

**NHS Board Meeting**  
28 August 2019

**Lanarkshire NHS Board**  
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**SUBJECT: LANARKSHIRE MENTAL HEALTH AND WELLBEING STRATEGY**

**1. PURPOSE**

The Lanarkshire Mental Health and Wellbeing Strategy is coming to the Board:

For approval	<input type="checkbox"/>	For endorsement	<input checked="" type="checkbox"/>	To note	<input type="checkbox"/>
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**2. ROUTE TO THE BOARD**

The Lanarkshire Health and Wellbeing Strategy has been:

Prepared	<input type="checkbox"/>	Reviewed	<input checked="" type="checkbox"/>	Endorsed	<input type="checkbox"/>
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by the Lanarkshire Mental Health and Wellbeing Strategy Group

**3. SUMMARY OF KEY ISSUES**

**3.1 Background**

A pan-Lanarkshire Mental Health & Wellbeing Strategy has been developed over the period October 2018 to July 2019 using an inclusive and rigorous planning approach, reflecting a common, shared vision which will drive significant shifts in culture (how we see and treat mental health and physical health), focussing on earlier intervention and prevention as well as the development of new services and redesign and reconfiguration of services.

A Lanarkshire Mental Health & Wellbeing Strategy Group was established December 2018 with a multi-stakeholder membership and supporting infrastructure, chaired by Anne Armstrong, Nurse Director of Health & Social Care, North Lanarkshire. This pan-Lanarkshire infrastructure has provided governance, specialist knowledge, key insights and expertise, and has utilised lived experience from a range of contributors to develop the strategy over the last year.

The Strategy, entitled ‘Getting it Right for Every Person’ (GIRFEP) reflects the need to understand the causal factors related to mental health and wellbeing; the role played by inequalities; and the overall needs of the population to continue to invest in our mental health and wellbeing approaches and connecting all strategies in the pursuit of the same goal – ‘Good Mental Health for All’.

The final draft of the strategy describes mental health and wellbeing in context, in some cases where we are now, where we intend to be, what activity we will undertake to get there and sets

out what will be difference for individuals and communities over the period of implementing the strategy (2019-2024).

The system wide (prevention to recovery) scope and scale and population approach (pre-birth to pre-death) taken to developing the strategy has achieved the buy-in of all stakeholders. The robust involvement and engagement process bringing together all key stakeholders has both informed and shaped the content of the final draft strategy. The approach taken to involvement and engagement is demonstrated in the content, style, and format of Lanarkshire Mental Health and Wellbeing, Communication and Engagement Report (2019).

The overall aim of the strategy is to raise the profile and shift culture in relation to mental health with the population and set out the priorities for mental health and wellbeing in Lanarkshire. The strategy describes how we will improve access to mental health supports and services closer to home; critically align physical health needs with mental health needs; and tackle stigma and discrimination whilst promoting good mental health for all. Doing so will bring us closer in Lanarkshire to realising the national aspiration of mental health and physical health being seen as equal.

The Strategy also gives due consideration to workforce requirements now and in the future, as well as highlighting the need to improve current and future accommodation requirements, in order that we can ensure that the people who use and provide mental health services feel valued.

### 3.2 Conclusions

The strategy is comprehensive, reflecting need and aspirations in Lanarkshire aligned with national priorities and the current and emergent evidence base.

It is proposed that the Governance arrangements for the further development and delivery of the strategy will be as set out in Section 10 of the Strategy: Programme Governance. The Mental Health and Wellbeing Strategy Group will become a Strategy Board chaired by Anne Armstrong, aligned to the Primary Care Strategy Board chaired by Val De Souza, Director of Health and Social Care, South Lanarkshire. The Mental Health & Wellbeing Strategy Board will have senior representation from all key stakeholders to ensure robust implementation.

Following approval in principle, taking on feedback on the final draft strategy through August and September 2019, final amendments will be made prior to the publication of the Strategy and a formal launch event to be held 24th October, 2019. This launch will be co-produced with voluntary and community organisations as key contributors alongside people from a wide range of organisations.

### 3.3 Next Steps

The final [draft Strategy and accompanying documents](#) will be submitted to the NHS Board, both Councils and both IJBs and North and South Lanarkshire Community Planning Partnerships for noting/approval as follows:

South Lanarkshire Executive Committee for noting	28 <sup>th</sup> Aug 2019
NHS Lanarkshire Board for endorsement	28 <sup>th</sup> Aug 2019
North Lanarkshire Partnership Board for noting	28 <sup>th</sup> Aug 2019
South Lanarkshire Integration Joint Board for noting	10 <sup>th</sup> Sept 2019
South Lanarkshire Community Planning Partnership Board for noting	11 <sup>th</sup> Sept 2019
North Lanarkshire Integration Joint Board for approval	24 <sup>th</sup> Sept 2019
North Lanarkshire Policy & Strategy Committee for noting	26 <sup>th</sup> Sept 2019

Hard copies of the most recent drafts of the full Lanarkshire Mental Health and Wellbeing Strategy, Summary Strategy and the Communications and Engagement Report will be tabled at these meetings.

The final draft Strategy will be shared with a range of other organisational committees within the partner organisations for information and feedback.

Following approval by the North Lanarkshire Integration Joint Board on 24th September, the Strategy will be launched on 24<sup>th</sup> October 2019.

