Mental Health and Substance Use Pathfinder Programme

Leadership Development Programme
Session 3

7th December 2022
About the Session: Overview

The purpose of this 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. Part of this is the development of a peer network of leaders across Tayside to share experiences and ideas with regards to making change.

Session Three was shaped by the conversations and feedback gathered in the last session and ongoing conversations with leaders in Tayside. The session brought together challenges and discussions from different areas, exploring how alternative commissioning models can be used to improve outcomes and support culture change. We heard examples of how different areas have approached commissioning in a way that supports whole system collaboration and helps address complex issues.

Session Purpose – in this session you will:

• Critically engage with identified system barriers
• Discuss the role of leadership in enabling system flexibility
• Reflect on different approaches to leadership
• Plan relationship building activities

Learning Outcomes – by the end of this session you will:

• Be able to use new methods for analysing and addressing barriers
• Understand the role of leadership within complex systems
• Have a greater awareness of your role as a change agent

Discussion Topics

A Strategic Partnership Approach – Dundee Alliance
Discussion One – Commissioning models
Discussion Two – Core Principles
Governance Mapping: Putting it all Together

Participants by place of work

- NHS Tayside
- Third Sector
- Local Authority
- HSCP

Number of participants
A Strategic Partnership Approach – Dundee Alliance

Karen Head – Promise Implementation Manager – Bernardo’s Scotland
Laura Menzies – Senior Officer Social Care Contracts Team – Dundee HSCP

The Dundee Alliance is a cross-sector strategic partnership which shares learning, training, experiences, and resources in support of the shared aspiration of co-design. The Alliance works together to support children and families in Dundee in their own communities, strengthening community capacity and making sure children and families get quicker, easier and more flexible support when they need it.

The formation of the Dundee Alliance evolved from the overwhelming support for change from the Child and Family Support Review from August 2020 which saw an increasing demand for family support. Analysis was taken of CAMHS & MASH Pathways referrals both of which concluded that 80% of referrals didn’t meet threshold and that a better response might be at community level. The reviews highlighted many good practice across Dundee, however, noted that these all worked within silos which were mutually dependent on each other for their success. The findings overall recognised a much needed whole systems approach to change. With the impact of Covid-19, there was a sense of urgency to lift the findings from these reports into a delivery plan which saw Dundee Alliance to grow organically from the reviews.

Reporting directly to Children’s Services Planning Partnership and City Plan Partnership, the Dundee Alliance also has devolved responsibility in the delivery plan. Working under its own financial framework, the Alliance informs and influences commissioning decisions. Since its formation, the Alliance key deliveries have been the development of Fast Online Referral Tracking (FORT) system and the Integrated Family Support Hub. However there are other priorities in the delivery plan which underpin these two delivery areas. Such as the rights and advocacy strategy to underpin child and family support, the family support volunteer strategy and, the mental health sub-group.

Dundee Alliance Priorities

Volunteering

- To maximize the availability and contribution made by volunteers to family support
- Develop and support the implementation of a Family Support Volunteer Strategy

Advocacy

- Develop an advocacy strategy that captures the aspirations of the Promise and Whole Family Support Principles
- To ensure that children and families have access to available advocacy services and that collective issues identified through the provision of advocacy inform the activity of the Alliance

Financial Framework

- Develop a shared financial plan / financial framework to both attract funding and underpin funding decisions
- Continue to test out more collaborative and less competitive models of procurement and contract arrangements involving providers, commissioners and children and families

Whole Family Support Adult Services Alignment

- Whole Family Support should be rooted in GIRFEC and wrapped around about the whole family. This requires collaboration with adult services and whole system, place based, preventive activities addressing inequalities.

Poverty

- Develop responses to poverty as part of the whole family support principles
- Enhance co-ordination and alignment of poverty related service delivery
- Communities have enhanced access to poverty related advice and support that is coordinated and there when needed

Mental Health and Wellbeing

- To build capacity at community level to respond to mental health and wellbeing needs
- To develop, test and deliver a mental health and wellbeing ‘task sharing’ approach – Together to Thrive

Children and Families Experiencing Additional Support Needs / Disability

- To provide the right ‘short breaks’ support at the right place at the right time for families experiencing disability
- To ensure that where appropriate SDS is available as a ‘safe’ option for families.

School Attendance

- Align to the Improving School Attendance Transformation Project to improve school attendance using a combination of collated data, coordination of activity in clusters / communities and oversight by community partnerships.
## A Strategic Partnership Approach – Dundee Alliance

**Integrated Family Support Hub** is a key aim of the Dundee Alliance that will connect city-wide support locally so that families can benefit from all of the support available across Dundee. The Hub also aims to provide better support to children on the edge of care, in their communities and to prevent the possibility of cases escalating up the care pathway. Therefore the Hub aims to provide flexible and local support where families are receiving the right help from the right people in the right way. Which will ultimately reduce the need for crisis intervention by statutory services.

<table>
<thead>
<tr>
<th>Community Hub</th>
<th>Virtual Hub</th>
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<tr>
<td>• Builds on existing local collaboration and connect city-wide services to local communities.</td>
<td>• Connects services and supports for families across Dundee to local supports and community hubs.</td>
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<td>• Creating spaces for families to reach in for support.</td>
<td>• FORT provides a virtual front door to access support.</td>
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<tr>
<td>• Develop and create innovative supports with families that is flexible, responsive and adaptable to changing needs.</td>
<td>• Supported by a multiagency partnership and triage group to identify gaps</td>
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### Fast Online Referral Tracking (FORT)

- FORT was the first piece of work commissioned by the Dundee Alliance and was the first step in developing the Integrated Family Support Hub. Used as an online platform, FORT offers a connection across different IT systems with a directory of services, which enables organisations to refer between each other. The purpose of the platform is to allow an easier pathway through services.

