Final Draft Mental Health and Wellbeing Strategy

Kate Bell, NHS Tayside,
Interim Director of Mental Health

Trust and Respect Report – February 2020

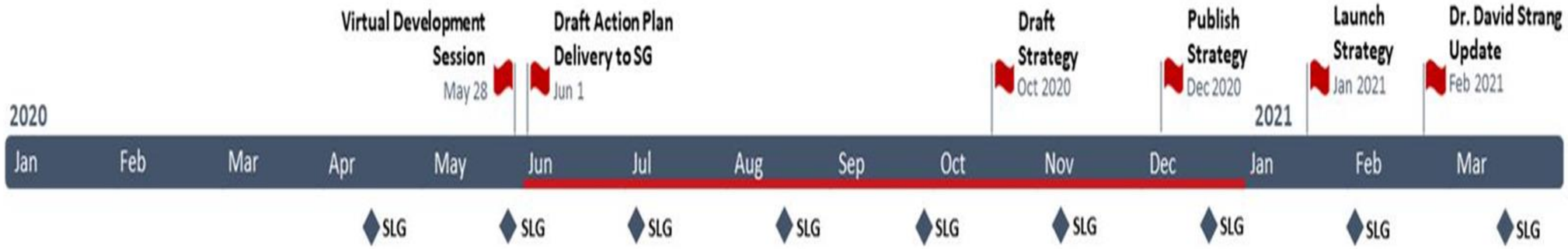
Listen

Learn

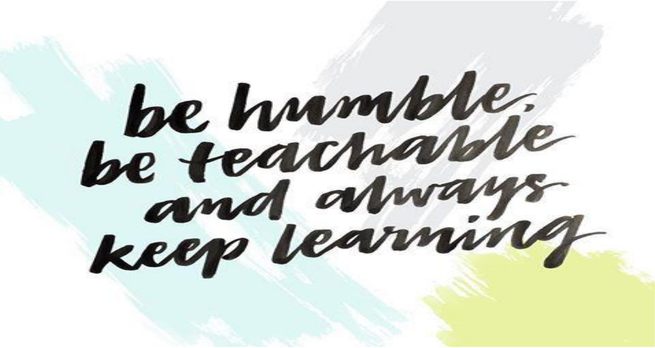
Change

51 recommendations

Five Strategic Themes
1. Single Tayside Mental Health and Wellbeing Strategy
2. Whole System Change Redesign Programme
3. Quality Improvement, Learning and Care Governance
4. Governance, Leadership and Accountability
5. Culture, Engagement and Communications



Mental Health Strategy & Vision



LISTEN

- What Matters to you?
- What do you think will be an improvement

LEARN

- Co-creation
- Co-production

CHANGE

- Opportunities
- Shifting the balance of care
- Quality

What are the Drivers for Change?

- Demography – more older people, higher demand
- Complexity – co morbidities (Physical and Mental Health)
- Inequalities – levels of deprivation
- Workforce availability – recruitment & retention
- System change & complexities – integration, patient/families navigation
- National policies – a range of priorities & demand for implementation
- Social Determinants – Housing, Employment, Family and Community Infrastructure deficits in resource, funding and change in social policy
- Integration - shifts and changes due to transformation new models of care

