Mental Health and Substance Use Pathfinder Programme

Leadership Development Programme
Session 1

15th June 2022
About the Session: Overview

The purpose of the Leadership Development Programme is to support leaders to gain a whole system perspective on some of the work they are doing and provide tools that can support improvements across a variety of workstreams. The workshops and activities aim to support you as leaders come together and address some of the more systemic and structural challenges highlighted by the Dundee Drugs Commission and Listen, Learn, Change.

The Leadership Development Programme is about building relationships at a leadership level across Tayside and developing collective capacity.

Session One was an opportunity for participants to meet leaders from across different sectors and jointly consider the findings from the Pathfinder programme so far.

Participants were also introduced to the Good Practice Framework for Strategic Planning as a way of thinking about their own current strengths and ongoing activity, as well as identifying opportunities for development.

Discussion Topics

- Complexities in Healthcare - Mr David Couslon, Associate Director of Pharmacy, NHS Tayside
- Outlining your current activity - breakout room sessions
- Introduction to the Good Practice Framework for Strategic Planning - Edmund McKay

Participants hopes for the session

- To enable change and progress
- Improve person-centred care
- Learn and share
- Network
- Making sure we are cutting across a range of policy areas and 'really' working together
- Improve the life outcomes for people in Dundee
Complexities in Healthcare
David Coulson, Associate Director of Pharmacy NHS Tayside

David Coulson inspired participants to consider the various aspects of complexity in healthcare and how they relate to modern healthcare practices. Sharing his personal reflections, David framed his talk around the idea that “complex challenges do not have simple technical fixes”. Thus challenging participants to broaden the lens to truly address the complex challenges existing in our communities. He noted that healthcare must be seen as having varied degrees of complexity and we must understand and incorporate these complexities whilst delivering healthcare to the community.

Dahlgren and Whitehead's model for determining health inequalities was highlighted to participants as a tool to consider the individual relationships in communities and the broader society.

Dahlgren and Whitehead's Model for Determining Health Inequalities

Dahlgren and Whitehead’s (1991) model for determining health inequalities places individuals at the centre, with various layers of influences on health surrounding them, such as individual lifestyle factors, community influences, living and working conditions, and more general social conditions.
Medical pathways can be easily overwhelmed by demand. Therefore, when redesigning pathways the wider perspective of communities must be taken into consideration in how we can address and impact the health status of individuals. We must ask ourselves: **how do we reach out into the communities**, schools, workplaces to alter the demand of unscheduled care? When thinking of pathway development, we must always consider the broader considerations of health. Sometimes this can be missed by only focusing on one small part of the healthcare puzzle and believing that we can fix the system from that.

When designing pathways it is important not to be distracted by barriers, believing another agency or department is responsible for the barrier. Participants were challenged to **confront barriers** and **examine how you can overcome them** to deliver better healthcare. A component of leadership is being able to influence others but to improve health across our communities requires empowered teams and effective leadership and recognition of all required stakeholders. **No one profession or agency can achieve this on their own.**

Non-Fatal Overdose Rapid Response Team (NFOD): An example of multi-agency leadership

Non-Fatal Overdose Rapid Response Team (NFOD) is a partnership with statutory services and third sector services which responds quickly to all known non-fatal overdoses. A multidisciplinary team acting with real time information quickly identify those individuals who experience a non-fatal overdose and engage with them, immediately, at their home or space where they are confrontable. Identifies areas of support for the individual and join up services which can help, encouraging them to engage effectively with treatment and care services.
Introduction to the Good Practice Framework for Strategic Planning
Edmund McKay

This session discussed the importance of planning in healthcare to further improve our understandings of key effective planning methods. Discussion began by empathising that planning in healthcare affects a lot of people and lack of planning can have serious consequences. Stressing the significant of effective planning to consider what you're going to do, how you're going to do it, bringing together skills, experiences harnessing enthusiasm, energy and fresh perspectives.

The Good Practice Framework was presented to the group as a way to help individuals reflect on their current practice in strategic planning. The framework can be used as a tool to help develop planning approaches and determine capacity at a local level whilst focusing on individuals own strengths, weaknesses, areas for development, and actions to build on.

The group focused on the theme of "building a planning culture", critically analysing their own or organisations strengths, weaknesses and areas for improvement for each subtheme. To support this analyses, the group was introduced to the Self Reflection Tool to consider their own approaches to planning and capacity to strategic planning.
The participants were challenged to consider what planning means to them alongside planning activities that we do as individuals everyday.

