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University Health Board

**Abertawe Bro Morgannwg
(Neath Port Talbot, Bridgend, and Swansea)
Mental Health Partnership.**

**A proposal for the future
Joint Mental Health Planning Structure and Process**

Background.

The proposal outlined in this paper has been developed within the backdrop of the reorganisation of the National Health Service in Wales, and the revised organisational structures since the 1st October 2009 involving Abertawe Bro Morgannwg University (ABMU) Health Board, the Mental Health Directorate, and the integral Locality Teams of Neath Port Talbot, Swansea, and Bridgend.

The reconfigured and reconstituted health organisation serves a combined population of 600,000 residents from the three boroughs of Neath Port Talbot (including the Ystradgynlais area), Bridgend (including the Western Vale area) and Swansea.

The removal of health commissioner and provider structures and functions promotes and provides opportunities to further explore and arguably exploit greater enhanced and integrated working at both strategic and operational level. This enables broader partnership working not only in respect of statutory health and local authority services but also with the non statutory sector services. Crucially it will be vital to integrate the existing service users and carers' representative bodies and their members into this revised approach.

It is vital that any existing and effective partnership arrangements at a local level should not suffer a detrimental effect as a consequence of the reorganisation within the NHS, but instead should provide the platform for a broader and integrated approach to mental health planning and service delivery.

It has to be noted however that evidence over the past several months has witnessed the steady decline in actual numbers of representatives attending the current mental health planning forums, especially at locality level.

A review of any prospective amendment to current strategic partnership arrangements should ultimately promote and forge linkages to respective localities. These relationships have always been the historical mechanisms for both policy implementation and service modernisation and ultimately lead to the establishment of the agreed service model and delivery.

Aim of the proposal

This proposal provides an opportunity to consider the concept of a distinctive structure and process at both strategic and operational levels. This concept has developed not only through the impact of recent organisational change, but also a recurring debate surrounding the sustainability of the current planning infrastructure and development mechanisms within mental health services. Located within the Appendix is a profile of the current joint planning mental health forums / groups which exist across the ABM community either at a Locality or Directorate level.

A more effective and efficient method of joint mental health planning is promoted through this proposal which provides an alternative and distinctive approach to the present arrangements. A fundamental aim is to maximise the available capacity and critical mass of mental health knowledge, expertise, and skills from across the statutory and non statutory stakeholders including respective service user and carer inputs.

