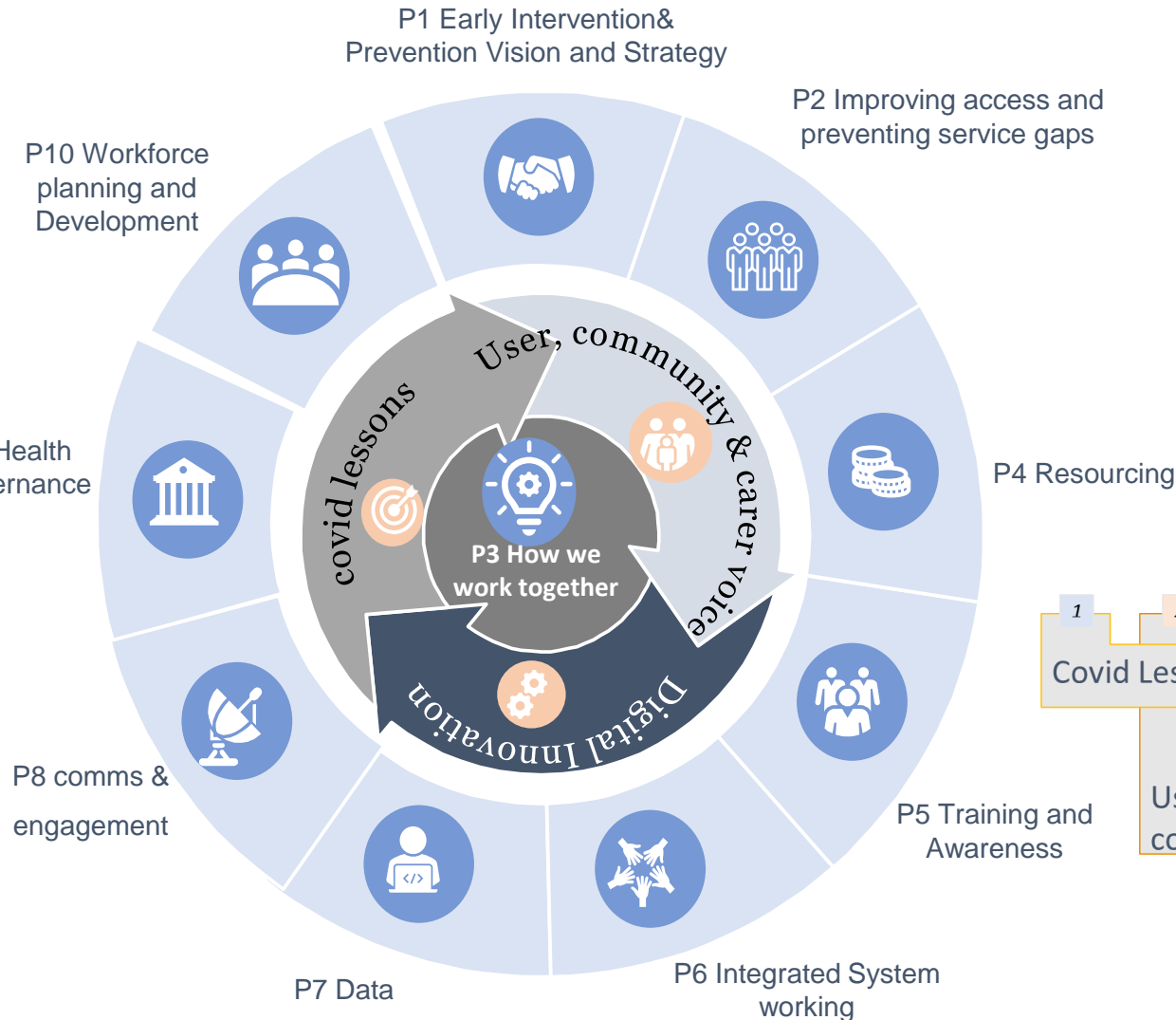


# Update on the Mental Health Improvement Plan Programme Progress

August 2021

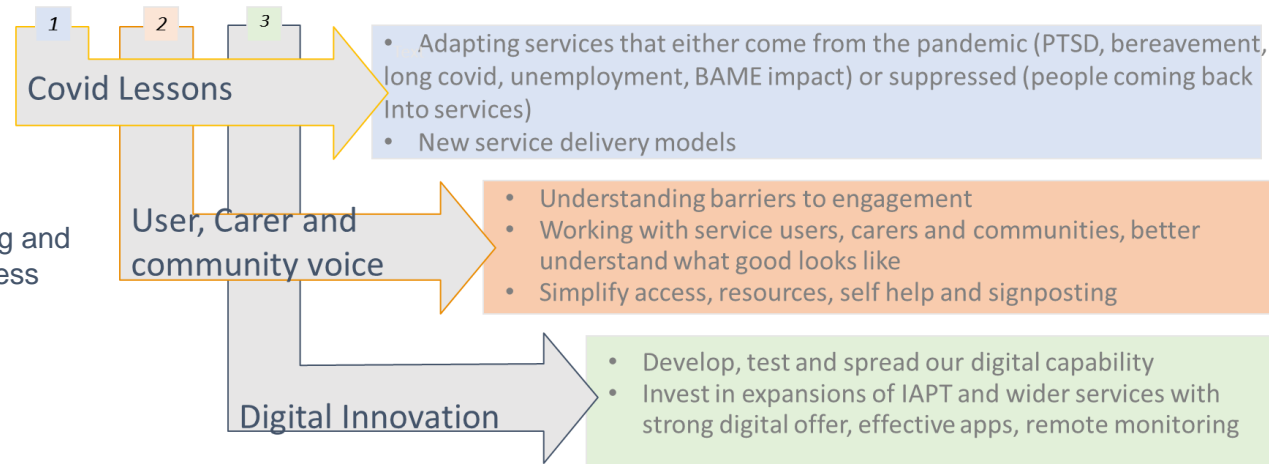
The following set of slides provides an overview of progress to date in moving forward the Mental Health Improvement Plan. The slides include:

- Programme Structure
- High level summary of each programme area focus
- High level Progress on each programme
- Governance
- Programme Support
- Level 0 plan



We have taken the 19 thematic improvement recommendations from the Independent Review and identified:

- ❖ 10 Programme areas
- ❖ 3 cutting themes



Programme	Focus	Proposed Sponsors
P1 Early Intervention and Prevention vision and strategy	<ul style="list-style-type: none"> <li>• More preventative and early help approach</li> <li>• Shared co-ordinated vision</li> </ul>	Claire Burgess, Sue Murphy, MH Convenor
P2 Improving access and preventing service gaps	<ul style="list-style-type: none"> <li>• Resilience, early support and helping people understand and access it</li> <li>• No bounce backs and pass arrounds of referrals</li> <li>• Address barriers to service access</li> <li>• Focussed work on scaling IAPT, GPIHMS and reviewing and improving S136, all age crisis and inpatient provision and support to schools</li> </ul>	Tim Bates, Andy Erskine,
P3 How we work together	<ul style="list-style-type: none"> <li>• Improve individual and organisational working relationships and address findings from relational diagnostics outputs- Linguistic Diagnostics being commissioned</li> </ul>	Helen Rostill, Sue Murphy
