

Wiltshire Council

Health Select Committee

5th September 2023

Progress Report – Developing our BSW Mental Health Strategy

Executive summary

This report summarises the work underway to develop an all-age Mental Health Strategy for our BSW system. The report provides an overview of the timeline for the development of the strategy, key activities underway and planned in the coming months and identifies how we will be involving and engaging stakeholders from across the system in its development.

The report is a progress update to inform Councillors and colleagues of the work we are and will be undertaking. Decisions are not required by Council members at this stage, however we want to ensure that Council members are aware of the work being undertaken and are clear on the opportunities there will be for them to contribute to the development of the strategy and the associated approval of the draft strategy.

Proposal

That the committee:

- a) note the progress report
- b) note the timeline and approval process

Reason for proposal

This progress report is intended to ensure that Council colleagues are appraised of the work being undertaken and are aware of the next stages of the process to develop an integrated Mental Health Strategy for our BSW system.

Author:

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Progress Report – Developing our Mental Health Strategy

Purpose of report

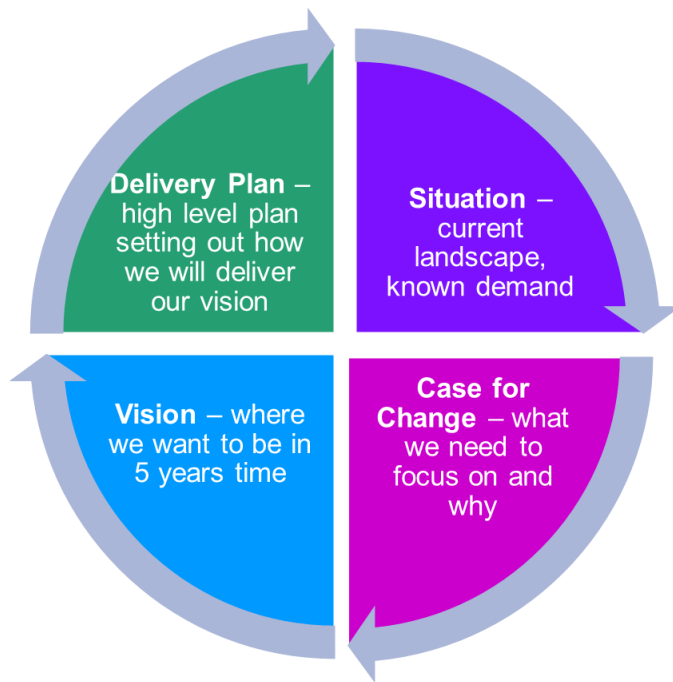
1. The purpose of this report is to provide a summary to Council members of the work currently underway and planned to develop our all-age Mental Health Strategy for BSW.
2. Colleagues are asked to note this report at this stage. It is an interim report intended to ensure that colleagues are appraised of the work that is ongoing, the work we will be doing in the coming months to ensure that our Mental Health Strategy reflects population health needs and priorities from across our communities, and the timeline for final approval of our strategy.

Background

3. In 2019/20, work commenced to develop an all-age Mental Health Strategy for BSW. Although the strategy was drafted, due to the pandemic, it was not formally ratified and remained in draft form.
4. In July 2022, BSW Clinical Commissioning Group evolved to become the Integrated Care Board. It was agreed by system partners that Mental Health should be a key area of focus for transformation and improvement, mindful of the need to improve parity of esteem between physical health and mental health, and to respond to population health needs.
5. For any programme of transformation to be successful, it is vital that there is a clear strategy which reflects the current position, sets out an ambitious but also realistic case for change and provides a direction of travel for future years that will deliver improvements in outcomes for our population. In order to achieve this, we have established a Mental Health Strategy development programme, with the intention to deliver an approved strategy by March 2024.
6. The strategy development programme commenced in May 2023, supported by all system partners including Wiltshire Council.

