



Report

| | |
|------------------|---|
| Report to: | NHS Lanarkshire Board |
| Date of Meeting: | 29 May, 2019 |
| Lead officer: | Anne Armstrong, Nurse Director, North Lanarkshire HSCP |
| Report Author: | Kate Bell, Head of Service Change & Transformation |

| | |
|----------|---|
| Subject: | Lanarkshire Mental Health and Wellbeing Strategy |
|----------|---|

1. Purpose of Report

1.1. The purpose of the report is to:

- Provide and update on progress made in developing the Lanarkshire Mental Health and Wellbeing Strategy
- Assure the Board that the development process is on track to produce a final Strategy for approval in August 2019 in accordance with the attached timeline (Appendix 1).
- Provide the NHS Board Members an opportunity to provide feedback on the content of the strategy by 6 June 2019.

2. Recommendation(s)

2.1. The NHS Board is asked to note the following recommendations:

- (1) Note the progress made in developing a Mental Health and Wellbeing Strategy for Lanarkshire
- (2) Note that a population approach has been utilised in the development of the Lanarkshire draft mental health and wellbeing strategy.
- (3) Note that a period of further meaningful engagement with key stakeholders has been undertaken over a 6 week period from 08 April – 24th May with a view to ensuring the final strategy reflects the needs of service users, carers and wider Lanarkshire population

3. Background

- 3.1 Achieving Excellence alongside Health and Social Care North Lanarkshire's Strategic Commissioning Plan outlined the intention to develop a Lanarkshire Mental Health and Wellbeing Strategy, cognisant of national policy whilst ensuring the needs of people living in Lanarkshire are met. To this effect the development of the Lanarkshire Mental Health & Wellbeing Strategy commenced in September 2018. In doing so the Integrated Joint Board, identified that it was essential to take the time to develop the strategy using an inclusive and rigorous planning approach. The aim being to create a strategy which meaningfully engages people with lived experience and wider key stakeholders across Lanarkshire with a view to co-creating a strategy which a range of organisations could support and drive forward.
- 3.2 To enable delivery of the Strategy in accordance with the planned timescale, a dedicated Programme Management Team has been established led by the Head of Service Change & Transformation, NHS Lanarkshire and specialist Programme Management and Project Support from NHS National Services Scotland. This dedicated resource working with the subject matter experts (mental health staff, a range of other disciplines, departments and services and organisations) has proven critical to progress and to the quality of engagement and outputs that are leading to the assembly of the strategy content.
- 3.3 Establishing the Mental Health Strategy Group and developing the and infrastructure for the strategy development Governance (see Appendix 2) has been challenging due to the system wide nature of the strategy and the number and range of stakeholders to be included.
- 3.4 The system wide (prevention to recovery) scale and population approach (pre-birth to pre-death) of the strategy is described as a Lanarkshire Mental Health & Wellbeing Strategy. It is acknowledged that in reality this requires widespread engagement to put into place the full agreement of all stakeholders.
- 3.5 A key early outcome has been to develop a first draft strategy document which will outline what is in scope of the strategy and begin to describe where we are now, where we intend to be, what activity we will undertake to get there and set out what success will look like over the period of the strategy 2019-2024, (Appendix 3).
- 3.6 The strategy is a work in progress and is a high level summary drawn from approximately 35 different contributions from managers, specialist in the field and people in clinical roles and build upon the outputs of a range of stakeholders workshops held in January and February across the scope of the programme. It is important to state at this time that the first draft has been compiled from these contributions by the Programme Director with only limited visibility to date and opportunity to further develop the content with those who have written key areas as well as contributions still coming in all the time. It is the intention that the views of stakeholders continue to shape the strategy going forward. To this end a robust engagement process is underway ensuring the views of key stakeholders continue to shape the final strategy. The Scottish Health Council have been engaged throughout the engagement process with a view to ensuring compliance with national guidance.

- 3.7 In assembling the strategy we are capturing contributions from across the system, including excellent papers developed by a range of staff and organisations on a wide range of topics across the strategy content, the output from the five workshops held in January and February, 2019 culminating in a first draft strategy and an emergent suite of documents (project briefs, terms of reference, emergent high level action plans and risk registers) for delivery/implementation by all five core work streams within the strategy.
- 3.8 The programme management team resource will be continued and remain in place to continue to carry out further detailed planning with those leading the work streams.