- The platform also has the ability for users to track referrals and gather data on patterns and trends in referrals for analysis of trends and gaps in services. FORT is supported by a co-ordinator and a ‘third sector organisations triage group’ which looks at more complex referrals where there are no clear destinations within FORT or where they might need some wrap around support. Commissioning through wellbeing monies was distributed through FORT with the ability to see where funded was needed across partners.
Commissioning Models

We asked participants to discuss in groups their own experiences with different commissioning models, and the benefits and drawbacks of these. Each group identified the need for more comprehensive and inclusive approaches to commissioning services, particularly in the context of addressing the needs of children and families affected by substance use. This may involve looking at the needs and services of different sectors, such as mental health services and substance use services, in a more integrated and strategic way.

Groups also discussed the principles for a good commissioning models, and what would be required for greater flexibility to support complex needs. There is a need for more flexibility and collaboration in commissioning, and for local organisations to have the support and permission to think creatively and differently in order to address the complex needs of individuals and families. This could involve exploring new models of care and support such as the Family Recovery House Model discussed by participants which focuses on support complex needs through a family based approach.

**Key themes:**

- The use of information systems for tracking and recording the needs and support of individuals with substance use and mental health issues.

- The limitations of current information systems in terms of coverage and inclusivity, with a focus on commissioned services rather than broader support.

- The need for more comprehensive and inclusive approaches to commissioning services, particularly in the context of addressing the needs of children and families affected by substance use.

- The importance of flexibility and collaboration in commissioning services and the need for local organisations to have the support and permission to think creatively and differently in order to address the complex needs of individuals and families.

- The potential value of alternative models of care and support, such as the family recover house model, for addressing the needs of individuals and families with complex needs.

- Not allowed to hold MAT drugs in stock due to English legislation and lack of clarity of implication in Scotland.
Governance Mapping

As part of the Tayside Leadership Development Programme participants have been discussing the challenges around making change within complex systems. This echoes conversations that are happening in other forums locally and nationally. To support planning for change and to try and make sense of a range of activity happening in Tayside, facilitated Governance Mapping Workshops were held between sessions two and three. The aim of this workshop was to map out the different governance arrangements and decision makers for mental health and substance use services in Tayside.

Below outlines some of the key themes discussed at these sessions:

- **Different group functions** – strategy vs information sharing
- **Flexibility** – making sure scope/remits can flex with emerging need/insights
- **Journey Times** – different groups are at different stages of maturity
- **Layers of organisation** – tension between national, regional and local groups/priorities
- **People dependent** – key individuals driving groups and action are important
- **Sharing Risks** – Sharing risks and responsibilities needs to be more common across groups
- **Complexity with finite resources** – understanding that different groups are trying to access the same resources
- **Sharing learning** – there needs to be clarity on where ‘learning’ goes

Further discusses were had on the outputs from the Governance Mapping sessions with key points including:

- The impact of the COVID-19 pandemic on service delivery and the need for greater flexibility and creativity in response to the challenges posed by the pandemic.
- The risk of returning to old ways of operating once the pandemic subsides, and the importance of maintaining the ability to adapt and think differently.
- The constraints posed by funding and other regulations on the ability to innovate and adapt service delivery, and the need for training on how to navigate bureaucracy.
- The importance of clear lines of communication and defined roles and responsibilities in improving coordination and collaboration among different groups and organisations.
- The need to understand the scope of services and destinations in order to ensure that individuals and families are receiving the support and services they need in a timely and appropriate manner.
Next Steps

Offer of support – We are able to support at an organisational, service or team level and can provide the following input/support:

• Creating space for collective reflection and facilitating conversations around:
  • Opportunities for new ways of working – taking a strengths-based approach and looking to unlock or enhance capacity/practice
  • Introducing some of our practical tools to build understanding/engage critically with issues

• Analysis and problem solving – helping you understand barriers, undertaking research to bring in solutions/ideas

• Project/change support for new initiatives – holding some of the planning and project management for small pieces of work bringing services together

Next Session - Session Four: Supporting Change - 8 March 2023

Reflecting on what we have discussed so far, this session will look at how you can translate the ideas and ambitions into action. This session will provide you with some key change management tools and a space to discuss how you might support change within 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

Past Sessions

Session One

The first session saw the introduction of the Good Practice Framework for Strategic Planning as a tool to support reflecting on current strengths and practice, as well as identifying opportunities for development. At this session people highlighted where they would like to see change in the system and discussed how to move from the current activity towards the aspirational future state.

You can read more about this session here.

Session Two

Our second session focused on developing enabling leadership, where participants were introduced to the Human Learning System. This model aims to support and empower leaders to take steps forward an alternative approach to public management which embraces the complexity of the real world.

Red Rules / Blues Rules was introduced as a tool to help people understand system barriers, which are often seen as ‘rules’. Participants discussed problems or opportunities they have at the moment in their workplace, identifying the rule that was either causing the problem or stopping participants from making change.

You can read more about this session here.

What is your main takeaway from the session?

“More thoughts about commissioning and timing of initiatives for collaboration”
“To work more collaboratively”
“A better understanding of commissioning challenges for ADPs”
“Great discussion, keep learning good stuff”