P4 Resourcing	<ul style="list-style-type: none"> <li>• Stand up Resourcing T&amp;F group to focus on : 1) Demand and capacity modelling (outsourced)2) Funding review – with support from health economist (centre for mental Health) and 3) workforce review</li> </ul>	Graham Wareham and Matthew Knight
P5 Training and Awareness	<ul style="list-style-type: none"> <li>• Develop a training collaborative to have a more joined up approach to upskill workforce</li> </ul>	Lucy Gates
P6 Integrated system working	<ul style="list-style-type: none"> <li>• Improved place based join up of care, planning and resourcing</li> <li>• Embed and use Surrey Multi- Agency Information Sharing Protocol (MAISP)</li> <li>• Develop a system wide population based needs approach to planning</li> </ul>	Lorna Payne, Liz Ulliasz, Patrick Wolter
P7 Data	<ul style="list-style-type: none"> <li>• Stand up data group to shape mental health data systems and integrations</li> <li>• Address the culture, behaviour and systems to improve accurate collection and use of relevant MH data sets</li> </ul>	Katherine Church, Toby Avery.
P8 Communications and Engagement	<ul style="list-style-type: none"> <li>• Develop public comms and engagement strategy and campaign</li> </ul>	Laura Downton, Marcel Berenblut
P9 Mental Health system governance	<ul style="list-style-type: none"> <li>• Refresh and streamline Mental health system governance</li> <li>• Ensure user voice centre piece</li> </ul>	Clare Burgess, Helen Rostill
P10 Workforce planning and delivery	<ul style="list-style-type: none"> <li>• Build on system wide people plan to improve recruitment, retention and development of workforce</li> <li>• Develop more “grow your own” projects and further development of experts by experience and advocacy roles</li> </ul>	Cheryl Newsome