Between now and the end of June the programme team will work with all leads and key stakeholders to ensure that infrastructure and membership is representative of key organisations such as Health and Social Care, Education, Social Work, Scottish Ambulance Service, NHS24, Voluntary organisations to commence implementation of the strategy in the autumn of 2019. As previously noted where possible, existing structures rather than creating new groups will be the approach taken to ensure efficient and effective implementation. A key requirement of the strategy implementation will be to ensure all key organisations are represented in the work streams and that the relevant programme/project management and improvement resources are in place to lead the service redesign, embed changes and sustain improvements.

- 3.9 Great progress has been made in the past 3 months with a team-based approach, a robust infrastructure resulting progressive groups of people across a range of organisations working together towards a shared goal. We are in agreement that the Lanarkshire Mental Health and Wellbeing Strategy will take into consideration and reflect the needs of the population, engage, involve and feedback in a respectful and meaningful way, consider the workforce requirements and the current and future accommodation requirements to ensure people who use the services and provide the services feel valued.
- 3.10 Developed well, this strategy will deliver a joined up approach across systems and agencies putting people firmly at the heart of all that we do ensuring it is good for the population; good for communities and good for people working in health and social care. It will deliver improvements where it is possible to do so by improving access to mental health supports and services closer to home and critically aligning physical health needs with mental health needs, tackling stigma and discrimination whilst promoting good mental health for all enabling the national aspiration of mental health and physical health being seen as equal in Lanarkshire.

4. Conclusions

- 4.1 During the engagement period feedback from key stakeholders and decision makers such as Integrated Joint Board, North Lanarkshire, Integrated Joint Board South Lanarkshire, NHS Lanarkshire Corporate Management Team, Lanarkshire Links, Voluntary Action North Lanarkshire, Voluntary Action South Lanarkshire, North Lanarkshire Council and Police Scotland has been very positive with some describing the first draft strategy as excellent and in line with their expectations.

- 4.2 Following validation of the first draft strategy content in March, 2019 we have continued to develop the content, format and quality of the strategy to share this widely across a wide range of organisations.
During the period between 8 April and 24 May further face to face engagement with organisations and representative of service users and carers, community groups, staff groups and committees, out of reach and hard to reach groups has been undertaken to capture people's vision, views and generate any additional material for inclusion in a final document.
- 4.3 The final draft version will be shared with all relevant groups and committees for support, information as a single Lanarkshire Mental Health & Wellbeing Strategy which will come to the respective Integrated Joint Boards for ratification in August / September 2019. If approved and no further work is required on the document we will work with our internal or external resources on final formatting by the end of July, 2019 to circulate for the August and September meetings of the NHS Board and IJBs.

5. Next Steps

- 5.1. We are undergoing a period of further engagement from 8th April – 24th May on the content of the first draft with key stakeholders ensuring the next version of the Strategy meets the needs of key stakeholders such as service users, carers, public and voluntary sector. This will culminate in a suite of documents including the final draft Strategy being presented to the NHS Board, and South Lanarkshire Integrated Joint Board for endorsement and North Lanarkshire Integrated Joint Board for full approval in August / September 2019.

6. Employee Implications

- 6.1. A workforce development plan will be required to support the implementation of the strategy and move to new ways of working. Aligned to this work organisations will be asked to consider policies that support the reduction in stigma.

7. Financial Implications

- 7.1 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. The 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 and how we do things. This will result in using current budgets and staff resources differently in future.
- 7.2 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.

- 7.3 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.
- 7.4 A further £5 million has been identified for children's services across the country.
- 7.5 £52m has been announced to support the development of Perinatal Mental Health across Scotland through the Managed Clinical Network.

8. Other Implications

- 8.1 This paper does not describe any new other implications

9. Equality Impact Assessment and Consultation Arrangements

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

10. Directions

- 10.1. Is this a new direction for the NHS Board

| | | |
|--|--|----------|
| Direction Required to Council, Health Board or Both | Direction to: | |
| | 1. No Direction Required | X |
| | 2. South Lanarkshire Council | |
| | 3. NHS Lanarkshire | |
| | 4. South Lanarkshire Council and NHS Lanarkshire | |

Anne Armstrong
Nurse Director, Health and Social Care North Lanarkshire

Date created:

| | | |
|---|--|---|
| 1 | People are able to look after and improve their own health and wellbeing and live in good health for longer | √ |
| 2 | People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonable practicable, independently and at home or in a homely setting in their community | √ |
| 3 | People who use health and social care services have positive experiences of those services, and have their dignity respected | √ |
| 4 | Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services | √ |
| 5 | Health and social care services contribute to reducing health inequalities | √ |

| | | |
|---|---|---|
| 6 | People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing | √ |
| 7 | People who use health and social care services are safe from harm | √ |
| 8 | People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide | √ |
| 9 | Resources are used effectively and efficiently in the provision of health and social care services | √ |

