

Health and Wellbeing Board Paper

1. Reference information

Paper tracking information	
Title:	Surrey Mental Health Partnership Board: Review and Improvement Programme
Related Health and Wellbeing Priority:	Priority 2: Supporting the mental health and emotional wellbeing of people in Surrey
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Paper date:	2 June 2021
Related papers	<ul style="list-style-type: none"> • Annex 1 - Mental Health Partnership Board Report • Annex 2 - Improvement Programme

2. Executive summary

In November 2020 Surrey held a Mental Health Summit to consider funding, wellbeing, partnership working, safe havens training, carers, workplace, prevention and commissioning arrangements. This led to a renewed commitment by partner agencies to work together as system partners to design and invest in transformative solutions to improve emotional wellbeing and mental health outcomes for the residents of Surrey. At its meeting in December 2020, the Surrey Heartlands Integrated Care System (ICS) Board called for an independently chaired partnership board to be established with accountability to the Health and Wellbeing Board.

In February 2021 Surrey's inaugural Mental Health Partnership Board (MHPB) met with the purpose 'to bring together a range of partner organisations to oversee, govern and drive whole system transformation and improvement in mental health outcomes, experiences and services for children and adults living with mental ill-health in Surrey.'

The Partnership commissioned a Peer-led Review to enable effective engagement and understanding of issues and experiences from all partner agencies, carers, those with lived experience and residents with no experience of mental health problems. This review along with its findings and recommendations were presented at the MHPB on 30th April 2021. Based on

this work, the MHPB has produced a report (Annex 1) and Improvement Programme (Annex 2) for ratification and approval by the Health and Wellbeing Board, before implementation by the Surrey emotional wellbeing and mental health system.

3. Recommendations

That the relevant Proper Officer(s) in consultation with the Chairman:

1. Accepts and endorses the report, findings, and recommendations of the Mental Health Partnership Board the peer-led review.
2. Approves the proposed governance structure of the future MHPB and oversees progress.
3. Ratifies and approves the Improvement Programme which has been devised to achieve a full redesign of the emotional wellbeing and mental health system model, aligned to national best practice with co-design by service and users at its centre.
4. Acknowledges the need for strategic programme support for the Improvement Programme, to ensure the alignment and implementation of system, organisation and tactical resources and services to drive forward and manage the implementation of the mental health service's redesign.

4. Reason for Recommendations

The MHPB commissioned Peer-led review involved interviews with staff and senior leaders from all agencies, service users and carers, as well as engagement with businesses and residents who had no contact with mental health services. The review also considered the available data and outcomes, findings from previous Surrey surveys and reviews, a benchmarking exercise and a relational value audit.

The Peers found that there was consistent evidence across all service users, carers, system leaders, frontline professionals, audit results and the available data that Surrey's mental health system is not effective in design, function or culture to facilitate the Health & Wellbeing Board's priority of *"Supporting the mental health and emotional wellbeing of people in Surrey"*.

The recommendations are designed to ensure that there is a robust governance structure in place and influential leadership, management and oversight of the redesign of Surrey's emotional wellbeing and mental health system. That an accessible model, biased towards prevention and early help, is designed in a timely and effective way to better meet the needs of Surrey residents.

The Health and Wellbeing Board are in a good place to ensure that the emotional wellbeing and mental health needs of Surrey's residents are met from a wide continuum; ranging from supportive employers, educated and informed

neighbours, friends and family all the way through to the availability of caring, accessible and supportive services for people with mental ill health and that this service model is driven by a sound evidence base, is co-produced by users and carers of services, has positive outcomes for all and is designed to respond and react to individual needs and the future, using technology and human relationships to drive forward the vision of a healthier and happier Surrey.

4. Detail

A Peer-led review 'findings and recommendations' report, commissioned by the Mental Health Partnership Board (MHPB) was considered by the MHPB at its meeting on 30th April, elements of which have been drawn into the MHPB's own report, which reflects the additional comments, issues and recommendations raised in the Board's discussion. This report and a companion Improvement Programme were considered and ratified by the MHPB Board at its meeting on 21st May 2021 and are attached at Annex 1 and 2 respectively.

