention to ensure people remain at home or in homely settings | TBC | | | Reduce admission to hospital |
| | | | | |
| | | | | |



Tayside Mental Health & Learning Disabilities Whole System Change Programme
Workstream Progress Report - Crisis and Urgent Care (Priority 11)



Date April 2024

| Workstream: Crisis and Urgent Care (Priority 11) | Sub workstream: | Workstream / Sub-Workstream Lead(s): Keith Russell & Linda Graham | Report Author: Keith Russell |
|--|---|--|---|
| Current project(s) and scope of work | 1. Urgent Referral 2/3. Intensive Home Treatment/Mental Health Assessment (Combined) 4. Community Wellbeing Centre 5. Evaluation | Overall Status of Current Projects - <i>Planned</i> - <i>In progress</i> - <i>Complete</i> - <i>Not yet commenced</i> | 1. Managed through Operational line 2/3. In progress 4. In progress 5. In progress |
| Key activities and achievements in this reporting period Provide key updates in meeting project aims | | | |
| Key activities planned for next reporting period | | | |



Tayside Mental Health & Learning Disabilities Whole System Change Programme
Workstream Progress Report - Crisis and Urgent Care (Priority 11)



Date: April 2024

| <p>Workstream: Crisis and Urgent Care (Priority 11)</p> | <p>Sub workstream:</p> | <p>Workstream / Sub-Workstream Lead(s): Keith Russell and Linda Graham</p> | <p>Report Author: Keith Russell and Linda Graham</p> | | | | | | | | | |
|--|---|--|---|----------|----------------------------|---------------------|---|---|--|---|--|--|
| <p>Risks/Barriers to Progress and Mitigations Consider:</p> <ul style="list-style-type: none"> •Is the pace of delivery right? •Is it sustainable? •Is it evidenced? •Have you engaged the workforce and service users? | <table border="1"> <thead> <tr> <th data-bbox="712 611 840 655">RISK NO.</th> <th data-bbox="840 611 1388 655">RISK / BARRIER TO PROGRESS</th> <th data-bbox="1388 611 1995 655">MITIGATION / ACTION</th> </tr> </thead> <tbody> <tr> <td data-bbox="712 655 840 735">1</td> <td data-bbox="840 655 1388 735">Capacity for staff to lead /participate in work required for sub workstream 2 and 3</td> <td data-bbox="1388 655 1995 735">Additional capacity requirements identified. Milestones revisited to ensure pace is achievable</td> </tr> <tr> <td data-bbox="712 735 840 810">2</td> <td data-bbox="840 735 1388 810">Availability/Suitability of available estate to support redesign</td> <td data-bbox="1388 735 1995 810">Limited mitigation due to availability of estate options</td> </tr> </tbody> </table> | | | RISK NO. | RISK / BARRIER TO PROGRESS | MITIGATION / ACTION | 1 | Capacity for staff to lead /participate in work required for sub workstream 2 and 3 | Additional capacity requirements identified. Milestones revisited to ensure pace is achievable | 2 | Availability/Suitability of available estate to support redesign | Limited mitigation due to availability of estate options |
| RISK NO. | RISK / BARRIER TO PROGRESS | MITIGATION / ACTION | | | | | | | | | | |
| 1 | Capacity for staff to lead /participate in work required for sub workstream 2 and 3 | Additional capacity requirements identified. Milestones revisited to ensure pace is achievable | | | | | | | | | | |
| 2 | Availability/Suitability of available estate to support redesign | Limited mitigation due to availability of estate options | | | | | | | | | | |



Tayside Mental Health & Learning Disabilities Whole System Change Programme

Workstream Progress Report - Crisis and Urgent Care (Priority 11)

