

## Meeting: Strategic Commissioning Board

|                      |                                                                                                              |                                                     |          |
|----------------------|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|----------|
| <b>Meeting Date</b>  | 04 November 2019                                                                                             | <b>Action</b>                                       | Consider |
| <b>Item No</b>       | 11                                                                                                           | <b>Confidential / Freedom of Information Status</b> | No       |
| <b>Title</b>         | Mental Health Strategy Update                                                                                |                                                     |          |
| <b>Presented By</b>  | Julie Gonda, Interim Executive Director of Communities and Wellbeing<br>Dr Cooke, Clinical Director Bury CCG |                                                     |          |
| <b>Author</b>        | Louise Eyres, Programme Manager Pennine Care NHS FT                                                          |                                                     |          |
| <b>Clinical Lead</b> | Dr Cooke, Clinical Director Bury CCG                                                                         |                                                     |          |
| <b>Council Lead</b>  | Julie Gonda, Interim Executive Director of Communities and Wellbeing                                         |                                                     |          |

### Executive Summary

Since August 2019, System Partners have been working on the development of refreshed mental health strategic framework for the Borough.

To date work has focused on building relationships and developing a joint framework.

### Recommendations

It is recommended that the Strategic Commissioning Board:

- Note the progress to date on the development of the framework, and the outlined next steps

### Links to Strategic Objectives/Corporate Plan

Yes

Does this report seek to address any of the risks included on the Governing Body / Council Assurance Framework? If yes, state which risk below:

Choose an item.

*Add details here.*

### Implications

|                                                                                                          |     |                                     |    |                                     |     |                          |
|----------------------------------------------------------------------------------------------------------|-----|-------------------------------------|----|-------------------------------------|-----|--------------------------|
| Are there any quality, safeguarding or patient experience implications?                                  | Yes | <input type="checkbox"/>            | No | <input checked="" type="checkbox"/> | N/A | <input type="checkbox"/> |
| Has any engagement (clinical, stakeholder or public/patient) been undertaken in relation to this report? | Yes | <input checked="" type="checkbox"/> | No | <input type="checkbox"/>            | N/A | <input type="checkbox"/> |
| Have any departments/organisations who                                                                   | Yes | <input checked="" type="checkbox"/> | No | <input type="checkbox"/>            | N/A | <input type="checkbox"/> |

|                                                                                            |                                                                                                                    |                                     |    |                                     |     |                                     |
|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------|----|-------------------------------------|-----|-------------------------------------|
| will be affected been consulted ?                                                          |                                                                                                                    |                                     |    |                                     |     |                                     |
| Are there any conflicts of interest arising from the proposal or decision being requested? | Yes                                                                                                                | <input type="checkbox"/>            | No | <input checked="" type="checkbox"/> | N/A | <input type="checkbox"/>            |
| Are there any financial implications?                                                      | Yes                                                                                                                | <input type="checkbox"/>            | No | <input checked="" type="checkbox"/> | N/A | <input type="checkbox"/>            |
| Are there any legal implications?                                                          | Yes                                                                                                                | <input type="checkbox"/>            | No | <input checked="" type="checkbox"/> | N/A | <input type="checkbox"/>            |
| Are there any health and safety issues?                                                    | Yes                                                                                                                | <input type="checkbox"/>            | No | <input checked="" type="checkbox"/> | N/A | <input type="checkbox"/>            |
| How do proposals align with Health & Wellbeing Strategy?                                   |                                                                                                                    |                                     |    |                                     |     |                                     |
| How do proposals align with Locality Plan?                                                 |                                                                                                                    |                                     |    |                                     |     |                                     |
| How do proposals align with the Commissioning Strategy?                                    |                                                                                                                    |                                     |    |                                     |     |                                     |
| Are there any Public, Patient and Service User Implications?                               | Yes                                                                                                                | <input checked="" type="checkbox"/> | No | <input type="checkbox"/>            | N/A | <input type="checkbox"/>            |
| How do the proposals help to reduce health inequalities?                                   |                                                                                                                    |                                     |    |                                     |     |                                     |
| Is there any scrutiny interest?                                                            | Yes                                                                                                                | <input checked="" type="checkbox"/> | No | <input type="checkbox"/>            | N/A | <input type="checkbox"/>            |
| What are the Information Governance/ Access to Information implications?                   |                                                                                                                    |                                     |    |                                     |     |                                     |
| Has an Equality, Privacy or Quality Impact Assessment been completed?                      | Yes                                                                                                                | <input type="checkbox"/>            | No | <input checked="" type="checkbox"/> | N/A | <input type="checkbox"/>            |
| Is an Equality, Privacy or Quality Impact Assessment required?                             | Yes                                                                                                                | <input type="checkbox"/>            | No | <input checked="" type="checkbox"/> | N/A | <input type="checkbox"/>            |
| Are there any associated risks including Conflicts of Interest?                            | Yes                                                                                                                | <input type="checkbox"/>            | No | <input checked="" type="checkbox"/> | N/A | <input type="checkbox"/>            |
| Are the risks on the CCG /Council/ Strategic Commissioning Board's Risk Register?          | Yes                                                                                                                | <input type="checkbox"/>            | No | <input type="checkbox"/>            | N/A | <input checked="" type="checkbox"/> |
| Additional details                                                                         | <i>NB - Please use this space to provide any further information in relation to any of the above implications.</i> |                                     |    |                                     |     |                                     |