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## Progress to date

- ✓ Sponsors and project support identified, with MH Convener joining Surrey in October 2021
- ✓ Vision, which links to the whole programme, is underway. 38 response from people with lived experience, people without lived experience and carers. Paper has been drafted and shared with delivery board for feedback by 10<sup>th</sup> September.
- ✓ Engagement forums being mapped by the Independent Mental Health Network.
- ✓ Workshop being arranged for mid September to focus on operating model
- ✓ Public Health Mental Health Prevention Strategic Plan in place for implementation of prevention interventions at Place, community and individual level.
- ✓ Mental Health Development workers recruited
- ✓ Population Survey on perception of emotional and mental wellbeing for adults

## Short Term Deliverables (1-3 months)

- Workstream meetings established and work scoped
- Agree the vision based on engagement with users, carers and stakeholders (to be agreed at MHPB on 29<sup>th</sup> October)
- Engagement forums mapped out
- Mapping of early intervention offers
- Develop overarching operating model
- Customer journey mapping
- Third sector alliance scope agreed and contact in place to undertake work

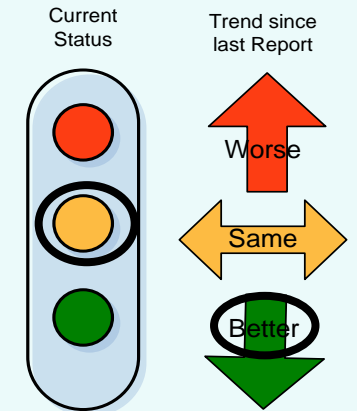
## Medium (3-6) and longer term (6+) Deliverables

- Medium:
- Validate operating model with users, carers and key stakeholders
  - Define implementation plan (link to P2, P3, P4 and P6)
  - Establish baseline and evaluation methodology
- Longer term:
- Transition piece

## Programme Sponsors

- Clare Burgess, Sue Murphy, Incoming MH Convener

## MH Improvement Progress since last month



## MH Improvement Priority ranking

- First

## Progress to date

- ✓ Sponsors and project support identified
- ✓ Recovery and connect service is live
- ✓ In-reach discharge service now live
- ✓ Existing Recovery Workstream 4 docked in
- ✓ GPimhs/MHICS roll out and ARRS recruitment well underway
- ✓ Co-design workshop taking place in September to develop principles for a single telephone access point
- ✓ Public Health scoping access points for mental health across the system underway
- ✓ 4 meetings have taken place between Public Health, SABP and third sector to agreed need for a common entry point
- ✓ Public health have done a series of rapid need assessments for vulnerable groups, including one on MH
- ✓ Ongoing meetings to consider mobilisation of mental health E-Hub
- ✓ Transitions young adults user group established and report circulated
- ✓ Mobilisation of new CYP EWMH services
- ✓ Surrey selected as vanguard for support around SMI and physical health checks
- ✓ Veteran's High Intensity Service (HIS) soft launch.
- ✓ SABP accredited Member of Veterans Health Care Alliance

## Short Term Deliverables (1-3 months)

- Workstream meetings established and work scoped
- Continue planned roll out of mental health integration in primary care
- Co-design improved access point for emotional wellbeing and mental health referrals and develop implementation plan (link to P7)
- Map health inequalities and vulnerable groups
- Review recommendations and the delivery plan from the IMHN and SMEF report on COVID and BAME communities
- Set up steering group for NHSX vanguard pilot for physical health checks in mental health
- Focussed place-based model
- Prototype of the THRIVE framework
- Schools-based Cluster model mobilisation
- Establishment of CYP led Alliance Board
- Implementation of process review in the Access and Advice (SPA) function
- Full launch of Veteran's High Intensity Service

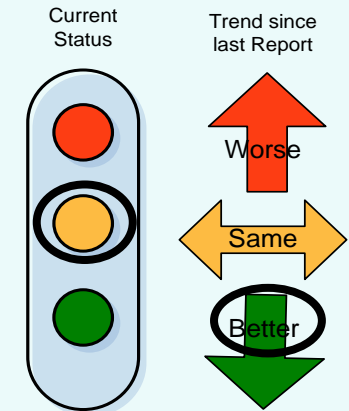
## Medium (3-6) and longer term (6+) Deliverables