Date: April 2024

Key Workstream Milestones

| Workstream Milestones List milestones and completion dates for this workstream | Planned Completion Date | On Track/ Timeline requires revision | Revision date requested | Rationale for revision |
|--|-------------------------|---|-------------------------|---|
| 1. Liaison with, and visit to, Lothian Mental Health sites to enable learning on live implementation of Standard Operating Procedure, which will inform re-designed framework in NHS Tayside | 31 May 2023 | Complete | | |
| 2. Carry out self-assessment of current system and map against the National Roadmap, identifying gaps and areas requiring review | 30 Jun 2023 | Complete | | |
| 3. Revisit and review the self-assessment against Best Practice Guidance for Home Treatment | 30 Jun 2023 | Requires revision | Feb 2024 | Awaiting outcome from Angus self assessment |
| 4. Training Needs Analysis Carried out across IHTT and Crisis Assessment Function | 30 Jun 2023 | Complete | | |
| 5. Review existing data sets and agree a revised data set which would include demographics, patient journey and patient outcomes | 31 Jul 2023 | Requires revision | April 2024 | Monthly collection of team data in place, further work ongoing to develop data set. |
| 6. Implementation of Trakcare across Crisis and IHTT | 31/07/2023 | requires revision | ongoing | |



Tayside Mental Health & Learning Disabilities Whole System Change Programme

Workstream Progress Report - Crisis and Urgent Care (Priority 11)

Date: April 2024

Key Workstream Milestones

| Workstream Milestones List milestones and completion dates for this workstream | Planned Completion Date | On Track/ Timeline requires revision | Revision date requested | Rationale for revision |
|---|-------------------------|---|-------------------------|--|
| 7. Workforce training plan to be developed across IHTT and Crisis | 31 Jul 2023 | Requires revision | Ongoing | Training now being delivered in line with training priorities. Focus on Suicide Prevention and Safety Planning in line with new NHST Safety Planning Standards. Other priorities bookable via the Quality Improvement/Practice Development Team. |
| 8. Prioritise which routes of referral require review and mapping | 31 Jul 2023 | Requires revision | Ongoing | Gatekeeping and referral into service identified as priority pathway and test of change developed. DBI pathway now available to CRHTT implementation of pathway to be planned with DBI provider . |



Tayside Mental Health & Learning Disabilities Whole System Change Programme

Workstream Progress Report - Crisis and Urgent Care (Priority 11)

Date: April 2024

Key Workstream Milestones

| Workstream Milestones List milestones and completion dates for this workstream | Planned Completion Date | On Track/Timeline requires revision | Revision date requested | Rationale for revision |
|---|-------------------------|---|-------------------------|--|
| 9. Appraise the Carseview site to assess current estate and optimum environment required for delivery of the Crisis Assessment Function | 31 Jul 2023 | Complete | | |
| 10. Complete and evaluate the test of change in relation to Early Supported Discharge | 31 Aug 2023 | Requires revision | Ongoing | Test of change slow to establish subsequent increased levels of engagement |
| 11. Complete and evaluate the test of change in relation to the gatekeeping role | 31 Aug 2023 | Requires Revision | 31 May 2024 | Gatekeeping test of change now planned |
| 12. Workforce planning across IHTT and Crisis Assessment Function, with production of indicative workforce model | 31 Aug 2023 | Milestones to be reviewed by combined workstream 2 & 3 to establish if priority areas of focus. | | |
| 13. Review and agree referral routes and pathways, aligned to the National Roadmap for Urgent Care and the revised IHTT clinical model | 31 Oct 2023 | | | |
| 14. Implement a mechanism for feedback from people who use and need the service Review and develop Crisis and IHTT packs for patients and carers | 30 Nov 2023 | | | |
| 15. Finalise and establish new Standard Operating Procedure for re-designed service linked to National Redesign of Urgent Care workstream. | 31 Dec 2023 | | | |
| | | | | |



**Tayside Mental Health & Learning Disabilities Whole System Change Programme
Workstream Progress Report - Specialist Community Mental Health Service (Priority 12)**