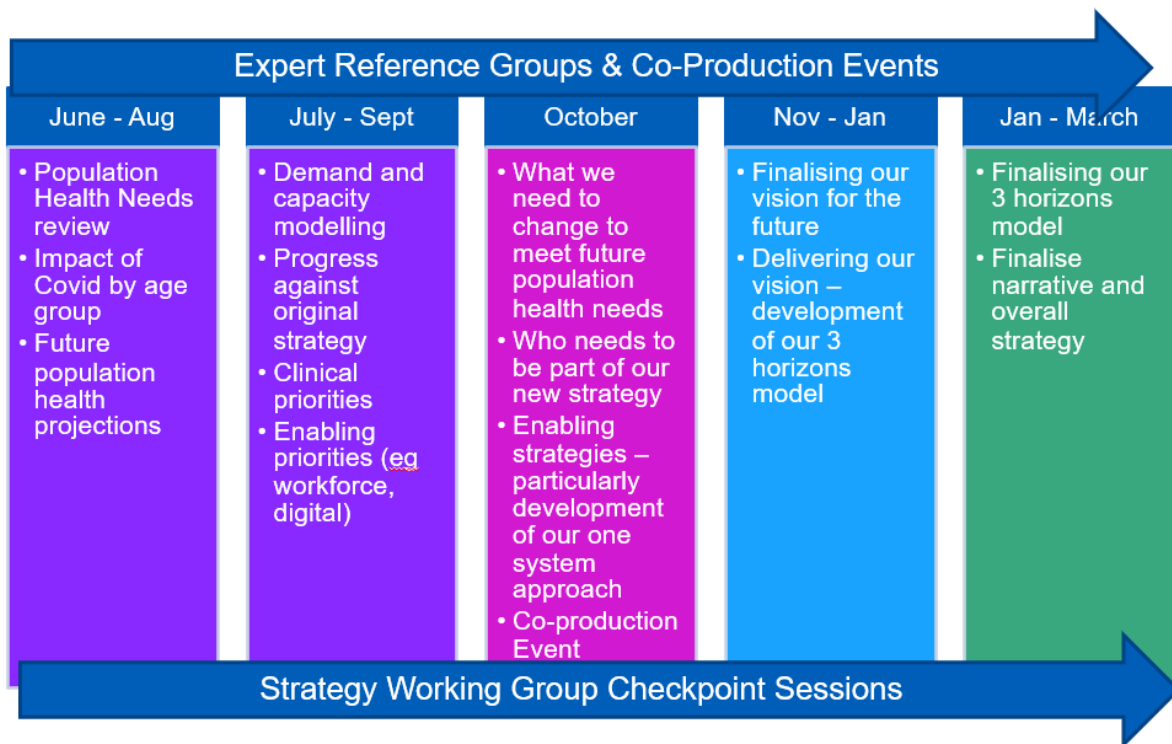
Strategy development process

7. The strategy development process has four critical elements as shown in the diagram below:



For our strategy to be representative and reflective of our system and its localities, it is important that we work through each element systematically – drawing on qualitative and quantitative evidence to support the development of a clear vision and delivery plan. Throughout, we must make sure that we involve stakeholders – co-producing our priorities with them.

The diagram below reflects the timeline we are working to and the content for each element of the process (to note, colour correspondence):



Main considerations for the committee

Progress against plan – Understanding our current landscape

8. Over the last three months we have started to gather a range of data and information reflecting our current landscape and known demand. This has been informed by all three Local Authority Joint Strategic Needs Assessments, as well as health related performance data and associated benchmarking.

9. We have also engaged with partners and stakeholders to understand their perspectives and ambitions for mental health services, through three Integrated Care Alliance (ICA) workshops (one per locality).

10. In each of these workshops, we used the Local Authority Joint Strategic Needs Assessment and health performance data and benchmarking to inform discussions. From that we asked attendees to reflect on what services are available locally, perceptions of the effectiveness of those local services, and what services require transformation or development in the future.

11. At the Wiltshire ICA workshop, we had excellent attendance from Local Authority colleagues and health partners as well as wider stakeholders from Voluntary, Community and Social Enterprise organisations and NHS provider organisations.

12. There was rich discussion and debate about current service provision and priorities for the future. Themes emerging from this session were:

- Access to diagnosis for people with neurodevelopmental needs (ADHD and Autism) is a challenge for people across our communities.