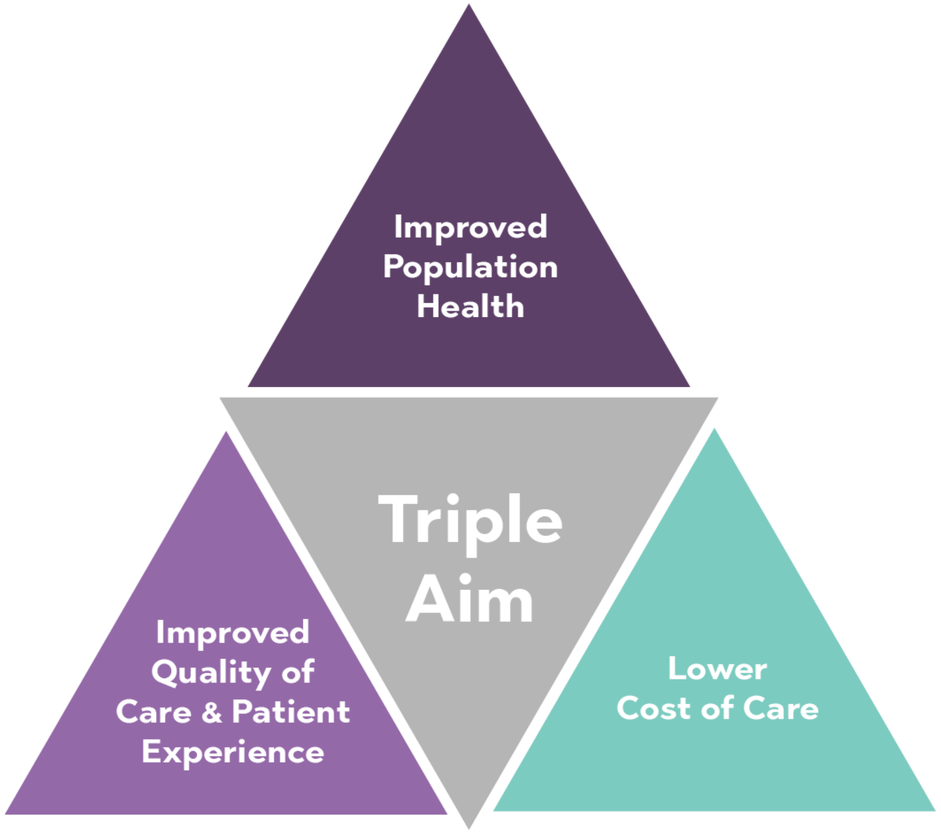
SCOPE & SCALE OF THE PROGRAMME

Population Health approach to System Wide change

- **Pre Birth** → **Older People**
- **Social Determinants** → **Mental Health Disorders**
- **Prevention** → **Recovery**

What is driving change in the public sector?

What rigour do we need to deliver Quality services and improve outcomes for people?



Mental Wellbeing

Mental Health

We all have Mental Health

Mental health relates to how we think, feel, behave and interact with other people

Isolation

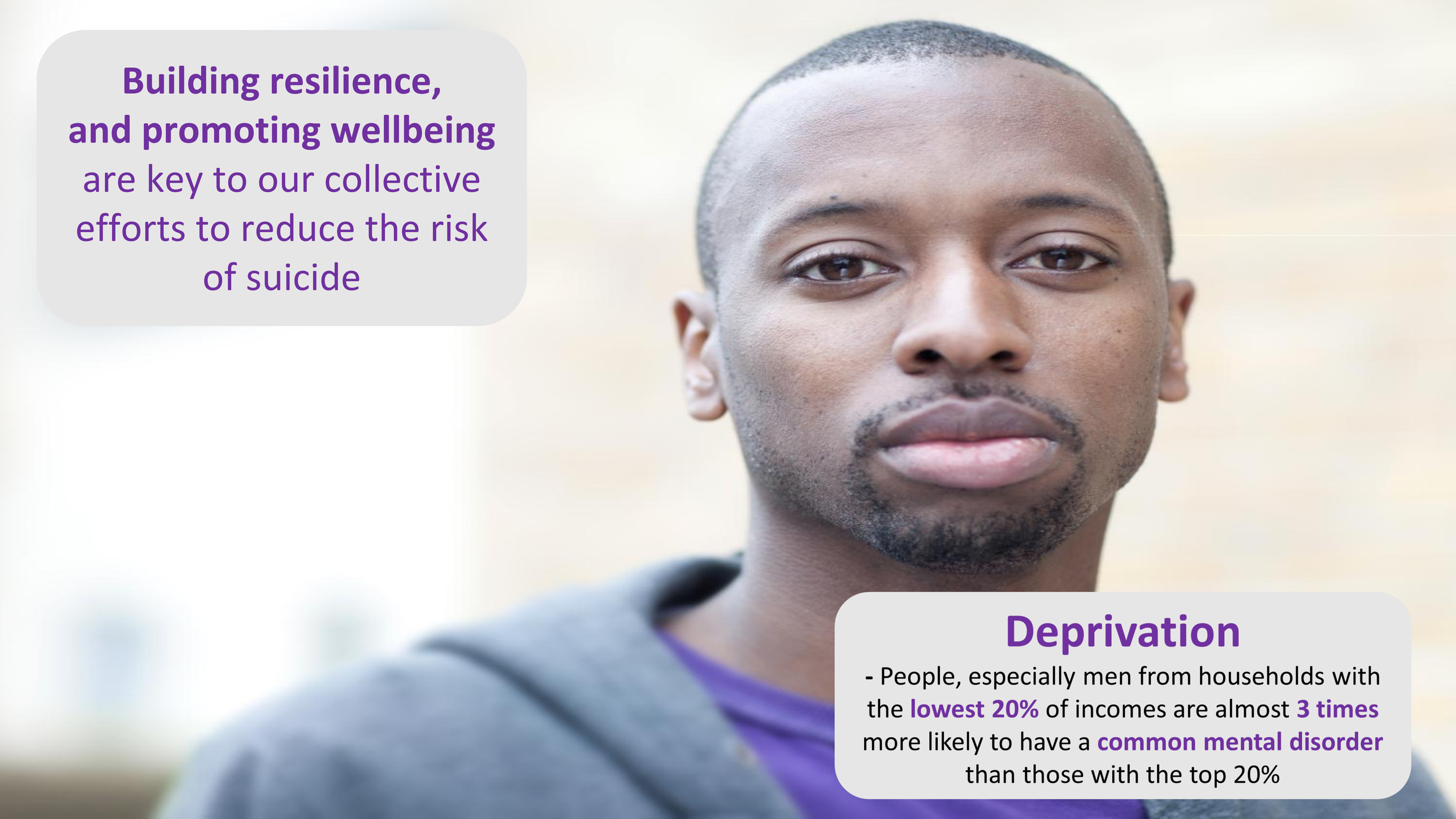
People with **less than three close relatives or friends** are more likely to experience mental health problems

The rate for **suicide** is substantially higher amongst men than amongst women

People with **severe & enduring mental health problems** may have their lives shortened by 15 – 20 years **because of physical health problems**.