- Medium:
- Implementation of improved access point for mental health referrals
  - Engagement strategy/approach for vulnerable groups (link to P1)
  - Further roll out of EI Cluster Model for schools
  - Further roll out of next phase of MHST
  - Re-launch of CYP Safe Havens
  - Expansion of suicide prevention work through in reach into acutes for CYP
  - Review of equity of access, fall outs and drop out across the patient pathway
- Longer term:
- Embed Pillar 4: Emergency Group Priority – Referral pathway primary and secondary care reviewing rejected referrals from MH SPA – mapping of referral flows and customer journey
  - Embed Pillar 3: Emergency Group Priority - IAPT pathway for people with complex needs and further review of IAPT commissioning – discussion planned with CCG contracting team and Place Leads
  - Evaluation of CYP EI and prevention services
  - Apply for Veteran's Bronze Employer Recognition Scheme

## Programme Sponsors

- Tim Bates, Andy Erskine

## MH Improvement Progress since last month



## MH Improvement Priority ranking

- First

## Progress to date

- ✓ Sponsors and project support identified
- ✓ Scoping discussion (x3) with Linguistic Language to gain deeper insights into what we need to change across the system to improve our culture and ways of working. Areas identified include.
- ✓ Workshop with Linguistic Landscapes on 13<sup>th</sup> August
- ✓ SABP currently finalising scope and procurement of work with Independent Mental Health Network, Surrey Minority Ethnic Forum and Healthwatch Surrey to undertake a transformation project on user-led design with SABP. Expected to start late August 2021
- ✓ CYP EWMH principles and ways of working established
- ✓ Development of an adult mental health alliance

## Short Term Deliverables (1-3 months)

- Commission Linguistics Landscape work.
- Discovery work on user-led design with SABP.
- Establishment of Young persons EWMH Programme lead (service user led)

## Medium (3-6) and longer term (6+) Deliverables

### Medium:

- Receive report and recommendations to increase user-led design
- Generate common principles to improve ways of working and develop an approach and toolkit to support organisational and cross-organisational development
- Produce a roadmap setting out what needs to change/improve and how over the next 12 to 18 months
- Identify a series of engagement events to test out and agree the delivery plan and gain system buy-in for the change we want to see
- Develop an outcomes approach to measure success

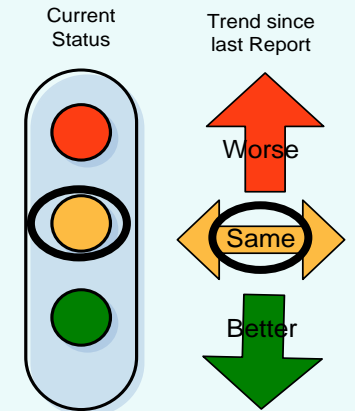
### Longer term:

- Readminister the relational diagnostics

## Programme Sponsors

- Helen Rostill, Sue Murphy

## MH Improvement Progress since last month



## MH Improvement Priority ranking

- First

## Progress to date

- ✓ Sponsors and project support identified
- ✓ Contract with the Centre for Mental Health has been finalised and feasibility work formally started, led by Nick O'Shea.
- ✓ Specification to bring in a consultancy firm to support the wider demand and capacity piece went live 29th July and closes 19th August. Evaluation underway. Kick off for this work is mid September. This will build on learning and initial findings from the Centre for Mental Health and the work will incorporate SME.

## Short Term Deliverables (1-3 months)

- Complete feasibility work with Centre for Mental Health.
- Agree contract with consultancy firm to support wider demand and capacity piece (by mid September).
- Begin demand and capacity work including - mapping exercise and reviewing/refining objectives.