- We must focus on improving both mental health and emotional wellbeing of children and young people, with a staggered approach to transition into adult services.
- Our future system and services must be trauma-informed, with all professionals aware of how trauma can negatively impact an individuals and communities, and addressing the barriers that people affected by trauma can have when trying to access services.
- We need to consider how we can improve access to wider community services for older adults, reducing the impact of isolation, providing carer support and advice.
- Access to housing and accommodation post admission can be a significant barrier to discharge and we need to consider how we can improve this in order that people do not remain in hospital-based services for longer than clinically indicated.
- The range and breadth of community-based support and offers needs to be clearer for our population so that they make best use of what is available to them locally.
- We need to consider how we can mitigate current workforce challenges, as well as increase the diversity of our workforce to reflect population health needs.

13. The above themes will be used in the development of our case for change as this is developed in October. We have also received further feedback from VCSE colleagues who have identified other priorities that they would wish to see reflected in the strategy and we will continue to engage with them through the next phases of our strategy development to ensure that it reflects their priorities and ambitions as expert partners in service provision across Wiltshire.

Next steps – developing our case for change

14. As outlined, we expect to finalise the ‘current situation’ element of our strategy by the end of September 2023. The next phase of work will focus on developing our case for change.

15. This is an all-age strategy, spanning the life course of mental health. Consequently, we will need to ensure that our strategy and associated priorities reflect the needs of children and young people – including improving their emotional health and wellbeing and improving early access to mental health support when they need it.

17. In order to support the development of the children and young people’s element of our strategy, we will be working with Local Authority colleagues – many of whom were present and contributed to the ICA workshop – to ensure that our strategic priorities for children and young people reflect and align with feedback received from service users, partners and peers (for example through the SEND Peer Review). We will also be working with colleagues in the Children and Young People’s Programme to ensure that we are aligning our future plans with wider work, delivering integrated care for children and young people across our communities.

18. We have engaged a team of colleagues from the National Institute for Health and Care Research Applied Research Collaboration (ARC) West, based at the University

of Bristol to support us in developing our strategy further. They will be working with us over the coming months to:

- Undertake further stakeholder engagement including patients, members of the public and partner organisations (including Wiltshire Council)
- Synthesising existing analysis, national best practice and other policy documents
- Drawing the above together and supporting the development of the strategy document and associated delivery plan

19. A key component of this work, as outlined, is engagement with a wide range of stakeholders. Colleagues from the ARC team are currently drawing up their engagement plan. We are working with them to identify key leaders and individuals with whom we would want them to engage, this will include colleagues from Local Authorities, including Wiltshire Council.

20. We will be finalising this engagement plan with the ARC team in the next three weeks and will liaise with Local Authority colleagues accordingly thereafter.

Next steps – approval of the strategy

21. As the strategy progresses to its finalised format, we want to make sure that all partners have the opportunity to comment on the draft document, ensuring that it accurately and adequately represents each place and system. To that end we have agreed with Wiltshire Council scrutiny officers that we will follow the process outlined below:

- Ensure that there is early engagement regarding the development work to date and emerging themes (this paper and associated committee discussion)
- Presentation and discussion of the specific priorities for children and young people’s services and their link with the Mental Health Strategy at their 31 October meeting
- A joint Rapid Scrutiny exercise to be carried out by members of Health Select Committee and Children’s Select Committee of the draft strategy in December, with the outcome of that exercise to be presented to their Committees on 16 and 17 January 2024 respectively.

22. In line with the above, we are working to the following timeline:

Action	Date
Finalise ‘Current Situation’	September 2023
Stakeholder engagement	October – November 2023
First draft strategy, priorities and delivery plan	Early December 2023
Rapid Scrutiny exercise of first draft to Health Select Committee and Children’s Select Committee	January 2024 (dates as above)
Further engagement activity through key governance groups across BSW	January 2024
Incorporation of comments and feedback into draft strategy	February 2024
Presentation of finalised strategy to:	March 2024

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| <ul style="list-style-type: none">• Health and Wellbeing Boards across BSW• ICB Board | |
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23. We will continue to work with Scrutiny Officers to ensure that we schedule presentations accordingly and maintain connection with key Wiltshire Council meetings in order that colleagues are appraised of and have further opportunity to contribute to the next stages of the process.

Conclusion

24. Committee members are asked to note the work that is now underway to ensure their continued involvement and engagement in the further development of our mental health strategy.

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Background papers

None

Appendices

None