Rates of **depression** is **double** in those with **long term health conditions** than in the rest of the population

Building resilience, and promoting wellbeing are key to our collective efforts to reduce the risk of suicide



Deprivation

- People, especially men from households with the **lowest 20%** of incomes are almost **3 times** more likely to have a **common mental disorder** than those with the top 20%

VALUED SUPPORTED STAFF,
WORKING IN STRONG TEAMS
= JOY IN AND AT WORK
+ Well cared for patients

Engagement in strategy development

PROGRAMME SUMMARY REPORT

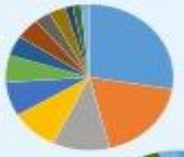
Between January and July 2020 the Tayside Mental Health & Wellbeing Programme has focused on the co-creation and delivery of the **Listen Learn Change Action Plan** and the development of the Tayside Mental Health Change Programme.

Our work has involved significant stakeholder engagement with over 600 people contributing to how we can improve mental health services for those who need them and those who deliver them across the region.

Mental Health remained a key priority in Tayside during the Covid 19 lockdown with dedicated resource continuing to co-create the response to Trust and Respect and develop the **Listen Learn Change Action Plan**

Key milestones to date

Statement of Intent	Strategic Change Leadership Identified and Recruited	In-depth Stakeholder Engagement	Listen Learn Change Co-creation 1st Draft	Define scope of Tayside Mental Health and Wellbeing Change Programme	Delivery of final Listen Learn Change Action Plan
Jan 2020	**Mar 2020**	**Jun 2020**	**Feb –Jun 2020**	**Mar–Jul 2020**	**Jul 2020**
Tayside Executive Partners formed Strategic Leadership Group **Signed Statement of Intent** Commitment to work together to improve mental health services for all	Identified **strategic change manager** Senior Responsible Officer for Mental Health Programme of work **Responsible for:** › **Trust & Respect Inquiry** › **Co-creating the Tayside Mental Health & Wellbeing Strategy** › **Co-creating the Mental Health & Wellbeing Change Programme with the people of Tayside** Held **over 120** **stakeholder meetings** since appointment Led increased focus on co-creating strategy Programme team recruited for specialist expertise and support	Over **200** stakeholders have been engaged with in **65** meetings *(video conference, teleconference and face to face)*	Over **200** inputs from Tayside Mental Health stakeholders	Held 8 virtual scoping sessions **175** stakeholders participated including Service Users, GPs, Consultants, Third Sector, Staffside and more Identified new areas of focus **600+** new stakeholder requests to contribute to the programme	Engagement process and numbers **10** **high impact changes formulated**



Stakeholder Group

Purpose of the Meeting

Next Steps

Our focus is now on developing the Tayside Mental Health& Wellbeing Change Programme and Tayside Mental Health & Wellbeing Strategy. Our immediate work will be structured around the agreed scope of work set out in the Governance to identify all project leads and work stream members. We will set out a work plan to deliver the ten high-impact changes formulated during the engagement of the **Listen Learn Change Action Plan**.

We will continue to work closely with our key partners and will hold two stakeholder strategy development events in August and September 2020 to gain critical insights to inform the production of the draft strategy which we will share for agreement and approval to the Scottish Government in October 2020.

This 6 months snap shot gives an overview of our preparatory engagement work to implement the Trust and Respect recommendations and deliver the co-designed draft strategy in October 2020.

TRUST & RESPECT
Action Plan
Shared Aim
Holistic CARE
Medical MODEL
HOUSING
SUBSTANCE USE
BREAK DOWN BARRIERS
SOCIAL SECURITY
EDUCATION
HEALTH
STIGMA
EQUALITIES
STATEMENT of INTENT
Work Together to improve mental health services for those who need them & those who deliver them
our SUPERPOWER
shared ownership
optimised experience
more inclusive
FOCUS & DEVELOP
CLASS
MENTAL HEALTH CARE AND SERVICES
CENTRE OF EXCELLENCE
PEOPLE
CULTURE
CENTRED
TRUST
RESPECT
INTEGRITY
GOVERNANCE & ACCOUNTABILITY
Tayside
10 HIGH IMPACT CHANGES
PUBLIC HEALTH PRIORITY #3
Tackle
A Tayside where we have good mental wellbeing
RECRUIT & RETAIN
OUR TEAM
Mental Health
LEADERSHIP
COMMON
CHANGE
Programme
TAYSIDE MENTAL HEALTH & WELLBEING NEEDS
Hospital Admissions
LIFE EXPECTANCY
STRATEGY
COMMUNITY
Life Circumstances
Lifespan
HEALTH
ADULT MENTAL HEALTH & LEARNING DISABILITIES IN PATIENT REDESIGN
CASE for CHANGE
DATA AND INTELLIGENCE REVIEW
See Me
End mental health discrimination
SERVICE S
STIGMA FREE TAYSIDE
SUICIDE PREVENTION
EXPERT by EXPERIENCE
URGENT CARE
GET IT RIGHT 1ST time
24/7
JAN 2020
MAR
Engagement
JUN 1
Co-creation
JULY 31
LLC Submission
OCT
Draft Strategy
DEC
Publish
JAN 2021
Launch
MAR 2021
HICs Delivered
+3 Year Implementation
2024