| Governance and Reporting |      |         |
|--------------------------|------|---------|
| Meeting                  | Date | Outcome |
|                          |      |         |

# Refreshing the Strategic Framework for mental health and wellbeing services in Bury

## 1. Introduction

- 1.1. This paper aims to provide an overview of the refreshed strategic framework for mental health services in Bury.

## 2. Background

- 2.1. In 2013 a strategy for the development of mental health services was co-produced in Bury as a response to the national strategy 'No health without mental health', intended to develop parity of esteem. However, despite the co-production of the strategy being successful, co-delivery of the objectives was not, and the strategy was not implemented effectively on a system-wide basis.
- 2.2. Since development of the original strategy, however, the strategic drivers for mental health services both nationally and locally have matured. The following strategic developments mean that the time is now right to refresh our strategic aims and vision for mental health and wellbeing within Bury:
  - The national NHS strategy for mental health services was made clear with the publication of the national NHS Five Year Forward View (2014), this has since been superseded this year by the NHS Long Term Plan (2019).
  - The Greater Manchester mental health programme was established, outlining the programme for investment into specific areas outlined in national strategy.
  - The development of the Local Care Organisation and One Commissioning Organisation structures in Bury, and wider public sector reform, has enabled the development of aligned strategies.
  - The Bury Locality Plan is in the process of being refreshed to ensure that all local and national strategy outcomes are included in the delivery plan.
- 2.3. In July 2019, the system partners (Bury CCG, Bury Council, Pennine Care NHS FT and Bury VCFA) agreed to develop a strategic framework which would re-vitalise and update the original strategy aims, and provide a structured programme of work to deliver it.
- 2.4. In addition to this, the OCO has been working with Pennine Care NHS FT (as the largest provider of specialist MH services in Bury), GM Health and Social Care Partnership and their other four local commissioning CCGs to review the options for the future financial sustainability of specialist mental health services.
- 2.5. The new strategic framework aims to capture all of the refreshed strategic deliverables for not only mental health services, but also the wider wellbeing and prevention agenda – ensuring a holistic vision for all people living in Bury.
- 2.6. Building partnership relationships to enable better system working is crucial to the success of the delivery programme, and this has been a key focus of development to date: ensuring that all partners are equally involved in developing the strategic

framework. Additionally, Pennine care NHS FT have offered additional programme lead capacity to support the development of this framework, recognising the need to work as a system to support sustainability of the offer for the people of Bury.