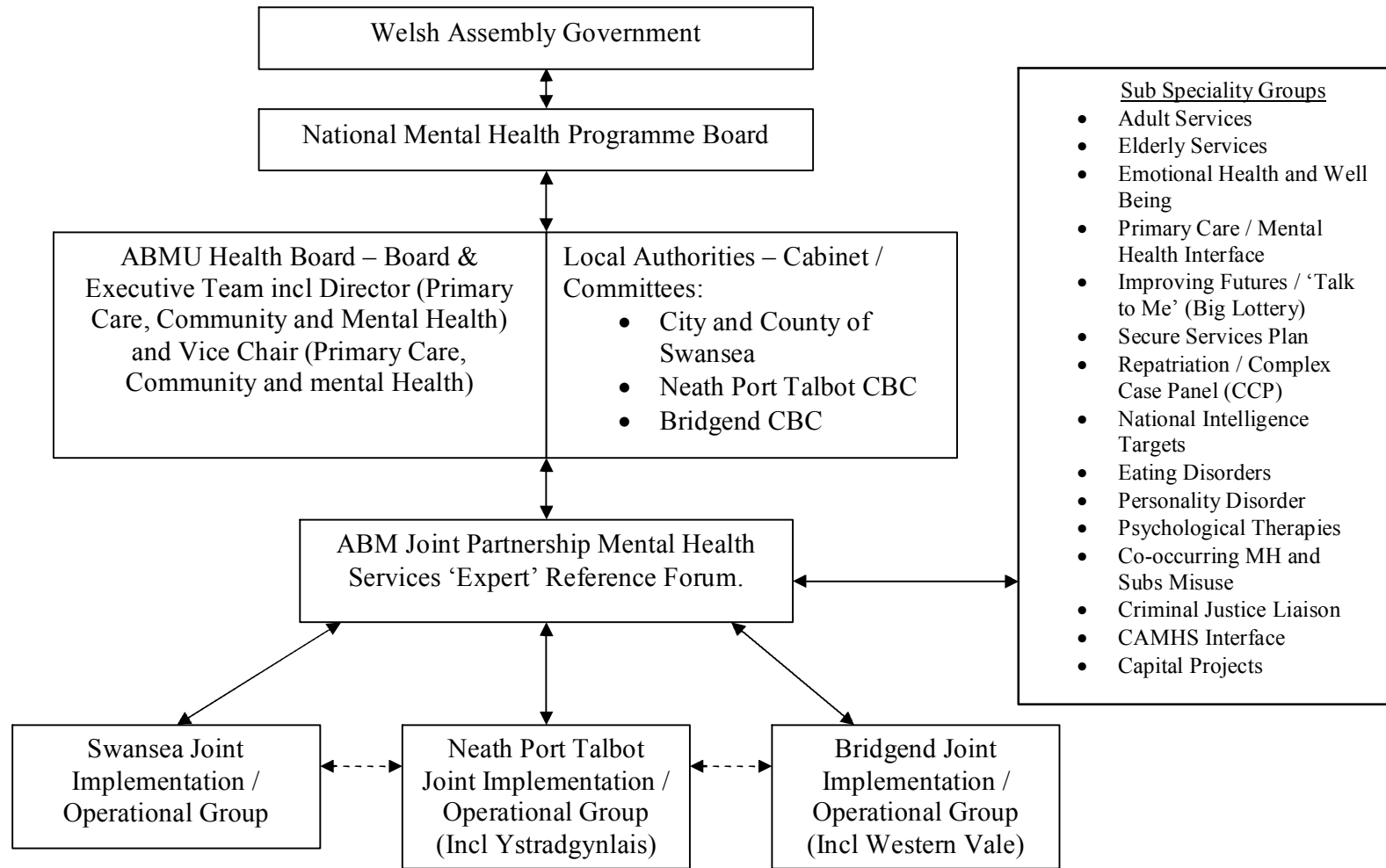
The main principle of this proposal is for a revised structure and process to proactively drive the strategic developments and enhance the links with the operational 'front line' staff that provide the delivery point of policy implementation and service delivery. Effectively this would provide an opportunity to 'synchronise' the interface between the national and local policy and planning with the operational aspects of the mental health modernisation programme.

With the recent launch and introduction of the National Mental Health Programme Board model in Wales then this proposal would provide a timely and effective ABM wide infrastructure and a crucial strategic link with the emerging national context.

Abertawe Bro Morgannwg Area Mental Health Services Partnership Planning and Implementation Model

The following illustration provides an outline of a revised planning model which offers an alternative method of partnership working in respect of policy implementation and service modernisation across the three boroughs of Neath Port Talbot, Swansea and Bridgend.

**Proposed Abertawe Bro Morgannwg Area
Mental Health Services Partnership Planning and Implementation Model**



Rationale for the Proposed Model

The reconfigured health organisations and clinical functions provides the opportunities for a greater sense of a 'critical mass' in both clinical, managerial, and service user / carer expertise within these revised health boundaries. A key principle and source of efficiency will be the drive towards improved engagement of the individual with the most appropriate intervention at the earliest opportunity, thereby proactively promoting the recovery approach as soon as possible. This will provide a broader vision and platform to develop models of services which are both equitable in design and function and therefore address both governance issues and the removal of any previous post code lottery in regard to access and availability of services to meet specific need.

The benefits of maximising through this proposal joint working with both ABM wide Local Authority partners, 3rd Sector organisations and Service User and Carer representative bodies will further enhance and sustain this proposed model and approach.

In the following sections the benefits are outlined for consideration in relation to the specific elements of the illustrated model above.

All Wales Mental Health Programme Board

As part of the 5 year Service, Workforce and Financial Framework a number of National Programme Boards, including Adult Mental Health, have been initiated and introduced by the Welsh Assembly Government (WAG).