Previous References

None

List of Background Papers

- Lanarkshire Mental Health & Wellbeing Governance Paper Jan 2019 (Over the period of January to March this has been presented to and approved by all levels of NHS Board and Health Social Care Partnership and Council Groups)
- Draft suite of documents for all projects within the programme of work are available in draft and are held on the NHS Lanarkshire intranet with access provided to Mental Health Strategy Group members.
- Communication and Engagement Strategy & Plan

Contact for Further Information

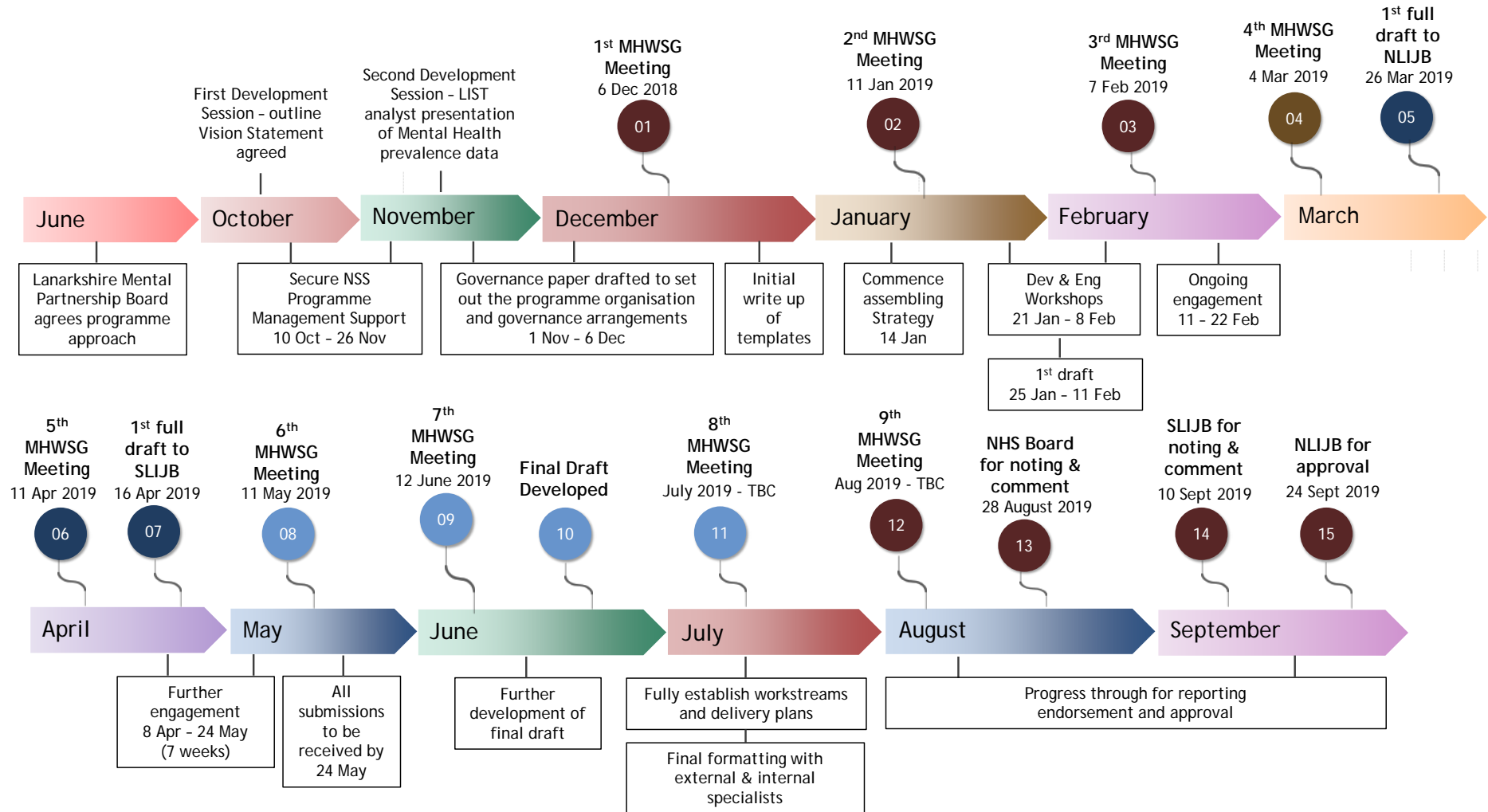
If you would like to inspect the background papers or want further information, please contact:-