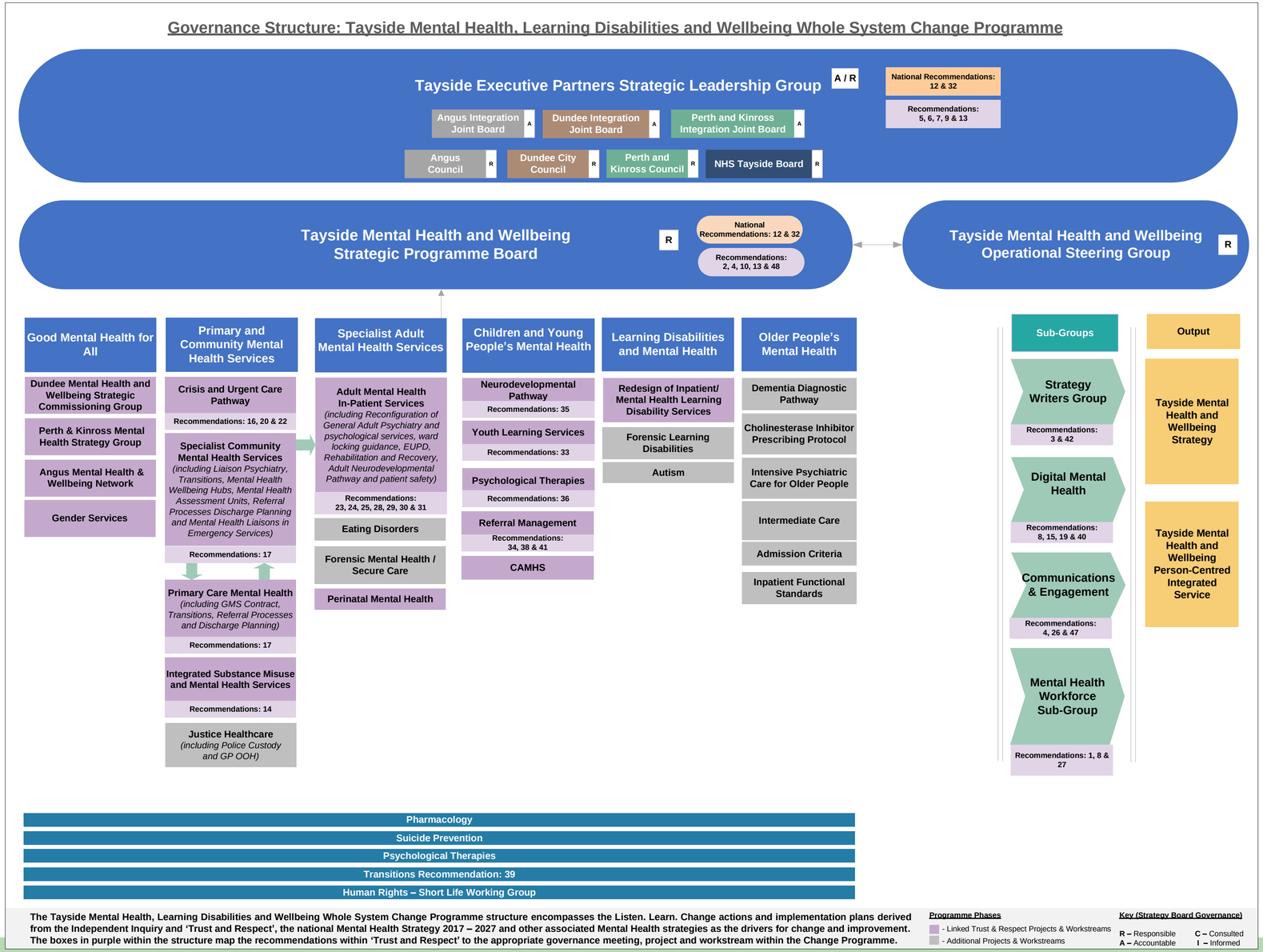
The strategy aims to: (1)

- Improve mental health & wellbeing of people in Tayside
- Speed up access to the most appropriate service
- Access to the right person first time
- Tackle stigma and discrimination
- Improved responses to common mental health problems
- More accessible community based mental health supports and services
- Seamless community, urgent, crisis and inpatient mental health services

The strategy aims to: (2)

- Get patients home more quickly after inpatient treatment
- Integrate community, inpatient and crisis mental health services
- Services where staff are trained to deliver the most up to date care and in ways which are sustainable and patient-focused
- Highest quality care for an ageing population

Governance Chart



MHW Programme – Core Projects

Vision

Stakeholders on the Communication & Engagement Sub-Group collectively developed the preferred name and vision statement for Tayside's Mental Health and Wellbeing Strategy & change programme.