Date: April 2024



| Tayside Mental Health & Learning Disabilities Whole System Change Programme Workstream Progress Report - Specialist Community Mental Health Service (Priority 12) Date: April 2024 | | | |
|--|---|--|----------------|
| Workstream: Specialist Community Mental Health Service (Priority 12) | Sub Workstream: | Workstream Lead(s): Dr Peter Le Fevre | Report Author: |
| Current Project(s) and Scope of Work: Redesign and implementation of a co-produced model of care for the Tayside Specialist Community Mental Health Service for people living in the community with complex and severe mental illness. | Workstreams to be developed through MoC Steering group | Overall Status of Current Projects - <i>Planned</i> - <i>In progress</i> - <i>Complete</i> - <i>Not yet commenced</i> | |
| Key activities and achievements in this reporting period Provide key updates in meeting project aims | The MoC has agreed core ToR and has scheduled in 2 half day workshops for May/Jun | | |
| Key activities planned for next reporting period | Develop further the MoC with specific tasks/workgroups developed for documentation/MORSE design, pathways, generic and condition specific and others to be agreed at workshop | | |



Tayside Mental Health & Learning Disabilities Whole System Change Programme

Workstream Progress Report - Specialist Community Mental Health Service (Priority 12)

Date: April 2024

| Risks/Barriers to Progress and Mitigations | RISK NO. | RISK / BARRIER TO PROGRESS | MITIGATION |
|--|----------|--|--|
| Consider: •Is the pace of delivery right? •Is it sustainable? •Is it evidenced? •Have you engaged the workforce and service users? | 1 | Scale of the CMHS Redesign Workstream is considerable. | Prioritisation of initial sub workstreams, use of whole system change tools to identify and implement key priorities and outcomes, exploration of additional resource to support implementation. |
| | 2 | Capacity of leadership resource | Initial additional capacity requirements has been identified. Prioritise key work programme with timescale by MoC Steering Group |
| | 3 | Lack of Co-chair to co-lead workstream | Develop work programme in tandem and in conjunction with the MoC Steering Group leadership team. |



Tayside Mental Health & Learning Disabilities Whole System Change Programme

Workstream Progress Report - Specialist Community Mental Health Service (Priority 12)

Date: April 2024

Key Workstream Milestones

| Workstream Milestones List milestones and completion dates for this workstream | Planned Completion Date | On Track/ Timeline requires revision | Revision date requested | Rationale for revision |
|---|---------------------------|---|----------------------------|---|
| 1. Define key performance indicators, care standards, measures and audit mechanisms (including service user and carer measures). | 31 st Oct 2023 | Requires Revision | | To be revised in line with the milestones for the development of the Model of Care Revision requested for October 2024 |
| 2. Review and redesign the clinical model for Community Mental Health. | 31 st Oct 2023 | Requires Revision | | |
| 3. Create a learning network for the Community Mental Health Service. | 31 st Oct 2023 | Complete | | |
| 4. Revised Demand, Capacity, Activity and Queue data readily available and evidenced to be used by Community Mental Health Team's across Tayside. | 31 st Dec 2023 | On Track | TBC | A test of change is under development in Dundee (East) to standardise use of TRAK data enabling accurate reporting across all CMHT's. The expected outcome would be an agreed SOP detailing expected use of TRAK and subsequent accurate reporting for clinical governance purposes across all HSCP areas |



Tayside Mental Health & Learning Disabilities Whole System Change Programme

Workstream Progress Report - Specialist Community Mental Health Service (Priority 12)

Date: April 2024

Key Workstream Milestones

| Workstream Milestones List milestones and completion dates for this workstream | Planned Completion Date | On Track/ Timeline requires revision | Revision date requested | Rationale for revision |
|---|---------------------------|---|----------------------------|--|
| 5.Complete a review of current planned care pathways within Community Mental Health Teams to ensure people are accessing the appropriate care and support. | 31 st Dec 2023 | Revision Requested | | To be revised in line with the milestones for the development of the Model of Care |
| 6.Assess and target improvements in compliance by the Community Mental Health Teams with key performance indicators, care standards and measures (including service user and carer measures). | 31 st Mar 2024 | Revision Requested | | To be revised in line with the milestones for the development of the Model of Care |
| 7.Review the workforce required within the Tayside Community Mental Health Service to deliver the new models of care. | 30 th Apr 2024 | On Track | | |