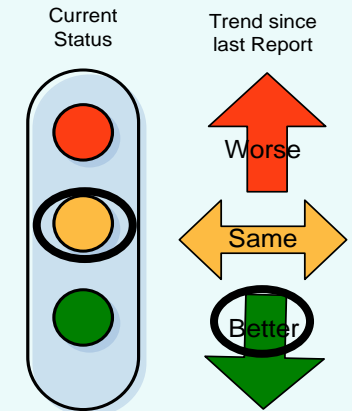
## Medium (3-6) and longer term (6+) Deliverables

- Medium:
- TBC with consultancy firm
- Longer term:
- TBC

## Programme Sponsors

- Graham Wareham, Matthew Knight

## MH Improvement Progress since last month



## MH Improvement Priority ranking

- Second



## Progress to date

- ✓ Sponsors and project support identified
- ✓ Funding £116K from Education England has been identified to support the work
- ✓ CYPS Thrive framework and training underway across the system
- ✓ Trauma Informed Care training rolled out to Surrey Police
- ✓ GP Mental Health Diploma scheme in place
- ✓ Plethora of training available from Public Health including prevention '5 ways to wellbeing' through to suicide awareness training.
- ✓ Resistance Hub Training delivered
- ✓ Appreciative training inquiry completed for Children.
- ✓ Training review for CYP task and finish group, PID and governance in place.

## Short Term Deliverables (1-3 months)

- Workstream meetings established and work scoped
- Plan how allocated funding will be spent
- Full system mapping of existing training for adults and CYP and develop a scope for training collaborative
- Parameters set and infrastructure support for new model of training for CYP
- Expansion of suicide training rolled out focussed on CYP
- Induction training for new EI staff in the CYP EWMH School Clusters

## Medium (3-6) and longer term (6+) Deliverables

### Medium:

- Map existing training and develop a scope for training collaborative
- THRIVE framework Leadership Action Learning training programme continues

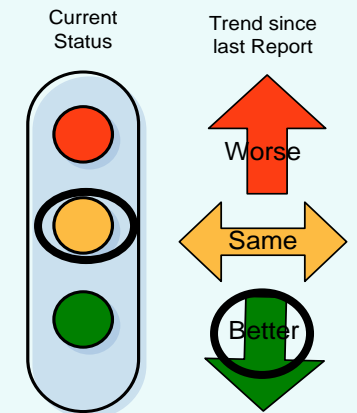
### Longer term:

- TBC

## Programme Sponsors

- Lucy Gate

## MH Improvement Progress since last month



## MH Improvement Priority ranking

- Second

## Progress to date

- ✓ Sponsors and project support identified
- ✓ Gpimhs roll out underway and ARRS recruitment launched
- ✓ SABP Board meeting on 1st July agreed mobilisation plans and behaviours
- ✓ SABP senior operational and clinical leaders co-design workshop - planned 1st October
- ✓ SABP executive leads have been identified and places notified
- ✓ Epsom CMHRS integrated pilot underway
- ✓ Links made with each place to discuss the localisation of the Improvement Plan
- ✓ Establishment of EWMH services and adoption of system wide approach to Thrive
- ✓ Establishment of new CYP crisis helpline
- ✓ CYPS paediatric triage line to support DGH went live 2<sup>nd</sup> August.
- ✓ Enhanced model of psych liaison.

## Short Term Deliverables (1-3 months)

- Workstream meetings established and work scoped
- SABP identify Executive leads who will each hold a Place portfolio and be the senior strategic link
- Co-design with PCN clinical directors and place to be planned for October/November
- Senior operational and clinical leadership team, with delegated authority to be set up at each place
- Co-design of SABPs operating model aligning to place
- Prototyping the place-based THRIVE models of delivery

## Medium (3-6) and longer term (6+) Deliverables

### Medium:

- TBC

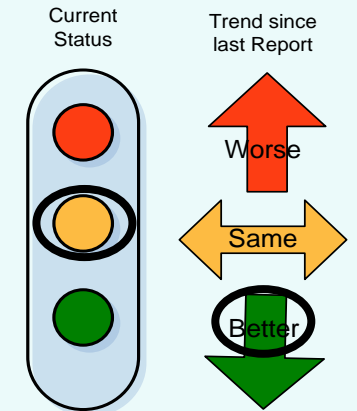
### Longer term:

- Go-live of CMHRS linked to PCNs and model for aligning SABP services
- Full roll out of all CYP EWMH Pathways
- Establishment of Surrey CYP Tier 4 unit

## Programme Sponsors

- Lorna Payne, Liz Uliasz, Patrick Wolter

## MH Improvement Progress since last month



## MH Improvement Priority ranking

- First

## Progress to date

- ✓ Sponsors and project support identified
- ✓ Initial meeting between digital leads planned with the aim of using mental health as a test case for developing a data operating model
- ✓ Katherine Church has agreed to use mental health as a test case for the data strategy and integrate the improvement work within the existing Surrey Heartlands Digital infrastructure
- ✓ Work with Public digital scoped and planning of first workshop underway.

