

REPORT

Item No: 7

SUBJECT:	Lanarkshire Mental Health and Wellbeing Strategy
TO:	Integration Joint Board
Lead Officer for Report:	Nurse Director, Health & Social Care, North Lanarkshire
Author(s) of Report	Programme Director, NHS Lanarkshire, Head of Service Change & Transformation & Programme Manager
DATE:	24 September 2019

1. PURPOSE OF REPORT

This paper is coming to the IJB

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

This paper 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. RECOMMENDATIONS

The Board is asked to:

- 1) Approve 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 that an Integrated Workforce Plan will be developed to support the implementation of the Strategy.
- 4) 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.
- 5) Consider the continuing need for a programme management team in place to implement the critical programme of work alongside the Integration Joint Board, the health and social care partnership executive teams, NHS corporate services, the Strategy Board, delivery partners and front line staff.
- 6) Note that Strategy will be formally launched on 24th October, 2019

4. VARIATIONS TO DIRECTIONS?

Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
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Directions will be updated to request that both partners implement the new strategy from 2019-24.

5. BACKGROUND/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.

3.2 GETTING IT RIGHT FOR EVERY PERSON: A MENTAL HEALTH AND WELLBEING STRATEGY FOR LANARKSHIRE

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 system wide (prevention to recovery) scope and scale and population approach (pre-birth to old age) taken to developing the strategy has been achieved through the involvement and contributions from health, social care, service users, carers, third sector organisations and crucially those with lived experience.

The final draft of the strategy describes mental health and wellbeing in a community planning context as a public health priority; covers the relationship to inequalities such as poverty which can be a cause or consequence of mental ill health. The strategy makes the links around quality housing, and how community inclusion can support wellbeing. A key priority for this strategy is addressing and indeed eradicating stigma and discrimination. The population data captured recognises that 1 in 4 people are likely to experience a mental health disorder in their lifetime.

The strategy content cover what we intend to do to promote and ensure:

1. Good Mental Health for All
2. Improve access to Mental Health supports and services in the community
3. Children and Young People's Mental Health and Wellbeing is a key aspect of the strategy and its delivery
4. Specialist Mental Health Services will be further developed to ensure access is improved and available to those in greatest need

The overall aim of the strategy is to raise the profile and shift culture in relation to mental health and wellbeing within 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 sets out what will be difference for individuals and communities over the period of implementing the strategy (2019-2024).

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 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 NEXT STEPS

The final draft Strategy and accompanying documents has been submitted to the NHS Board, both Councils and both IJBs and North and South Lanarkshire Community Planning Partnerships for endorsement/approval as follows:

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

Hard copies of the most recent drafts of the full Lanarkshire Mental Health and Wellbeing Strategy, Summary Strategy and the Communications and Engagement Report were tabled at these meetings and endorsement achieved. North Lanarkshire Council Policy and Strategy Committee will consider the Strategy at their meeting on the 26th September 2019.

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 Board on 24th September, the Strategy will be launched on 24th October.

6. 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.

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.

7. IMPLICATIONS

7.1 NATIONAL OUTCOMES

This work is aligned with the National Mental Health Strategy 2017-2027 published by the Scottish Government. The national Quality Indicator Profile for Mental Health (QIPMH), currently being developed by ISD Scotland, will feature strongly in the evaluation, monitoring and performance arrangements to be agreed as part of the strategy development and implementation.

People are able to look after and improve their own health and wellbeing and live in good health for longer	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>
People who use Health and Social Care Services have positive experiences of those services, and have their dignity respected	<input checked="" type="checkbox"/>
Health and Social Care Services are centred on helping to maintain or improve the quality of life of people who use those services	<input checked="" type="checkbox"/>
Health and Social Care Services contribute to reducing health inequalities	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>
People who use Health and Social Care Services are safe from harm	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>
Resources are used effectively and efficiently in the provision of Health and Social Care Services	<input checked="" type="checkbox"/>

7.2 ASSOCIATED MEASURE(S)

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

Over the period of Strategy implementation, measures will be developed to reflect delivery of improvements in access to services in primary and community settings. These measures will include the indicators in the national Quality Indicator Profile for Mental Health (QIPMH) which is currently being developed by ISD Scotland.

7.3 FINANCIAL

This paper has been reviewed by Finance:

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
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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. In Lanarkshire this equates to circa 97 whole time equivalents across a range of bands. The core output of this collaboration with Third sector organisations, service users and carers, NHS24, SAS, Police Scotland, health and social care will be to redesign and reconfigure services delivering; improved access to dedicated mental health professionals across key settings including Prisoner Healthcare, Community teams in the form of Primary Care and Mental Health Wellbeing Teams, improved access to mental health specialist in hospitals Transforming Mental Health in Emergency Departments, alongside other agencies such as the Police to improve Custody Suites and exploring Digital Solutions in Mental Health with all key stakeholders.

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 the end of December 2019. Consideration will be given to the need for and indeed the risk of not having a robust programme management arrangements and quality

improvement resources in place to 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 to implement the critical programme over the next 3 years.

7.4 PEOPLE

The population and system approach adopted by the Strategy identifies the need to develop an integrated workforce plan, including training & developments plans and giving real consideration to the recruitment & retention of our workforce an essential component of its delivery. This recognises the importance and priority attached to developing a mental health and wellbeing workforce to meet the current and future needs of the population, including **all staff** (*not just staff employed in mental health posts*) is a challenge for the whole of the NHS and Partners in local government; education, social work and other public, voluntary and third sector organisations.

The Strategy also highlights 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.

7.5 INEQUALITIES

EQIA Completed:

Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
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8. BACKGROUND PAPERS

[Lanarkshire Mental Health and Wellbeing Strategy 2019-2024](#)

Draft Lanarkshire Mental Health and Wellbeing Strategy
Draft Lanarkshire Mental health and Wellbeing Strategy Summary
Draft Lanarkshire Mental Health and Wellbeing Strategy Communication and Engagement Report

9. APPENDICES

Appendix A: Strategy Development Timeline



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CHIEF OFFICER

Members seeking further information about any aspect of this report, please contact:

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

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

APPENDIX A LANARKSHIRE MENTAL HEALTH AND WELLBEING STRATEGY DEVELOPMENT TIMELINE