Tayside Mental Health & Learning Disabilities Whole System Change Programme
Workstream Progress Report – Adult Neurodevelopmental Disorders

Date: April 2024



| | | | |
|---|---|---|--|
| <p>Workstream: Neurodevelopmental Disorders (In adults)</p> | <p>Sub-Workstreams:</p> <ol style="list-style-type: none"> 1. Prevalence of NDD s 2. What does good (assessment) look like? 3. Maximising third sector & peer support involvement | <p>Workstream / Sub-Workstream Lead(s): Linda Graham</p> <ol style="list-style-type: none"> 1) Eilidh Gordon & Paul White 2) <i>Linda Graham & Alison Gibson</i> 3) <i>Mary Sneddon & Gillian Parks-Wilson</i> | <p>Report Author: Linda Graham</p> |
| <p>Current project(s) and scope of work: Neurodevelopmental Disorder (In adults)</p> | <ol style="list-style-type: none"> 1. Prevalence of NDD s 2. What does good (assessment) look like? 3. Maximising third sector & peer support involvement | <p>Overall Status of Current Projects</p> | <ol style="list-style-type: none"> 1. In progress 2. In progress 3. In progress |
| <p>Key activities and achievements in this reporting period Provide key updates in meeting project aims</p> | | | |
| <p>Key activities planned for next reporting period</p> | | | |



Tayside Mental Health & Learning Disabilities Whole System Change Programme
 Workstream Progress Report - Adult Neurodevelopmental Disorders

Date: April 2024



| Risks/Barriers to Progress and Mitigations | | | |
|---|---|---|--|
| Consider: | | | |
| <ul style="list-style-type: none"> •Is the pace of delivery right? •Is it sustainable? •Is it evidenced? •Have you engaged the workforce and service users? | | | |
| RISK NO. | RISK / BARRIER TO PROGRESS | MITIGATION | |
| 1 | Limited capacity of workstream leads The cochair for sub workstream 2 is leaving the organisation and an alternative will need to be identified. | Work will be advanced with smaller numbers in each sub workstream. Expert by experience involvement will be preserved. | |
| 2 | Capacity of workforce to be released to participate | Chair will contact operations leads should this arise | |
| 3 | Few direct service-users involved in work to date | Dual role participants are involved & NDD specific partner organisations involved new involvement of person with ADHD The appointment of a new consultant Clinical Psychologist within TAACT will create further opportunities to identify interested service users. | |



Tayside Mental Health & Learning Disabilities Whole System Change Programme

Workstream Progress Report - Adult Neurodevelopmental Disorders

Date: April 2024

Key Workstream Milestones

| Workstream Milestones List milestones and completion dates for this workstream | Planned Completion Date | On Track/ Timeline requires revision | Revision date requested | Rationale for revision |
|---|-------------------------|---|----------------------------|--|
| 1. Meeting of overarching group to ensure new model is endorsed | May 2023 | Complete | | |
| 2. Recommence work of three initial sub-workstreams | Oct 2023 | Requires Revision | May 2024 | Co-Chairs have been unable to attend over-arching group which means the interdependencies are not clearly understood |
| 3. Fully define next phase of sub-workstreams (for example, NDD in people with learning disabilities; workforce) | Aug 2023 | Requires Revision | April 2024 | Having to revise the model of care there was a delay in sub-workstream 3 beginning. This work is now well under way. |
| 4. Complete remaining sub-workstreams | Mar 2024 | Requires Revision | August 2024 | |
| 5. Fully described model agreed: clear articulation of services that need to be Commissioned and those delivered by direct health & social care staff | Dec 2024 | On Track | | Revision not replaced here as discussions around model and developments can be advanced over the year |
| 6. Financial model costed and apportioned | Dec 2024 | On Track | | |
| 7. Operationalisation of new models of care | Dec 2024 | On Track | | |