## Short Term Deliverables (1-3 months)

- Establish workstream TOR including meetings and membership, agree priority outcomes
- Run initial facilitated workshops (external provider Public Digital) to understand what a future operating model could look like by using some user journey maps
- Progress funding opportunity with NHSE/I/X to look at process and improvements on how we improve physical health checks for people with mental health
- Identify best practice across the ICS to share learning (for example Barnardo's, Forensic Liaison)
- Establish current state regarding Mental Health Access Standards (participation in field testing)
- Define fields for service specifications to include protective characteristics (to enable review of equity of access and flow through pathways)

## Medium (3-6) and longer term (6+) Deliverables

### Medium:

- Map 'as-is' against the Mental Health Improvement Plan and Surrey Heartlands data strategy project alongside regional and national policy to identify gaps and opportunities
- Engagement work across the system to articulate the why and seek buy in from those in digital and data roles – establish mechanism for sharing ideas
- Build on the (Children's) Emotional Wellbeing & Mental Health Service to scale up and adopt
- Horizon scan to determine who we can learn from nationally (schemes or individual organisations)
- Assess shared capabilities aligned to the user journey maps, identifying investment areas and roadmaps
- Commence work to ensure service specification templates and sign offs include as standard; data fields of protective characteristics and KPIs on review of equity of access and patient flow, identifying fall outs and drops outs

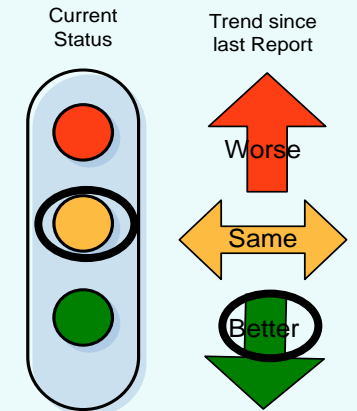
### Longer term:

- Build a system operating model for mental health digital and data
- Developed a phased delivery of approach of improving infrastructure at a system level including early roadmaps
- System wide comms & engagement plan (linked to C&E workstream /PMO for whole MH Improvement Plan) to share plans
- Commence systematic equity audits across pathways

## Programme Sponsors

- Toby Avery,  
Katherine Church

## MH Improvement Progress since last month



## MH Improvement Priority ranking

- Second

## Progress to date

- ✓ Sponsors and project support identified
- ✓ Comms group already established and re-purposed
- ✓ Funding allocated to undertake the work.
- ✓ Agreed comms sign-off protocol.
- ✓ Plans underway to roll out a systems public campaign - 4 page A5 door drop planned to go in the autumn to every home in Surrey, perhaps tied to 10 Oct World Mental Health Day.
- ✓ A special landing page for Healthy Surrey has been developed. Purpose is to show campaign branding (so you know you've landed in 'the right place') and to track traffic so we know campaign is working.
- ✓ The Mind Matters team have been involved in the development of social media assets, due to launch, without much fanfare, from SCC's social media account imminently.

## Short Term Deliverables (1-3 months)

- Development of Healthy Surrey landing page.
- Roll out a systems public campaign.
- Development of social media assets involving images of service partners.
- Agree comms sign-off protocol.
- Launch and new branding of CYP EWMH Alliance

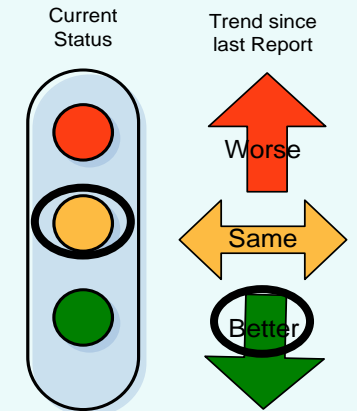
## Medium (3-6) and longer term (6+) Deliverables

- Medium:
- Production of video and podcast for Surrey Matters.
- Longer term:
- TBC

## Programme Sponsors

- Laura Downton,  
Marcel Berenblut

## MH Improvement Progress since last month



## MH Improvement Priority ranking

- Second

## Progress to date

- ✓ Sponsors and project support identified
- ✓ Governance structure agreed
- ✓ Delivery group and Steering group up and running
- ✓ Expert by Experience and CYP sub-group of the Suicide Prevention Partnership established.
- ✓ Development of a Young peoples alliance board.
- ✓ Proposed route towards a VCSE alliance has been shared across the sector for comment.

