

Mental Health Improvement Programme

Executive Presentation for Health and Wellbeing Board

December 2021

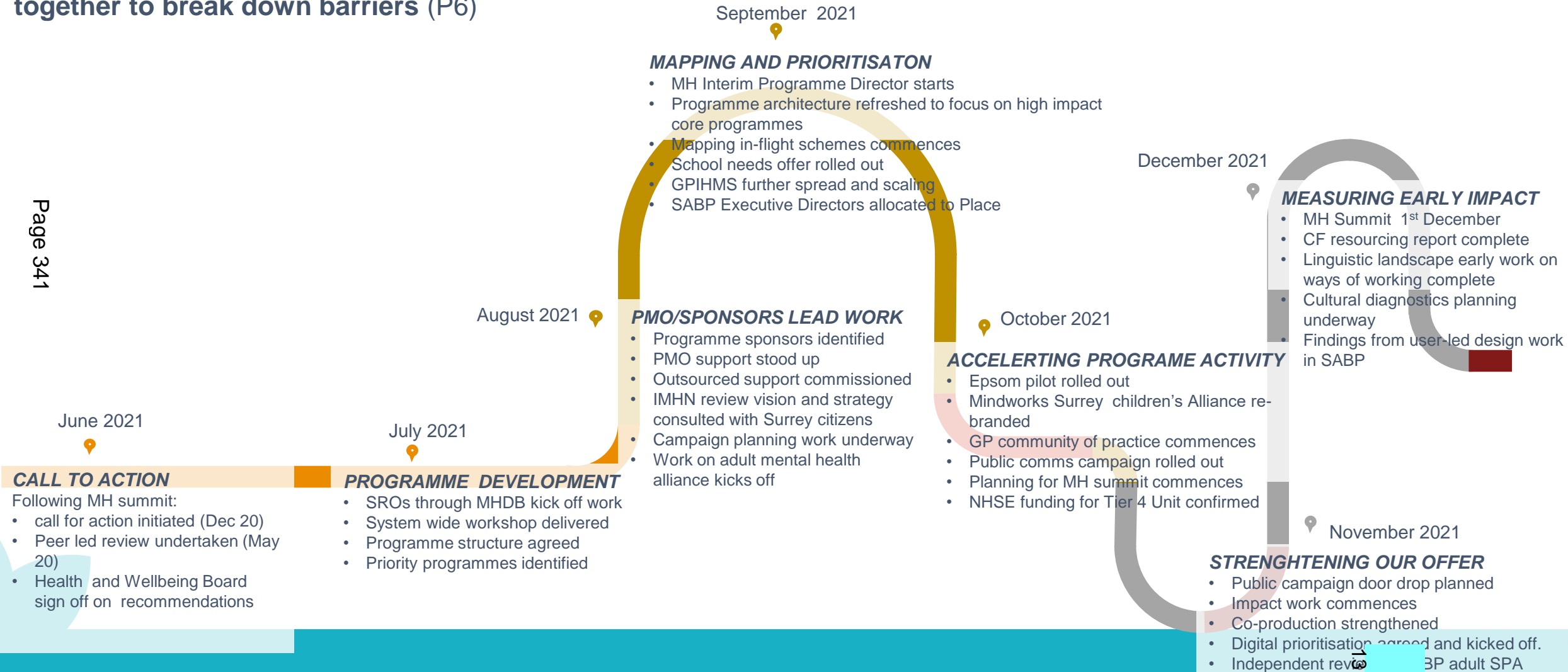
This pack provides the Health and Wellbeing Board with:

- An Update on progress made since June 2021 when the Health and Wellbeing Board signed off the Mental Health Improvement Plan
- A forward look on key priorities in the coming three months to progress improvement

We have also developed an accompanying word document which provides more detail on this programme

Since recommendations were signed off by the Health and Wellbeing Board in June, an ambitious programme of work has been stood up led by the Mental Health Delivery Group to improve how we address mental health for all ages across Surrey. Core changes are focussed on **earlier intervention and prevention (P1)**, **no bouncing and improving access (P2)** and **working together to break down barriers (P6)**

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How We Are Overseeing Improvements

Health and Wellbeing Board

Mental Health Partnership Board

Mental Health Delivery Board
Chair: Helen Rostill/Tim Bates
Monthly

MHIP Steering Group
Chair: Programme Director
Monthly

MHIP PMO Meetings
Chair: Programme Director
Weekly 2 cycles: a) P1-P5 b) P6-P10

- Provides collective leadership to support programme 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

- 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

- Ensures proper interface and engagement between programme and workstreams
- Enable ownership of plans and outcomes amongst relevant delivery teams
- Problem-solves or escalates any problems and risks identified