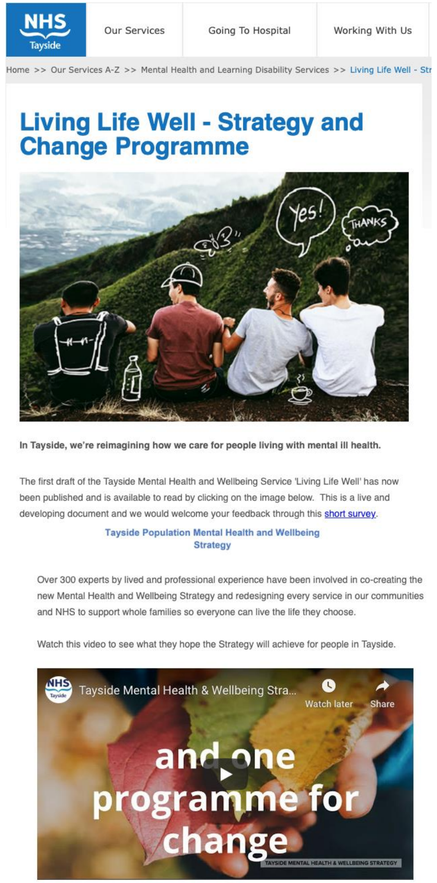
This is now being consulted on as part of the draft strategy review.

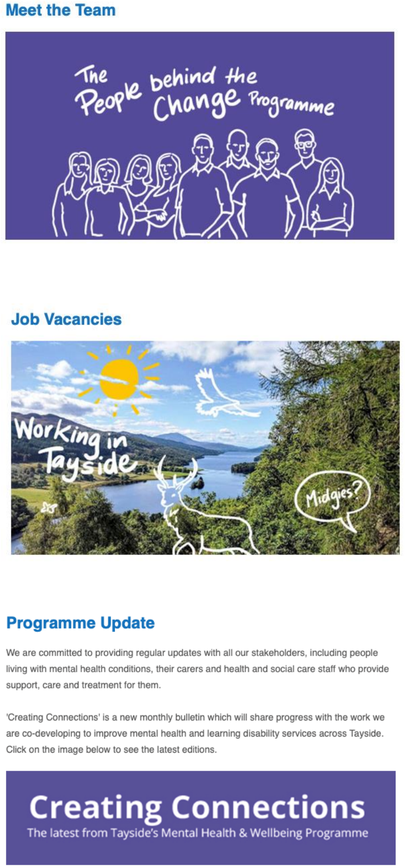
LIVING
LIFE
WELL

A LIFELONG APPROACH TO MENTAL HEALTH IN TAYSIDE

Website

A website developed by the Communication and Engagement Sub-Group is now live and will continue to evolve as the one-stop-shop for information on the Living Life Well Strategy and change programme.





Stakeholder Updates

A monthly news update has been developed to provide all stakeholders with the latest information direct from the Programme Team.

These will focus on real changes for service users and their carers.

The first update was issued in October 2020.

Creating Connections

The latest from Tayside's Mental Health & Wellbeing Programme

WELCOME TO OUR OCTOBER UPDATE! This is the first in a new series of monthly news bulletins to give a 'behind the scenes' view of the work going on to co-create Tayside's Mental Health and Wellbeing Strategy and co-deliver the Change Programme, which will enable major changes to how we care for people living with mental health conditions, and those who look after them, across our entire region.

There has been a step change in our activities since the publication of the Listen Learn Change Action Plan in July this year. This forms a strong foundation to build improved mental health services for everyone across Tayside, alongside the Trust and Respect Independent Inquiry and its 51 recommendations as our blueprint for ambitious improvements and whole-system redesign.

The most significant change has been the commitment to put people with lived experience at the heart of every aspect of work, alongside Third Sector partners and representatives from mental health special interests groups, to ensure that we co-deliver the right changes, in the right ways for the right people.

I am personally grateful to every one of our stakeholders for committing their time to work with NHS Tayside's Programme Team to write the Strategy, redesign our services and co-define a meaningful approach to how we all talk about the changes we're making and the impact they'll have on peoples' lives.

I'd also like to thank the Programme Team, healthcare staff and all other partners for their continued hard work throughout the ongoing COVID-19 pandemic as we strive to co-create world class mental health and care services for all.