#### 4. STRATEGIC CONTEXT

This paper links to the following:

Corporate objectives	<input checked="" type="checkbox"/>	AOP	<input type="checkbox"/>	Government policy	<input checked="" type="checkbox"/>
Government directive	<input type="checkbox"/>	Statutory requirement	<input type="checkbox"/>	AHF/local policy	<input type="checkbox"/>
Urgent operational issue	<input type="checkbox"/>	Other	<input type="checkbox"/>		

#### 5. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

*Three Quality Ambitions:*

Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>	Person Centred	<input checked="" type="checkbox"/>
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*Six Quality Outcomes:*

Everyone has the best start in life and is able to live longer healthier lives; (Effective)	<input checked="" type="checkbox"/>
People are able to live well at home or in the community; (Person Centred)	<input checked="" type="checkbox"/>
Everyone has a positive experience of healthcare; (Person Centred)	<input checked="" type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input checked="" type="checkbox"/>
Healthcare is safe for every person, every time; (Safe)	<input checked="" type="checkbox"/>
Best use is made of available resources. (Effective)	<input checked="" type="checkbox"/>

#### 6. MEASURES FOR IMPROVEMENT

A Mental Health & Learning Disability Performance Review is currently produced quarterly which includes the following measures:

- Admissions and readmissions to Mental Health Wards
- Bed occupancy
- Psychiatry: numbers waiting more than 12 weeks (Adult/Older Adult/Learning Disability)
- Treatment Time Guarantee: % completed waits within 12 Weeks
- Psychological therapies: 18 weeks referral to treatment (Adult Psychological Services/CAMHS)
- Dementia Post Diagnostic Support: % patients with care plan in place after 12 months of support

#### 7. FINANCIAL IMPLICATIONS

Achieving long-term financial sustainability of our health and social care system and making the best use of our combined resources is critical to the successful delivery of this strategy.

A programme of change of this scale will require a significant effort from all organisations as expenditure and activity are at record levels and growth trends indicate that the level of funding will only need to increase. However, with greater pressures on the system, this will also require change in the way services are configured and delivered.

Aspects of the Strategy but not all areas are funded by the additional investment recently announced by Scottish Government alongside redesigning current approaches to mental health support and care where appropriate. In the course of strategy development and implementation will review what can be done within existing resources to explore current ways of working, current service configuration and look to redesign what we do and how we do things. This will result in using current budgets and staff resources differently in future.

The Scottish Government announced in December, 2017 further funding of £17 million for Mental Health services across the country. They set a target of introducing 800 additional mental health workers over a 3 year period to improve access to dedicated mental health professional across key settings including Prisoner Healthcare, Primary Care and Mental Health Wellbeing Teams, Transforming Mental Health in Hospital Emergency Departments, Custody Suites and Digital Solutions in Mental Health.

Nationally the funding to support this commitment will increase to £35 million by 2021-2022, with an initial 11 million being made available for Adult services to support the first phase of this commitment in 2018/19.

A further £5 million has been identified for children’s services across the country and £52m has been announced to support the development of Perinatal Mental Health across Scotland through the Managed Clinical Network.

The development of the final draft Lanarkshire Mental Health and Wellbeing Strategy and the development of a delivery infrastructure has been achieved through improvement leadership and a dedicated programme management team sourced from NHS National Services Scotland. This team is currently in place until 30th September 2019. Consideration must be given to the need for and indeed the risk of not having a programme management team in place to implement the critical programme of work alongside the Integrated Joint Board, the health and social care partnership executive team, NHS corporate services and the strategy board and front line staff.

**8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS**

Risks associated will be managed, recorded and reported in line with the NHS Lanarkshire Risk Management Strategy. A risk register has been established which is reviewed at each meeting of the Lanarkshire Mental Health and Wellbeing Strategy Group.

**9. FIT WITH BEST VALUE CRITERIA**

This paper aligns to the following best value criteria:

Vision and leadership	<input checked="" type="checkbox"/>	Effective partnerships	<input checked="" type="checkbox"/>	Governance and accountability	<input checked="" type="checkbox"/>
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Use of resources	<input type="checkbox"/>	Performance Management	<input type="checkbox"/>	Equality	<input checked="" type="checkbox"/>
Sustainability Management	<input type="checkbox"/>				

## 10. EQUALITY AND DIVERSITY IMPACT ASSESSMENT

An Equality Impact Assessment (EDIA) has been completed with the input of the Communications and Engagement Group and the Mental Health and Wellbeing Strategy Group as key groups within the strategy development infrastructure representative of staff, carers and service users.

## 11. CONSULTATION AND ENGAGEMENT

A Communications and Engagement Strategy was developed to ensure wide-ranging engagement in the design and development of the strategy and a Communications and Engagement Group was established with membership from service users, carers, and voluntary and third sector organisations to act as a reference point and influence and inform all aspects of Strategy design and development.

## 12. ACTIONS FOR THE BOARD

The Board is asked to:

Approve	<input type="checkbox"/>	Endorse	<input checked="" type="checkbox"/>	Identify further actions	<input type="checkbox"/>
Note	<input type="checkbox"/>	Accept the risk identified	<input type="checkbox"/>	Ask for a further report	<input type="checkbox"/>

The Board is asked to:

- 1) Endorse the Lanarkshire Mental Health and Wellbeing Strategy;
- 2) Note that the population approach utilised has enabled wide-ranging involvement in the development and co-production of the Lanarkshire Mental Health and Wellbeing Strategy;
- 3) Note the Communication and Engagement Report which describes the depth and breadth of engagement undertaken to inform the development of the strategy, highlighting examples of unmet need and reflecting lived experience throughout; and
- 4) Note that Strategy will be formally launched on 24th October, 2019

## 13. FURTHER INFORMATION

For further information about any aspect of this paper, please contact:

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20 August 2019