Tayside Mental Health & Learning Disabilities Whole System Change Programme
Workstream Progress Report - Transitions

Date: April 2024



| Workstream: Transitions | Sub workstream: | Workstream / Sub-Workstream Lead(s): Dr. Lee Robertson Diane Caldwell | Report Author: Dr. Lee Robertson & Diane Caldwell |
|--|---|---|--|
| Current project(s) and scope of work The purpose of the Transitions Short Life Working Group is to review transitions and ensure patients of all ages and between a range of services experience strong clear seamless pathways that allow no person to fall between the gaps in service | <ol style="list-style-type: none"> 1. Pathways 2. Data collection and analysis and outcomes (how do we measure impact?) 3. Documentation 4. Consultation and engagement | Overall Status of Current Projects - <i>Planned</i> - <i>In progress</i> - <i>In Progress</i> - <i>Not yet commenced</i> | <i>CAMHS in progress</i> <ol style="list-style-type: none"> 1. In progress 2. In progress 3. In progress |
| Key activities and achievements in this reporting period Provide key updates in meeting project aims | | | |
| Key activities planned for next reporting period | | | |



Tayside Mental Health & Learning Disabilities Whole System Change Programme

Workstream Progress Report - Transitions

Date: April 2024



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Risks/Barriers to Progress and Mitigations

Consider:

- Is the pace of delivery right?
- Is it sustainable?
- Is it evidenced?
- Have you engaged the workforce and service users?

| RISK NO. | RISK / BARRIER TO PROGRESS | MITIGATION |
|----------|--|---|
| 1 | Capacity and availability of required stakeholders and service staff to engage and participate in the workstreams may be restricted by operational requirements, competing priorities and capacity for change. | Several representatives from each specialty have been identified so that the work can be shared. The group now has a rep from LD services. Terms of reference will indicate that a deputy should attend from each service area. |
| 2 | The availability of funding to implement changes as required | |
| 3 | Due to several other pressures, we are finding it difficult to get a response from GAP colleagues to enable works to progress further and enables services to come together | Highlighting the gaps in the transition group to Mental Health Medical Director. Although GAP colleagues are struggling to prioritise attendance at meetings , some are responsive to email communication |



Tayside Mental Health & Learning Disabilities Whole System Change Programme

Workstream Progress Report - Transitions

Date: April 2024

Key Workstream Milestones

| Workstream Milestones List milestones and completion dates for this workstream | Planned Completion Date | On Track/ Timeline requires revision | Revision date requested | Rationale for revision |
|---|-------------------------|---|-------------------------|--|
| 1. Approval and implementation of CAMHS-GAP/LD transitions guidance and documentation | 01 Apr 23 | Requires revision | 31 May 2024 | It has been agreed that communication regarding the pathway and engagement with community teams is an operational issue for GAP, rather than work for the Transitions SLWG. Document was shared with ILG members with minor revisions requested. This will be taken back to local meeting for agreement. |
| 2. Update of GAP/LD-POA transitions guidance and documentation with development of patient information leaflets (PILs) | 01 Oct 23 | Requires revision | 30 June 2024 | New draft guidance has been developed and this is due to be piloted in one area. This will allow the pilot to run |
| 3. Overarching principles of transition between mental health subspecialties agreed and shared for application to other transitions | 01 Oct 23 | Complete | Complete | |
| 4. Uploading of guidance to appropriate websites and drives such that they are widely accessible | 31 Dec 23 | Requires revision | 30 June 2024 | This will be delayed until the pilot has taken place |
| 5. Arrangements for administration and printing of PILs and care plans in place | 31 Dec 23 | Requires Revision | 30 June 2024 | This will be delayed until the pilot has taken place |