I'll not give anything else away, please read the update and share any feedback or ideas for future editions with us.

Kate Bell
Interim Director of Mental Health and Learning Disabilities, NHS Tayside

In Brief

Work is well underway to write Tayside's Mental Health and Wellbeing Strategy and begin to deliver real change for service users and their carers. Here are some highlights from the last month:

Communications & Engagement Sub-Group

We want everyone in Tayside to know about and feel involved in how mental health and wellbeing services are being prioritised and transformed. The Communication and Engagement Sub-Group is doing just that.

The group has members from Third Sector organisations, patient advocacy groups, the Stakeholder Participation Group (SPG) and NHS Tayside. They have met twice and are:

- **building a website to help raise awareness**
- **co-creating a communication and media plan**
- **planning a public open event**
- **co-developing a vision for the Strategy and Change Programme**

Find out more about these next month…

Integrated Mental Health, Alcohol and Drug Services

We're exploring the potential to streamline support and services across these three areas so it's easier for service users to make connections and access a range of services.

This work is being led by Dundee City Council on behalf of the Tayside Executive Partners and will look at new models of joined up services in line with recommendations in both the Trust and Respect Inquiry and also Dundee Drugs Commission report.

Mental Health Remobilisation

Tayside teams are linking with the Scottish Government on the national COVID-19 transition and recovery plan programme.

A key area for Tayside is the provision of an urgent assessment service. As part of the strengthening of the service, work is underway with Scottish Ambulance Service, Police Scotland, NHS24 and NHS Tayside's Emergency Department to consider a direct referral pathway to mental health services for people with no physical ill health issues. We are also redesigning the crisis home response team to align with the urgent assessment model.

Media

A media and events strategy has been developed in collaboration with stakeholders with lived experience on the Communication and Engagement Sub-Group.

The first news release has been issued to press announcing the publication of the first draft of the Living Life Well strategy.

Media Information

NHS Tayside

Press Release

MONDAY, 2 NOVEMBER, 2020

Immediate release:

First draft Mental Health and Wellbeing Strategy launched

The first draft of a new Tayside-wide strategy to improve mental health and learning disability services has been published today (Monday) following a programme of work involving local stakeholders.

The first draft Tayside Mental Health and Wellbeing Strategy 'Living Life Well – A Lifelong Approach to Mental Health in Tayside' will be a live and developing document to continue to inform and influence the wider Mental Health and Wellbeing (MHW) Change Programme.

It is one of the key actions from the Listen Learn Change action plan which was developed in response to the Independent Inquiry into mental health services in Tayside and subsequent report 'Trust and Respect' which was published in February 2020.

People with lived experience have been fully involved in the co-creation of the strategy and change programme, alongside staff, third sector partners and representatives from mental health special interest groups. The name 'Living Life Well' has been chosen by stakeholders who are members of the MHW communications and engagement group.

The strategy is available to view on the new Mental Health and Wellbeing website at www.nhstayside.scot.nhs.uk. Members of the public are invited to give their feedback on the draft strategy by completing a short survey.

Interim Director of Mental Health and Learning Disabilities Kate Bell said, "We are fully committed to making this strategy reflect the needs of all and, in particular, reflect the voices of people living with mental health conditions, their carers and families. We will continue to work with all stakeholders, including all staff who provide support, care and treatment across our mental health services.

"Mental health affects us all and we want to make as many people as possible in Tayside aware of how we are changing how we care for those in need of our services and supports.

"We are seeking everyone's views on this first draft of the strategy so please get involved, share the strategy and survey, and give us your feedback to help us connect with as many people as possible.

NHS Tayside Press Release

'Living Life Well'

A lifelong approach to mental health in Tayside

Tayside Mental Health and Wellbeing Strategy and Change Programme

2 November 2020

First draft Mental Health and Wellbeing Strategy launched

The first draft of a new Tayside-wide strategy to improve mental health and learning disability services has been published today (Monday) following a programme of work involving local stakeholders.

Strategy Design

Work to develop the visual style of the strategy document is continuing with input from stakeholders.

Recruitment

A series of job adverts has been developed promoting key mental health positions in Tayside.

The roles are promoted on the Living Life Well website and other recruitment sites.

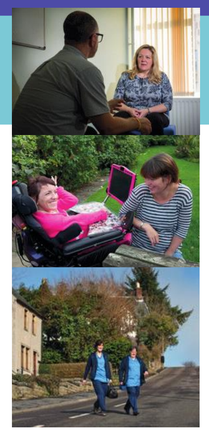
The template can be used to advertise future positions.

Director of Mental Health and Learning Disabilities

Executive and Senior Manager Grade ***(currently under review)***

Salary: c£90,000 per annum

(Grade and salary are subject to NEC job evaluation)



Are you passionate about leading and delivering world class mental health care, shaping inclusive, mental health supports where the people who receive and the professionals who deliver our services are treated as equal partners?