### 3. Thriving in Bury – all-age strategic framework for the development of our mental health wellbeing offer for all people living in Bury

- 3.1. Through a series of individual meetings with partners, and a partnership workshop, we have jointly developed our outline strategic framework:



- 3.2. The Thriving in Bury framework above is based on the evidence based Thrive model which has been developed in Children's and YP services. It aims to capture the spectrum of offer for the people of Bury, which supports them to thrive and live well in their community, recognising that people's needs may change across their lifetimes and the way that they support themselves to stay well, or recover from ill health, will vary depending on their needs.
- 3.3. Underpinning our framework are a set of principles which will govern the way that we all work together:

## Principles underpinning our approach

- Our offer will be **tailored** to the needs of the people of Bury – **listening** to what they tell us works best to keep them well, and involving and co-designing services with them
- **All people in Bury**, at all stages in their life, will be supported to access to wellbeing offer which provides a range of opportunities , motivating people to stay well, connecting them to their community and helping them to thrive.
- For those who need more help, their care will be **recovery focused** – empowering them to **live well in the community** where possible
- Those who need immediate crisis support will have **quick and timely access** to help, supporting them to manage their mental health and live well in their community
- Our offer will offer the **best value**, making the most of the resources available and will ensure **innovative, evidence based** ways of delivering our offer including use of technology and appropriate skill mix to meet needs.
- We will develop an enhanced wellbeing offer through the development of a **sustainable Voluntary, Community and Faith Alliance**

- 3.4. The framework is deliberately simple, and the language is accessible allowing this to be understood across all organisations and people in general.
- 3.5. The framework allows us to focus on the four cohort areas equally, supporting a refreshed focus on prevention activities as well as the more specialist statutory services offer for these people who do need help. It also allows us to engage with the locality plan neighborhood teams offer and place-based commissioning principles.
- 3.6. The framework supports a collaborative, system wide approach to commissioning, improving and delivering services in a way which values the different expertise, values and perspectives of our varied system partners.

## 4. Progress to date / other issues to consider

- 4.1. A workshop has been held on 9<sup>th</sup> October 2019 within invitees from across the system to discuss the framework and how this could work in practice. It was well attended, and the framework and associated action plan are in the process of being developed to ensure effective delivery.
- 4.2. Some of the highlights of the session are:
  - Collective agreement of the above principles and recognition of the need to work together to deliver the vision and approach
  - We need a more coordinated community wellbeing offer that is simple for people to access and need to further develop a primary care wrap around offer, linking to neighbourhoods
  - That our specialist mental health services offer is struggling to meet demand and needs to develop to be more recovery focused and trauma informed
  - That it should be easier to access help when needed
  - We need to develop our liaison MH offer and our out of hours crisis offer
  - Commitment from people to be involved in and lead delivery
- 4.3. A full delivery programme will be drawn up around each of the 4 quadrants and it is