## Short Term Deliverables (1-3 months)

- Workstream meetings established and work scoped
- Review/refresh Improvement Plan governance
- Identify programme director and PMO resource from across the system.

## Medium (3-6) and longer term (6+) Deliverables

### Medium:

- TBC

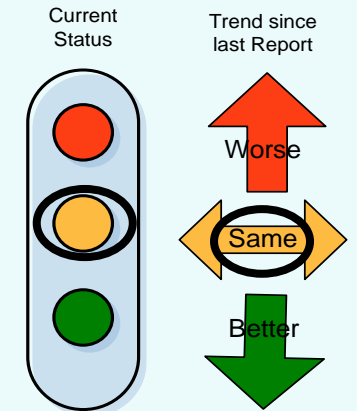
### Longer term:

- Development of VSCE alliance and embedding in system level governance.

## Programme Sponsors

- Helen Rostill, Clare Burgess

## MH Improvement Progress since last month



## MH Improvement Priority ranking

- Second

## Progress to date

- ✓ Sponsors and project support identified
- ✓ Leads to be agreed and workplan require to scope work and actions
- ✓ Need to dock into existing Surrey Heartlands workforce planning and development infrastructure
- ✓ Surrey Workforce and Wellbeing Collaborative has been in place since March 21.
- ✓ “Good Mental Health is Good Business Sense” event held on 30<sup>th</sup> June.

## Short Term Deliverables (1-3 months)

- Workstream meetings established and work scoped
- SABP workforce strategy and plan to be developed for the Children’s EWMH Alliance, ensuring linkage to the broader third sector workforce strategy
- Review feedback from “Good Mental Health is Good Business Sense Event” to inform future events.
- Promote Surrey Workforce and Wellbeing Collaborative.

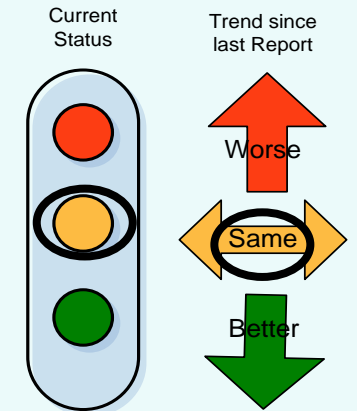
## Medium (3-6) and longer term (6+) Deliverables

- Medium:
- Development of training and resources for Surrey Businesses
  - Development of case studies/vignettes of good practice to share
  - Children’s EWMH Alliance workforce strategy – implementation begins with initial focus on SABP.
- Longer term:
- Full implementation and monitoring of the Children’s EWMH Alliance workforce strategy and plan.