If so, then this role is a unique opportunity to make a real difference to the mental health of the people of Tayside by leading a team focused on improving the quality of experience, care, treatment and overall health and wellbeing of those living with mental ill health and learning disability across the region.

We are looking for a strong, resilient leader, with experience of working in a multi-agency environment and implementing large scale improvements across mental health services.

Someone who can direct a motivated and skilled workforce and who can actively promote the co-design and co-production of new services and ways of working together with mental health service users, their families, carers, staff and partner agencies in order to improve the lives of people requiring mental health and learning disability support.

In this role you will be a member of the NHS Tayside Executive Leadership Team and will be instrumental in leading the delivery of the Tayside Mental Health and Wellbeing Strategy and the Change Programme to redesign and transform our entire system of mental health services.

The successful candidate will already have experience of leadership at a senior level and will be supported to further enhance and develop their strategic planning, leadership and management skills. They will be professionally accountable to the NHS Tayside Chief Executive and will work closely with Executive Directors across Tayside, Chief Officers, Third Sector organisations, Carers and people with lived experience. They will lead a team including the Associate Director for Mental Health, Associate Medical Director for Mental Health and the Associate Nurse Director for Mental Health and the wider Mental Health Senior Leadership Team across the Health and Social Care Partnerships to provide oversight of all mental healthcare services. The Director of Mental Health will influence and assure progress against the commitments made in the Listen Learn Change Action plan, the Tayside Mental Health and Wellbeing Strategy and whole system Change Programme.

About Tayside

Tayside offers many opportunities for career development as well as work-life balance.

NHS Tayside is the fourth largest healthcare provider in Scotland and one of only four teaching Boards. With strong links to local Universities, the Board provides tertiary services to around 350,000 people across Tayside and North East Fife, employing over 13,000 staff across three hospitals and many other sites. Primary and community care services are currently organised into three Health and Social Care Partnerships (HSCPs) in Dundee city, Perth and Kinross and Angus which are overseen by Integration Joint Boards.

About Mental Health in Tayside

Mental Health is a top priority for NHS Tayside, and we have embarked upon an ambitious work programme to co-create, design and co-produce a Tayside Mental Health and Wellbeing Strategy that will:

- reduce health inequalities and improve health and healthy life expectancy
- support people to live independently at home and receive support and services through integrated health and social care working
- ensure access to community mental health services is the norm, avoiding admissions to hospital where possible and putting in place care plans that aim to return people home with sufficient care and support

An Independent Inquiry published earlier this year made 51 recommendations to enhance services and the service users' experience across Tayside. These are shaping the development of our Mental Health and Wellbeing Strategy and the Change Programme which will implement all 51 recommendations and result in significant improvements in mental health services and supports by 2024.

Our shared aim is to develop responsive mental health supports and a service everyone can be proud of; one that makes a real difference by honouring the experiences people with lived expertise have shared throughout the Independent Inquiry and in the course of our work, enabling current and future service users, their families and carers to experience improvements and have a positive and safe journey to care and recovery.

The staff working in Mental Health and Learning Disability services in Tayside have demonstrated a determination to provide high quality, person centred care over recent times, an effort recognised in the Trust and Respect Independent Inquiry published in February 2020 which concluded that Tayside had the potential to offer a 'world class' service.

NHS Tayside

Get in Touch

Please get in touch to find out more about the role and working for NHS Tayside. You can contact our team for information and an informal discussion.

- **NHS Tayside Chief Executive, Grant Archibald 01382 660111**
- **Interim Director for Mental Health, Kate Bell 01382 496528**
- **Medical Director, Dr P Stonebridge 01382 660111**

To access the full candidate information, application form and details of how to apply, please visit the Aspen People website **www.aspenpeople.co.uk**

Closing date for receipt of applications is 26 October 2020

Completed application should be returned via email to **kgall@aspenpeople.co.uk**

If you have any problems please contact Aspen People on 0141 212 7555.

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Key messages are driving our vision...

Our shared vision is to develop a culture where people can get the right help at the right time, expect recovery, and fully enjoy their rights free from stigma and discrimination.

Source: Scottish Mental Health Strategy, 2017

The people of Tayside must have access to high quality, safe and effective services and have trust and confidence in the services provided.

Create a Tayside where people will find it easier to talk about mental health, can access mental health and wellbeing supports and services and live with an improved sense of equality and boost their life choices, and in time, their life circumstances.

Tayside has the potential to become an attractive place for mental health service professionals to work, where the population are served with commitment and passion.

Co-create modern, evidence-based, people centred, multi generational mental health services which will see Tayside strive towards a world class mental health system recognised for mental health excellence.

There is no health without mental health.

Source: Listen Learn Change Action Plan

To deliver a mental health services that is world class, person centred, effective and safe.

So everyone can live life.

Source: Listen Learn Change Action Plan

Work together to improve mental health services for those who need them and those who deliver them.

To co-develop world class mental health care and services.

What will be different for individuals?