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

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

Workstream meetings <i>As determined by sponsor/s</i>				
P1: Early Intervention and Prevention Sponsors: Clare Burgess, Sue Murphy, MH Convener	P2: No bounce and Improving access Sponsors: Tim Bates, Andy Erskine	P3: Changing culture Sponsor: Helen Rostill, Sue Murphy	P4: Resourcing Sponsors: Graham Wareham, Matthew Knight	P5: Training and awareness Sponsor: Lucy Gate
P6: Working together to break down barriers Sponsors: Lorna Payne, Liz Uliasz, Patrick Wolter	P7: Digital and Data Sponsors: Toby Avery, Katherine Church	P8: Comms and Engagement Sponsors: Laura Downton, Marcel Berenblut	P9: System Governance Sponsors: Clare Burgess, Helen Rostill	P10: Workforce Sponsor: Cheryl Newsome

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

To manage the scale and pace of the work, we have identified 3 core programmes - **Earlier intervention and prevention (P1)**, **no bouncing and improving access (p2)** and **working together to break down barriers (P6)**. This is based on where we can make greatest impact in the short term to Surrey citizens. Below is a high level summary of completed actions:

P1: Early Intervention and Prevention

- ✓ Revised vision statement co-developed with Surrey citizens
- ✓ Established the Surrey Workforce and Wellbeing Collaborative. Good Mental Health Makes Good Business Sense conference held 30th June. Focussed work and co-production with BAME communities
- ✓ Embedding of new Mindworks Wellbeing champions

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P2: No Bouncing and Improving Access

- ✓ Embedding VSCEs into Mindworks (children) and Adult Single point of access
- ✓ Standing up professionals lines to support blue light services out of hours
- ✓ 24/7 Safe Haven pilot in Woking completed
- ✓ GP community of practice launched
- ✓ Secured funding for CAMHS Tier 4 specialised provision in county
- ✓ Refresh of Healthy Surrey landing page for ease of access
- ✓ Launch of Mindworks Surrey
- ✓ Mapping of all access points and establishing the E-Hub

P6: Working together to break down barriers

- ✓ Implemented enhanced school based needs offer
- ✓ Launched new enhanced School based Needs model as part of Mindworks
- ✓ NHSE investment secured for further role of GPIMHS now reaching 11 PCNs
- ✓ Launched new pathway for people with traits of personality disorder
- ✓ Young Adults Reference Group established and working on transitions pack
- ✓ NHSE investment secured to support earlier intervention for adults with eating disorders
- ✓ New Epsom Secondary integrated service piloted
- ✓ Community connections in reach service in place to support discharge from adult wards and community integration
- ✓ Created the Surrey Mental Health Alliance Core Group for adult services

The re-worked draft vision

"Together, we build and nurture good mental health and emotional wellbeing for all. If anyone needs help, they will find services on offer for themselves, their family and carers, which are welcoming, simple to access and timely. No-one is turned away from a service without being given support to get the help they need"



To support the core programmes, we have also accelerated progress on a number of the cross cutting and enabling workstreams. A brief summary of some of the key achievements are summarised below:

P3: Changing Culture

- ✓ Surrey Minority Ethnic Forum, Independent Mental Health Network and Healthwatch Surrey commence lived experience and user-led design work in SABP
- ✓ We have commissioned Linguistic Landscapes to take a deep dive into understanding how, where and why fracture points across the system impacting on the way we work together Linguistic Landscapes
- ✓ Young adults reference group to shape and inform new services for 18-25
- ✓ Focussed work on Eating disorders through new Provier Collaborative and community work through FREED programmes

P4: Resourcing

- ✓ Carnell Farrer work has commenced work to review resourcing and capacity across the system for us to better understand demand, allocation, inefficiencies and gaps

P7: Data and Digital

- ✓ 2 of 3 digital workshops facilitated by The Public Office have been completed with the aim of understanding key challenges that could be resolved through the deployment of digital solutions

Measurement, Benefits Realisation & Monitoring

- ✓ Led by Public Health, planning has started with KSS AHSN on developing a framework for measuring the impact the programme is having on Surrey Citizens

P5: Training and Awareness

- ✓ New Collaborative launched with aim of joining up training and scaling up Mental Health First Aid (MHFA), Suicide Awareness and Trauma Informed Care training across frontline staff

P8: Comms and Engagement

- ✓ Commenced System Wide Mental Health Communication an campaign
- ✓ Refreshed Healthy Surrey website



In the coming three months we have a range of deliverables planned including:

Programme Area	Next Steps
P1 Early Intervention and Prevention	<ul style="list-style-type: none"> • Agree new vision statement • Extend engagement with under represented groups and feedback learning to shape vision for early intervention and prevention • Implementation of recommendations from the SMEF learning from covid report • Produce Surrey Wellbeing Framework and training and resources for businesses • Continue design work to improve navigation of the Healthy Surrey Website
P2 No Bouncing and Improving Access	<ul style="list-style-type: none"> • Independent review of the SABP all-age adult SPA thresholds and process, develop improvement plans to drive 'no bounce' and open referral culture • As part of the above evaluate Pilot of voluntary sector in SPA and spread good practice • Establishment of a System rule book or code of practice around referral management by working with people with lived experience and other stakeholders • Mental health provider workshop to develop plans to integrate access points through the primary care E-Hub at PCN level • Continue to develop the GP mental health community of practice and use this forum to build relationships with mental health professional leads • Complete governance processes for the CAMHS Tier 4 unit, finalise operational and clinical model and architectural plans
P6 Working Together to Break Down Barriers	<ul style="list-style-type: none"> • Work has already been delivered by PPL to review Crisis pathways; this work now needs to be refreshed • Take forward plans to develop an additional Crisis House in Surrey • S136 - Police Mental Health leads, SABP and SCC continue to develop plans to for out of hour support pathway • Continue roll out of a further 9 GPimhs sites for 2021/22 • Gather insights from the Epsom pilot and develop spread plans to other localities • SABP Place alignment work (workshop 11th November) building on Executive leads at Place and identifying operational and clinical leadership • Evaluate impact VCSE integration into acute mental health wards and consider spread plans • Continue to work with the Public Office to develop the Adult Mental Health Alliance, with sign-off of the MoU expected January 2022 • Complete roll out of every school in Surrey having a named practitioner

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Programme Area	Next Steps
P3 Changing Culture	<ul style="list-style-type: none"> • Launch Linguistic Landscapes work early November, with draft findings expected mid-December • SMEF/IMHN/Healthwatch Surrey user-led design work in SABP – posts recruited to and early insights from the 3 moth programme available in December • Roll out of new 18-25 Safe Haven based on Young Adults reference Group • Going live with new Surrey Heartlands Eating Disorder Provider Collaborative from November 2021
P4 Resourcing	<ul style="list-style-type: none"> • Carnall Farrar to complete resourcing review with findings expected in late December 2021
P5 Digital and Data	<ul style="list-style-type: none"> • 2 of 3 workshops have already been delivered with a focus on understanding the key system challenges that could be resolved through the deployment of digital solutions. • The outcome of this work will be to narrow the scope of the Digital and Data challenge to identify areas and opportunities to mobilise high impact transformational change. The second workshop will take place on 18th October and final workshop on 15th November.
P8 Comms and Engagement	<ul style="list-style-type: none"> • Surrey wide leaflet/door drop – 22nd and 27th November • Radio Advertising – launch 22nd November
P9 Governance	<ul style="list-style-type: none"> • Develop proposals for involvement of people with lived experience and carers within the mental health system governance building on inclusion of voice organisations within the Mental Health Delivery Board
Evaluation	<ul style="list-style-type: none"> • Appointment of resources to support the establishment of the Measurement, Benefits realisation and Evaluation workstream. W/C 25/10/21

- This is an ambitious programme of work
- We have strong commitment and engagement from system partners
- We have focussed on ensuring the voices of service users, family and carers are well heard and helping us shape our programmes of work
- We are focussing on the areas with greatest impact and will continue to keep this under close review
- A significant amount of work has been delivered at pace which has brought together “in flight” programmes as well as standing up a range of new areas of work
- We have ensured that the Mental Health Improvement Plan adds value and does not duplicate so have aligned to other key strategic priorities and programmes of work
- There remains a need for more resourcing to support the delivery of work
- We will bring back to the next Partnership Board more detail on how programme evaluation and success criteria

MHPB commentary

- Acknowledged the significant effort and good progress to which all partners had contributed and welcomed the detail in the update report concerning activities and practical changes
- Questioned the degree to which these were meaningfully impacting at a middle-management and/or front line/clinical level across the system and sought a focus on this going forwards.
- Keen to hear from schools/teachers on their perceptions of the changes that had and were being made (due to the meeting being held during half-term, none were able to attend. This will be addressed at the next meeting)
- The changing role of the MHPB was recognised as moving towards having a greater emphasis on oversight, scrutiny and challenge, holding the Delivery Board and leads to account.
- Particular focus on ensuring clearer, transparent deadlines and timescales for the delivery or achievement of key milestones for each workstream element to be addressed in advance of the next meeting
- More robust, outcome and evidence-based evaluation is required and planned, which will be presented to the Board's next meeting.