## Programme Sponsors

- Cheryl Newson

## MH Improvement Progress since last month

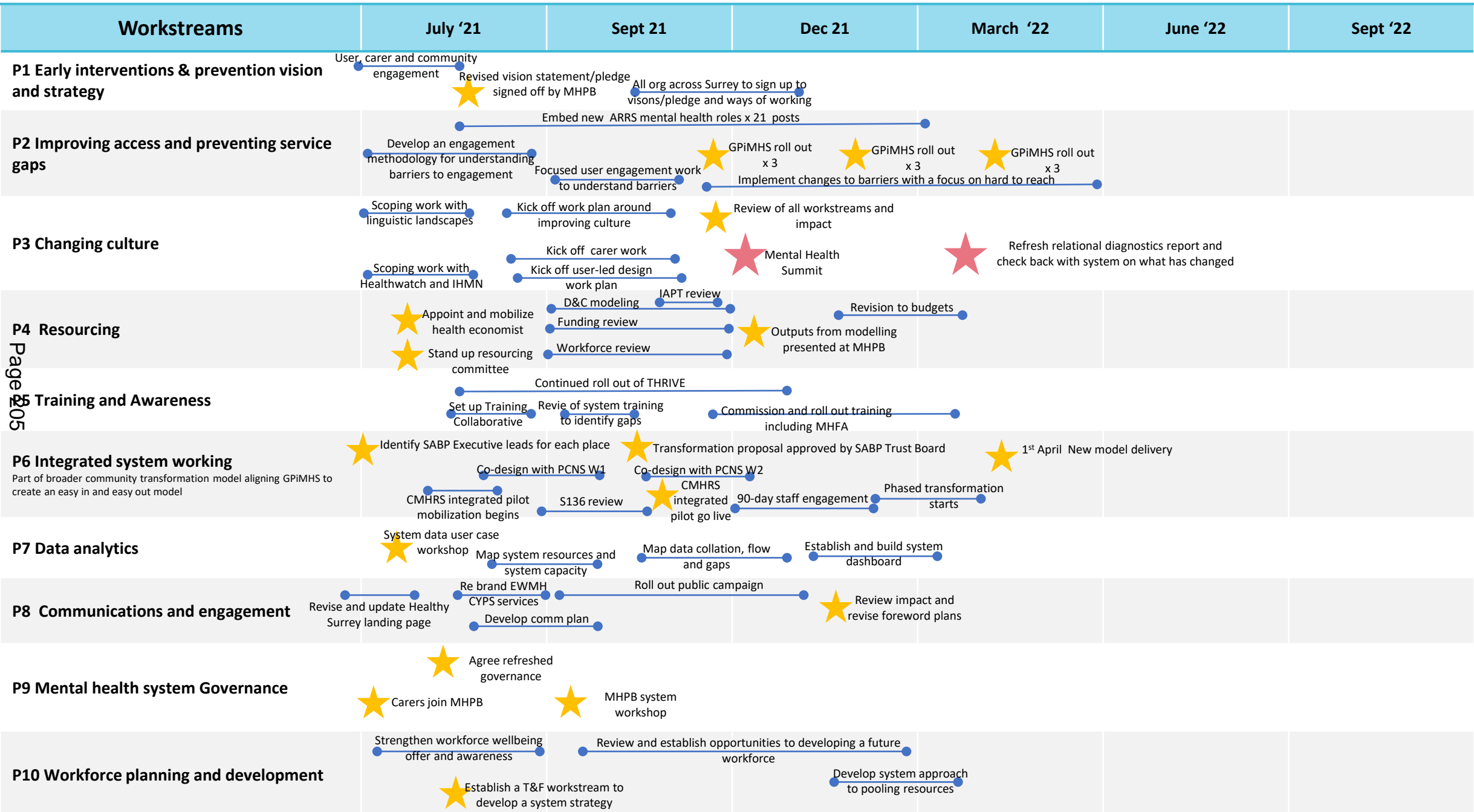


## MH Improvement Priority ranking

- Second

# Proposed Level 0 Project Plan on a Page *July 2021 – September 2022*

 Key system check points 
  Milestone 
  Activity



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- Provides collective leadership to support Project Group, Delivery Group and workstreams
- Responsible for reporting on overall status and progress against targets
- Maintains oversight of the programme timelines and delivery and resolves escalation points
- Manage wider stakeholders of programme



- Ensures proper interface and engagement between programme and workstreams
- Maintains the overarching programme plan and reporting, ensuring workstreams are progressing towards their targets
- Problem-solves or escalates any problems and risks identified
- Agrees key inputs, assumptions and outputs for analysis, modelling and forecasting

There are a number of other boards which will be provided with update papers, these include:

- **Health and Wellbeing Board**
- **Health and Care Professionals Executive**
- **Children's Safeguarding Board**

**Workstream meetings** *As determined by sponsor*

<b>P1</b> Sponsors: Clare Burgess, Sue Murphy, MH Convener	<b>P2</b> Sponsors: Tim Bates, Andy Erskine	<b>P3</b> Sponsor: Helen Rostill	<b>P4</b> Sponsors: Graham Wareham, Matthew Knight	<b>P5</b> Sponsor: Lucy Gates (TBC)
<b>P6</b> Sponsors: Lorna Payne, Liz Uliasz	<b>P7</b> Sponsors: Toby Avery, Katherine Church	<b>P8</b> Sponsors: Laura Downton?	<b>P9</b> Sponsors: Clare Burgess, Helen Rostill	<b>P10</b> Sponsor: Cheryl Newsome

- Responsible for the delivery of workstream objectives
- Responsible for regular review of the progress against plans to ensure targets remain achievable
- Enable ownership of plans and outcomes amongst relevant delivery teams
- Problem-solve and escalate issues and risks that are stopping progress