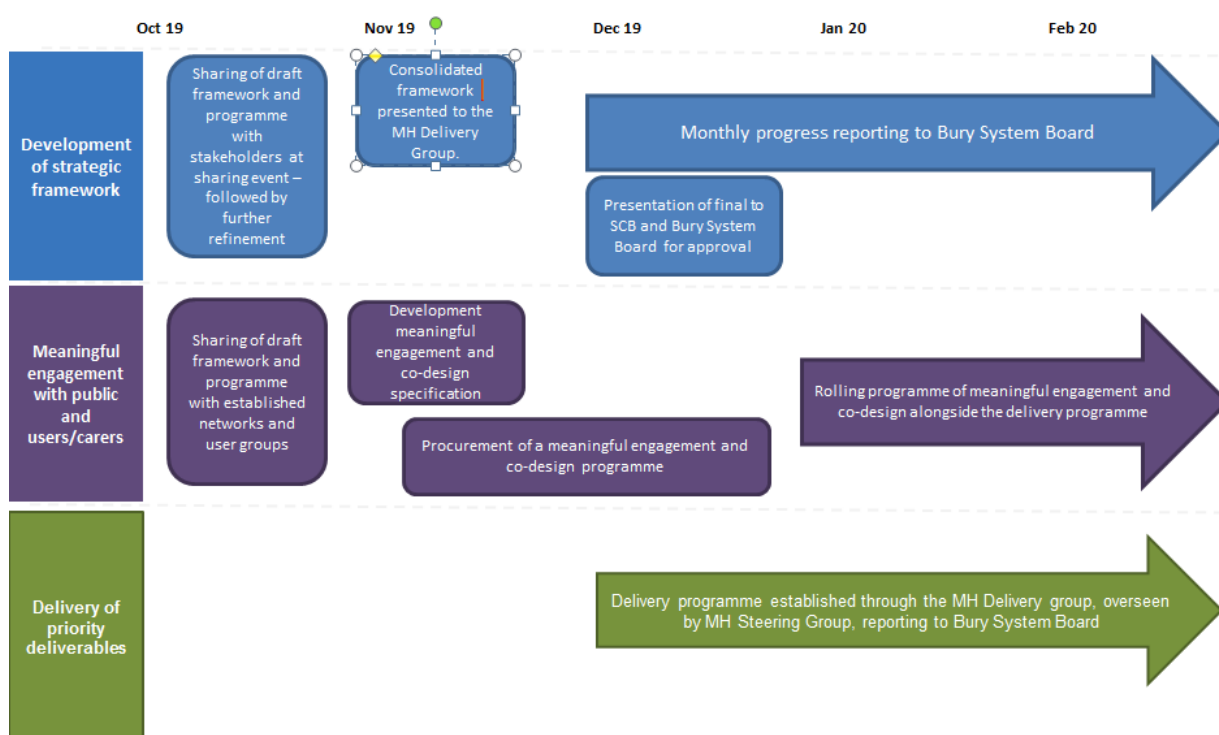
expected that the action plans underpinning each quadrant will be owned by different partners in the system.

- 4.4. The steering group has agreed that in principle, future engagement with Bury people will be undertaken through a procurement exercise with the VCFA / sector, to create feedback on a rolling basis, rather than through one-off consultation exercises.
- 4.5. Running on a parallel timeline to the development of the framework, the GM Health & Social Care Partnership are leading a piece of work around the sustainability of the two providers of specialist Mental Health Services in GM, PCFT and GMMH, supported by external consultants, Niche. The outcomes of this work, and its implications for the commissioning and provision of mental health services in Bury, are to be discussed at a GM level on 29 October 2019 at a meeting chaired by Jon Rouse. The outcomes will feed in to the final report to come to the Strategic Commissioning Board in December.

## 5. Next steps

- 5.1. The below diagram provides an overview of the key timescales to further develop and

Timeline – development strategic framework and delivery programme



- 5.2. Following a successful system workshop to explore and agree the framework and to develop our joint priorities, a delivery programme will be developed and shared for wider consultation – this has been purposefully designed with our system stakeholders to ensure buy in and to support engagement and ownership of the delivery programme.
- 5.3. A robust governance structure will be put in place to ensure delivery – ensuring a

continued collaborative system approach.

- 5.4. We aim to ensure that the work we do involves and listens to the people of Bury, and those who use services. The intention is to develop a systematic engagement programme to really understand what keeps the people of Bury well and use this to further develop our plans. We also aim to actively include people with lived experience in our service redesign projects and as part of our programme governance.

## **6. Associated Risks**

- 6.1. There are inherent financial pressures within the local system and there is work to do to ensure that our mental health offer is sustainable and offering the best value. The need to ensure that investment is targeted in the delivery of our strategy may pose a risk to delivery of our programme or in relationships between system partners, which are crucial to successful delivery of the framework.
- 6.2. Relationships within the system are crucial to the delivery of this framework, and the organisational changes which are happening within the system pose a risk to this relating to consistency of support, motivation and enthusiasm and organisational memory for the process to date to develop this framework.

## **7. Actions Required**

- 7.1. The Strategic Commissioning Board are asked to:
  - note the progress to date on developing the strategic framework;
  - to approve the next steps; and
  - Receive the final framework and action plan for sign off and implementation at the December meeting.