The agencies working across Surrey recognised that the system which promoted and treated people's emotional wellbeing and mental health was experiencing issues of high demand and low satisfaction, that this in turn impacted negatively upon mental health and wellbeing experiences and on wider services such as police and schools. A mental health summit was held which highlighted further issues and Surrey Heartlands ICS recommended an independently chaired Mental Health Partnership Board was convened to drive the required improvements and developments across the mental health system, including the commissioning of a system wide Peer-led Review.

Peer reviews are improvement-focused and tailored to meet specific needs and commissions. They are intended to complement and add value to existing processes for assurance and performance management. The peer team, with support from the Centre for Mental Health, used their experience and knowledge of mental health systems and services to engage with a wide range of representatives to consider and assess the qualitative and quantitative data and information provided to them by people they met, things they saw and material that they read. This consisted of focus groups and written feedback from over 135 people including service users, carers & Surrey residents, focus groups from all of Surrey's agencies & organisations, interviews & workshops with 19 senior leaders from the MHPB, data and insight gathering exercises, a relational value audit, a study of the Care Quality Commission outstanding examples, a review of best practice and existing evidence across Surrey and England and a findings and recommendations workshop made up of the cross-cutting focus groups.

The focus group feedback was consistent with the findings of other audit and assurance reports and the mental health summit. Carers and service users scored the effectiveness of the system an average of 2 out of 10 and the agency professionals scored an average of 5 out of 10. The key issues and areas for the greatest improvement were similar across all of the interviewed groups.

Surrey receives the lowest level of funding per head of population in England. The review's data exercise explored open-source data and attempted to gather

information from across the system regarding demand, resource, outcomes and funding. The review was unable to establish quality data across the system. Significant challenges within the system, in terms of data gathering, sharing and analysis were observed and will continue to hamper ongoing improvements to mental health services going forward unless this is focussed upon as part of the implementation plan.

A relational value audit demonstrated limited evidence for the existence of joint ownership of the system of care and the results suggested that ultimately it is individual organisation needs rather than wider system needs that drive behaviour. This audit highlighted a degree of dissonance within the system recommending that sector leaders are brought together to reach a common view and that technology is a barrier in almost every relational assessment of ICS.

The Peers concluded that there was consistent evidence across all service users, carers, system leaders, frontline professionals, audit results and the available data that Surrey's mental health system is not effective in design, function or culture to facilitate the Health & Wellbeing Board's priority of *"Supporting the mental health and emotional wellbeing of people in Surrey"*. A set of recommendations which included 'strategic enablers' and 'rapid improvements', was made to effect the changes required of the whole system. These recommendations have been further developed and aligned in a report by the MHPB (Annex 1) and in an Improvement Programme (Annex 2).

5. Challenges

Capacity and competency for system-wide leadership, openness and change management, especially within the core mental health agencies and services.

The development and redesign of the current emotional wellbeing and mental health system with a new model which is accessible, co-produced, effective and adaptive to the needs of Surrey residents whilst concurrently delivering an improving level of service and outcome satisfaction.

The sustained engagement of system leaders and their organisations, including the expert mental health providers and commissioners driving forward dynamic change towards a more preventative, early help model, which will require the rebalancing of resources and services to voluntary and community sector agencies.

6. Timescale and delivery plan

The MHPB Improvement programme suggests that the necessary system redesign and improvement work will result in improved outcomes and experience for service users and carers within 12 months.

7. How is this being communicated?

The MHPB were keen in their discussions to ensure that a communication and engagement programme was designed to secure the widest possible awareness of the report and work of the Board. This has been developed with the support of the County Council and SABP communications teams.

The Improvement programme [Annex 2] ensures that there is community wide communication relating to the report and its findings, including a community awareness and education campaign regarding emotional wellbeing and mental health across Surrey.

The key stakeholders are service users, carers and residents of Surrey, including businesses. The Health and Wellbeing Board Communications Group are integral to the communication plan of the development and implementation of the system redesign.

8. Next steps

The MHPB report and Improvement Programme, along with any comments, additions and recommendations from this Board will be fed back to the MHPB, for inclusion in a forward programme of the mental health Delivery Board, ensuring that the appropriate governance and oversight of the improvement work is in place.

Consideration will be given to the provision of dedicated programme management support for the Improvement programme to ensure its delivery and success

It is suggested that an update report on the progress being made in the area of emotional wellbeing and mental health outcomes, experiences and services in Surrey is presented to this Board in December 2021.

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