This Programme Board model aims:

- Provide the impetus for change, influencing the development and supporting the delivery of local plans
- Identify and share best practice from across Wales and internationally
- Drive improvements using an evidence based approach
- Provide policy advice to WAG to make Wales a leader in this field

Contained within the Charter for the All Wales Programme for Adult Mental Health is the proposal of an 'Implementing Change Group' within each Health Board organisation in Wales. This group would contain 'influential, inspirational, and committed individuals across sectors who can make change happen in services and communities'. Therefore as a consequence of this national context the infrastructure and process set out in this proposal would appear to be quite timely and could be regarded as 'fit for purpose' with the national programme board vision and model.

ABMU Health Board Executive / Local Authorities – Cabinet / Committees

These respective organisational executive groups would provide the essential 'conduit' between the Expert Reference Forum and National Programme Board.

ABM Area Joint Partnership Mental Health Services 'Expert' Reference Forum.

The proposed Expert Reference Forum is the main focus of this model and provides the most significant strategic 'shift' from the present local mental health partnership planning and implementation arrangements to a revised infrastructure and approach. The membership of this Expert Reference Forum would need to include senior mental health clinicians and managers and respective social care representatives with the authority and decision making powers to provide the leadership and direction at both planning and operational level.

Proposed 'core' membership of the proposed expert reference forum would include the following:

- Clinical Director
- Lead Clinicians
- General Practitioner/s
- General Manager
- Head of Planning
- Service Managers
- Head of Nursing
- Heads of Community Care / Principal Officers – Social Care
- Heads of Primary Care / Planning – Localities
- Head of Psychology / Specialist Psychologist
- Head of Occupational Therapy – Mental Health
- Voluntary Sector representatives
- Service User and Carer representatives

As mentioned the representatives for the group would need to reflect the policy and strategies to be developed. This is particularly pertinent for the current and evolving broader partnership working with such agencies as housing, employment and leisure. Therefore representatives from these areas could be co-opted into the group as and when required. Opportunities would also be taken to add value and provide specific guidance to this forum through co-opting individuals with the required level of expertise from the local academic institution e.g. Swansea University / University of Glamorgan.

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This expert reference forum would be the single focal point for the receipt, process, formulation and lead with respect of the national policy implementation direction across the three counties and would have strong and robust strategic planning links with the National Programme Board for Mental Health. Likewise this would provide greater opportunities to consult to the national mental health policy agenda as it emerges from the National Assembly for Wales (NAFW) & Welsh Assembly Government (WAG). This would provide the single integrated mechanism between the national body and the expert reference forum and the link to the sub speciality groups and joint implementation / operational groups in each of the three boroughs. This effectively provides the essential 'synchronicity' between the national policy agenda and the locality delivery point within the Health Board and localities.

As illustrated the related **sub speciality groups** would be themed along the respective service areas listed in the right hand box. This allows each of these respective sub speciality service groups to pursue their strategic direction for targeted developments in these specific service areas.

The following points highlight the main benefits

- Essentially this expert reference group would provide the critical synchronicity between the 'top down' and 'bottom up' approach in policy delivery and implementation.
- This would then enable a far more sophisticated and streamlined approach of integrated work across the ABM mental health stakeholder community between the planning and operational interface.
- It also aids the 'buy in' to the process from both a clinical and managerial perspective, including the integrated health and social care approach, which would provide a greater sense of joint leadership for the modernisation of services.
- It enables the formal participation and engagement of nominated service users and carers' representatives. Flexibility for a broad base of nominations and attendance from service user and care groups would be maximised in respect of the sub specialty groups to allow the maximum input for those with the greatest experience in respect of specific themes. This would essentially add significant value to the essential inputs and outputs from the service user perspective in respect of the proposed infrastructure and process.

Operational context

The proposed **Joint Implementation / Operational Groups** in each of the three counties, aligned to the expert reference group and sub speciality groups, provides the opportunity to deliver and implement the mental health policy and modernisation agenda to the highest levels of quality and equity across the ABM area.