Tayside Mental Health & Learning Disabilities Whole System Change Programme
 Workstream Progress Report –Personality Disorder

Date: April 2024



| Workstream: Personality Disorder | Sub workstream: | Workstream / Sub-Workstream Lead(s): | Report Author: Dr Kirsty Gillings |
|--|--|--|--|
| <p>Current project(s) and scope of work Whole system redesign of responses for people who have been given a diagnosis of Personality Disorder.</p> | <p>Workstreams not yet developed/established</p> | <p>Overall Status of Current Projects - <i>Planned</i> - <i>In progress</i> - <i>In Progress</i> - <i>Not yet commenced</i></p> | <ol style="list-style-type: none"> 1. In progress 2. In progress 3. In progress |
| <p>Key activities and achievements in this reporting period Provide key updates in meeting project aims</p> | <p>Experts by Occupation (EBO) consultation continues to progress (approximately 150 individuals have participated to date) Thematic analysis of EBO responses has begun Contact established with SUN service in Surrey and SCM service in Dumfries and Galloway with a view to arranging visits as areas of good practice in a) peer support for PD and b) structured clinical care Collaboration with DVVA and Penumbra Mental Health Carers support service established for Experts by Experience and Carers (EBEC) consultation Approach made to Perth and Angus peer and carer support third sector agencies to instigate same Contact made with Neighbourhood Services for Dundee HSCP to establish further reach into communities for EBEC consultation Experience shift undertaken with A&E Link established with NHST QIPD team to 1) consider staff training needs and 2) contribute to development of SOP for management of head-banging</p> | | |
| <p>Key activities planned for next reporting period</p> | <p>Completion of EBO consultation phase Completion of EBO thematic analysis and report for Programme Board Experience shifts with Ambulance Car service and Out of Hours GP service Meetings arranged with Angus Voice and Angus Carers to discuss collaboration on Experts by Experience and Carers (EBEC) consultations Agree methodologies for EBEC consultation with third sector partners Consult NHST and Dundee City Council Comms Depts regarding communication strategy for EBEC consultation Pilot initial carers focus group in collaboration with Penumbra</p> | | |



Tayside Mental Health & Learning Disabilities Whole System Change Programme

Workstream Progress Report – Personality Disorder

Date: April 2024



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Risks/Barriers to Progress and Mitigations

Consider:

- Is the pace of delivery right?
- Is it sustainable?
- Is it evidenced?
- Have you engaged the workforce and service users?

| RISK NO. | RISK / BARRIER TO PROGRESS | MITIGATION |
|----------|--|---|
| 1 | There has been either no response or refusal to initial requests for collaboration in the EBEC consultation from peer and carer support agencies in Perth. The risk is that service users and carers from P&K will not be adequately represented in the consultation | Make a further approach, request distribution of information on EBEC events through their networks if collaboration is not possible, explore other mechanisms for accessing peer and carer networks with Perth HSCP |
| 2 | | |
| 3 | | |
| 4 | | |



Tayside Mental Health & Learning Disabilities Whole System Change Programme

Workstream Progress Report – Personality Disorder

Date: April 2024

Key Workstream Milestones

| Workstream Milestones List milestones and completion dates for this workstream | Planned Completion Date | On Track/ Timeline requires revision | Revision date requested | Rationale for revision |
|--|-------------------------|---|----------------------------|------------------------|
| Completion of Experts by Occupation (EBO) stakeholder consultation | 5th June 2024 | On Track | | |
| Completion of thematic analysis of EBO responses | 28th June 2024 | On Track | | |
| Submission of report on EBO stakeholder consultation to July 2024 Programme Board with recommendations | 5th July 2024 | On Track | | |
| Plan and run EBEC consultation events across Tayside with learning from pilot with Penumbra | 30th August 2024 | On Track | | |