**What does planning mean to you?**

- **Thinking before doing**
- **Getting prepared for change**
- **Using information for continuous improvement**
- **Deciding strategy and plans**
- **Made aware of expectation**
- **Setting out steps to achieve a goal**
- **Able to utilise resources**

**Good practice**

- **Planning for food shopping**
  - Stay on budget
  - Only buy what is needed
  - Save time
  - Less waste
  - Eat healthier

- **Planning in the workplace**
  - Better outcomes
  - Success more likely
  - Boost morale
  - Establishes strong relationships
  - Allows flexibility

**Consequence of good planning**

- More money spent
- Take-aways
- Buying things you don’t need
- More daily trips to the shop
- Unhealthy choices

- **Consequence of bad planning**
  - Poor outcomes
  - Complex system to negotiate
  - Waste of resources
  - Low morale
  - Staff overwork
Things we are good at

- Keeping lived experience at the centre of decision making
- Working with both statutory and third sector partners
- Being the bridge between the individual and services they want to access
- Working for improvements across the system
- Reaching out to other partners and building working relationships

Involve staff and people using services at earlier stages in service design

- Planning based on identified need
- Making connections beyond traditional boundaries
  Engaging all the right partners
- Public engagement and confidence
- Improved management structures

What we need to do

- Scoping resources outside of own organisation / profession
- Understanding each other for the good of the service user
- Strong links with community groups and organisations
- Work in a truly multi-disciplinary way to provide the capacity to meet patient needs
- Investing more time in strategic planning with wider team

What we need to work on

- Healthcare Improvement Scotland
- iHub
  Enabling health and social care improvement
Focus areas

Breakout room discussions were held to explore the current activity and what people would like to see changed within the system. Participants were encouraged to share their work, aims and aspirations within the mental health and substance use services. Commons themes emerged throughout all breakout rooms held:

**Joining up**
- Funding - silos within funding streams reinforces barriers within services
- Training - shared training can help bring services together and offer more consistency across the system
- Physical needs - there are predictable associated health conditions that can be better supported

**Enabling**
- Positive risk taking - staff and services feeling able to do the right thing for people
- Non-medical models - more capacity to engage in social/public health interventions
- Supportive - encouraging staff and supporting innovation

**Relational**
- 'First Contact' - an important interacting where a person needs to feel heard
- Communities - working with communities to understand need and build relationships to support ongoing and flexible support
- Mutually supportive services - services that complement each other
There were more specific conversations centred on three questions:

**What are your current activities / priorities?**

At the leadership level, activities and priorities are focused on building relationships across services, supporting joined up approaches and exploring longer term support options for people.

- Building relationships through:
- Shared Training
- Management team meetings
- Joining up services:
- Developing pathways for community pharmacy
- Community wellbeing centers
- Developing longer term supports for people
- Working together

**What are you trying to achieve?**

With these activities and priorities, participants spoke of their wider aims:

- Working together
- Removing silos and being able to support people with a range if needs - including physical health
- Collaboration across the system
- Supporting access
- Longer term care
- Keeping people with complex needs engaged with services
- Increasing life chances for people

**Aspirations**

The 'future state' that people spoke about wanting to get to includes ideas around:

- Person led care in which people are able to choose the best type of support for them
- Services that enhance each other and are coordinated
- Reducing duplication of work across services and increasing shared care
- Flexible services that can change in line with dynamic needs
- People trust services and staff - developing ways of working that support quality relationships

**Specific ideas raised**

There was some specific ideas raised through discussion about how to move from the current activity towards the aspirational future state:

- Improving the commissioning cycle
- Looking at the Protecting People Partnership and how they can contribute to this - especially with regards to evening and weekend OOHs (currently relying on the police)
- Weekly multi-agency meeting focused on women in need
- MDTs / meetings with shared notes or robust info sharing
Next Steps

In addition to the core sessions, we will arrange a series of action oriented drop-in sessions:
1. Making connections – who do you want to connect with? How might we do this?
2. Connecting forums – what groups are you members of? How are they linked? What remits do they have?
3. Leadership case studies to understand challenge and complexity in joining things up – NFO pathway and wellbeing hub work

Next Session - Session Two:
Developing Enabling Leadership - 21 September 2022

Looking at your role as leaders within a complex system, this session will help you find ways you can take a proactive role in supporting staff at all levels to take a proactive role in decision making and change. We will introduce a mapping tool and work through an example relevant to you, to see where there are opportunities for you to empower staff across your system.

Get in Touch

We are hoping that these conversations stimulate thoughts and ideas that we can further explore and develop together. So if there are particular topics or issues you would like to discuss then please contact us his.mhportfolio@nhs.scot

What did participants find most useful?

Good blend of theory and practical challenges
All coming together, improving partnership working
Hearing others views and encouraged by the likeminded attitudes
Learning about the formal structures that support improvements
Good blend of theory and practical challenges