These local groups would consist of the respective statutory and non statutory members including service user and care representatives from the expert reference group who would provide the critical lead on the modernisation and service changes at a locality level.

These local groups would be provided with clear timelines ('top down') on implementation from both the National Programme Board and ABM Expert Reference Group and would be required to feedback ('bottom up') to the ABM Expert Reference Group on progress in managing the required changes including appraisal on actual and potential risks of non implementation.

Consequently there will be a need to be able to create and establish a joint performance management infrastructure to complement the proposed model outlined in this document. This is essential to provide the necessary feedback 'loop' to the respective expert reference group and national programme board on the progress of service reconfiguration linked to the outcomes of policy implementation.

Summary

This proposal aims to promote the concept of enhanced partnership working across a revised health economy within the three counties of Neath Port Talbot, Swansea, and Bridgend. It aims to maximise the available strategic and operational capacity and expertise that exists within these broader partnerships in order to exploit this resource to achieve maximum gain in the pursuit of mental health service modernisation for the benefit of the residents of the ABM localities.

This proposal and model will require extensive discussion amongst the partnership stakeholders at all levels within ABM and will be subject to further amendment and revision. Once agreement is reached then a period of transition will need to be agreed from the present planning arrangements to the proposed model, infrastructure and process. Consequently representatives for the respective expert reference group, sub speciality groups and locality joint implementation / operational groups will need to be nominated and agreed from the partnerships and the organisations concerned. Robust terms of references will be crucial to guide and sustain these revised strategic planning and delivery arrangements.

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Appendix

Current Profile of the ABM wide Joint Mental Health Partnership / Planning Groups & Forums

Name of Group / Forum	Location	Frequency
Local Implementation Team (LIT) – Joint Adult Mental Health Planning	Neath Port Talbot	Bi monthly
Joint Adult Mental Health Planning Group	Bridgend	Bi monthly
Joint Adult Mental Health Planning Group	Swansea	Bi monthly
Joint Older Persons Mental Health Planning Group	Neath Port Talbot	Bi monthly
Joint Older Persons Mental Health Planning Group	Bridgend	Bi monthly
Joint Older Persons Planning Group	Swansea	Bi monthly
Improving Futures <u>Strategy</u> Group	Neath Port Talbot & Bridgend (MH Directorate Lead)	Bi monthly
Improving Futures <u>Action Plan</u> Delivery Group	Neath Port Talbot & Bridgend (Locality Lead)	Monthly

Name of Group / Forum	Location	Frequency
'Siaradwn Ni' – Big Lottery Management Board	Neath Port Talbot & Bridgend (MH Directorate Lead)	Monthly
Mental Health Directorate Board (Health only)	Mental Health Directorate – (Glan Rhyd / Cefn Coed)	Monthly
Mental Health Directorate Cabinet	Mental Health Directorate – (Glan Rhyd / Cefn Coed)	Monthly
Mental Health Governance Group	Mental Health Directorate – (Glan Rhyd / Cefn Coed)	Monthly
Annual Operating Framework (AOF) Management Board	Mental Health Directorate – (Glan Rhyd / Cefn Coed)	Monthly
Complex Case Panel (Adult)	Mental Health Directorate – (Glan Rhyd / Cefn Coed)	Monthly
Low Secure / Repatriation Group	Mental Health Directorate – (Glan Rhyd / Cefn Coed)	Bi monthly
Substance Misuse Action Teams – SMAT – x 3	Neath Port Talbot, Swansea, Bridgend	NPT & Bridgend – bi monthly Swansea – quarterly?
Forensic Local Service Liaison Meetings	Caswell / MH Directorate Led	??
Adult MH Service Group (Health only)	MH Directorate Led	Monthly
Older Persons MH Service Group (Health only)	MH Directorate Led	Monthly

Name of Group / Forum	Location	Frequency
MH Act Joint Liaison Group	Swansea	Quarterly
Mental Health Promotion Group	Swansea	E mail based – ad hoc
Reshaping MH Services Swansea Project Board	Swansea	Weekly
Prison Health Partnership Board	Swansea	Bi monthly