People will:

- Be equal partners with their clinicians.
- Be supported to reflect on and express their preferences
- Receive less intervention, if simpler options would deliver the results that matter to them.
- Be supported to have the confidence, knowledge, understanding and skills to live well
- Have access to greater support from a range of supports and services,
- Encouraged to self-care/self-esteem and build resilience to promote people's wellbeing.

What will be different for individuals (2)

People will:

- See Health and social care professionals working closer together
- Older people/ complex needs receive the right support at the right time, Live well and independently by managing their conditions themselves.
- Hospitals will focus on the acute medical support and stays in hospital will be shorter.
- Individuals will benefit from more care being delivered in the community, and where possible, at home.

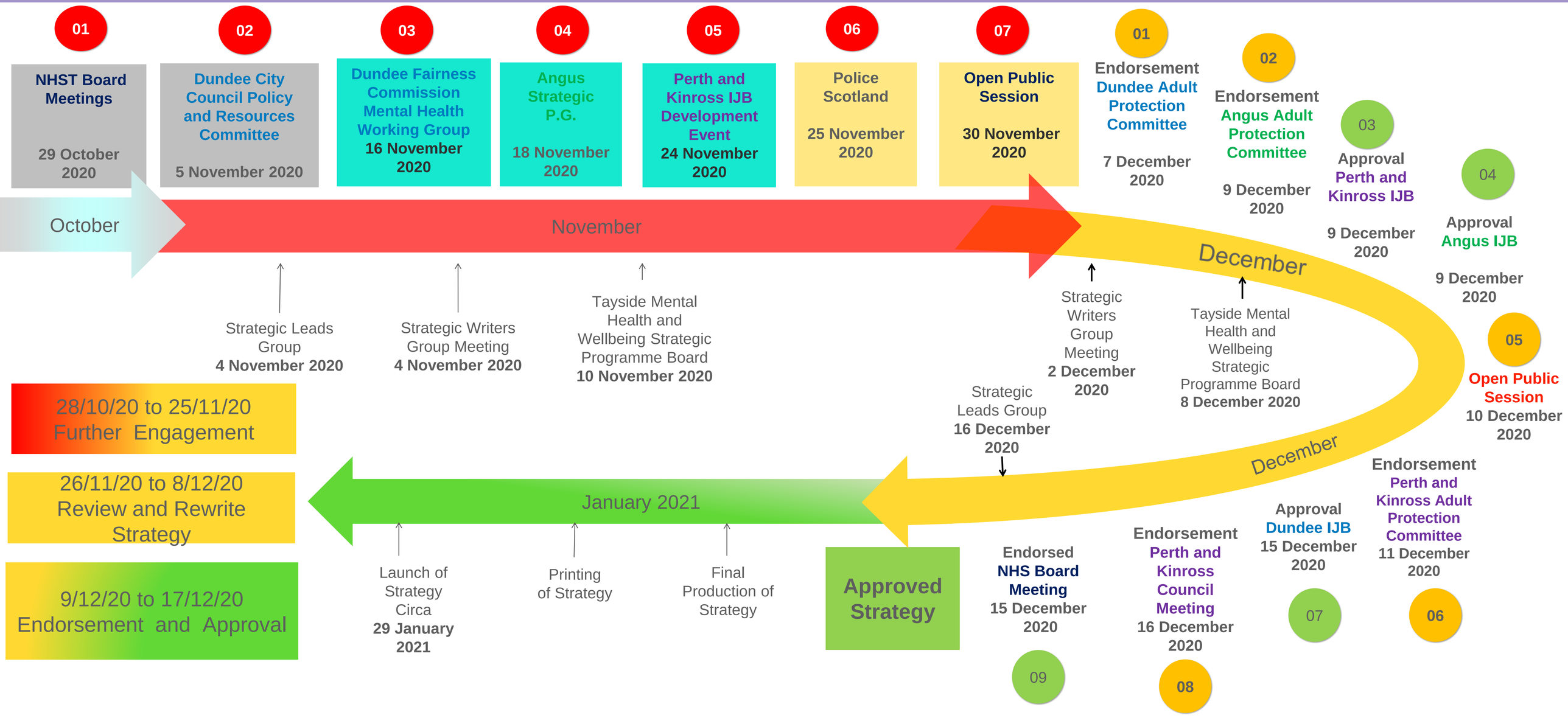
The Workforce Plan will:

- Integrated workforce planning to deliver better outcomes for people
- New Ways of working introduced
- Improved team working
- A workforce for children and young people’s mental health
- Engagement with key community, voluntary, third sector organisations
- Building Mental Health capacity and capability into communities and local GP Practices

What will be different in communities

- Mental health & wellbeing in all Localities
- Care closer to home
- Easier access to the right supports, services and treatment
- Families will receive more mental health delivered in primary and community care settings.
- Specialist Mental Health services and supports at hospital sites when necessary

Tayside Mental Health and Wellbeing Strategy – final plans for development



THANK YOU

Thanks for Listening

Any Questions

CHEERS

Q&A