Anne Armstrong, Nurse Director, Health & Social Care North Lanarkshire (Strategy Executive Lead) on 01698 858115/6

Kate Bell, NHS Lanarkshire, Head of Service Change & Transformation (Programme Director) on 01698 858266/68

ITEM 16c

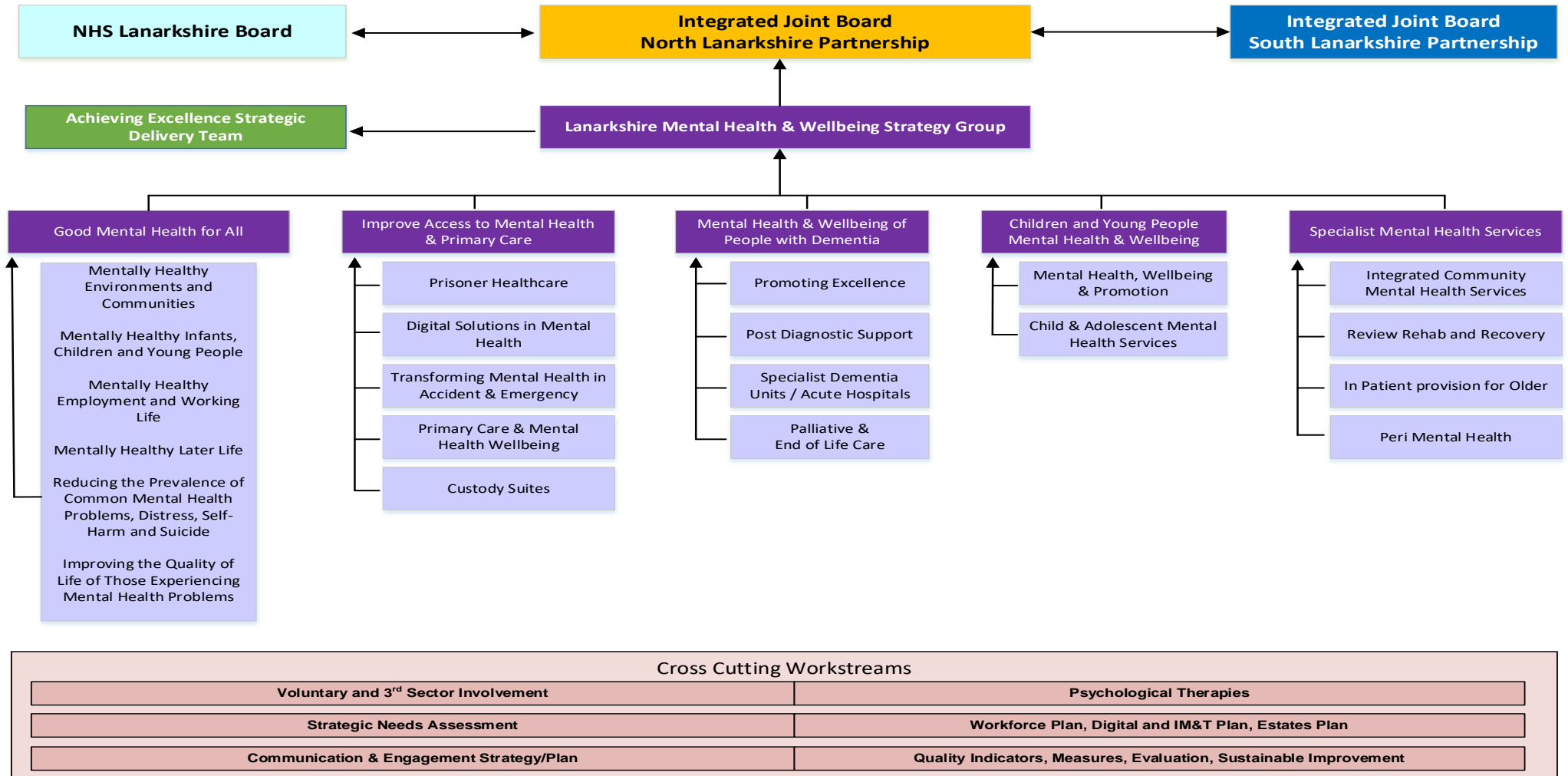
Appendix 1: Lanarkshire Mental Health & Wellbeing Strategy – Timeline September 2018 – September 2019



ITEM 16c

Appendix 2

Lanarkshire Mental Health & Wellbeing Strategy Programme Governance Structure



ITEM 16c