Mental Health Strategy for Scotland 2012-2015
From homunculus to perfect(ly performing) specimen

Leadership training day for higher trainees

Dr Moira Connolly
Principal Medical Officer (Mental Health)
Some current national strategies
Here’s some we made earlier...
What makes for an effective strategy?

- WHY?
- HOW?
- WHAT?
Strategy

• Dictionary definition;
  a detailed plan for achieving success in situations such as war, politics, business, industry or sport, or the skill of planning for such situations
Strategic Thinking

Gathering Information
Step 1: analysis what’s changing
Step 2: Doing an audit
Step 3: Reflecting on what you know

Formulating Ideas
Step 4: Predicting where you’re going
Step 5: Deciding where you should be going
Step 6: Minding the gaps

Planning Action
Step 7: Creating more options
Step 8: Checking them for sense
Step 9: Deciding how to implement
• **think analytically** about the likely impact of technology, economics, markets, politics, law, ethics and social trends;

• **think numerically** when carrying out an audit of strategic capability;

• **think reflectively** about problems and opportunities;

• **think predictively** when forecasting the future

• **think imaginatively** when writing a mission statement;

• **think visually** about ways to realise the mission statement;
• think creatively about how to remove obstacles and avoid pitfalls;
• think critically when evaluating the economics, efficiency, effectiveness, feasibility and the risks of the available options;
• think empathetically about the consequence for individuals;
• think ethically about the social and environmental implications;
• think pragmatically when writing a plan to manage the changes;
• think politically about obtaining the support of key stakeholders and decision-makers, when implementing the plan.
Strategic Thinking
- Analytic thinking
- Numerical Thinking
- Reflective Thinking
- Predictive Thinking
- Imaginative Thinking
- Visual Thinking
- Creative Thinking
- Critical Thinking
- Empathetic Thinking
- Ethical Thinking
- Pragmatic Thinking
- Political Thinking

Strategic Change
- Questioning
- Testing
- Influencing
- Persuading
- Negotiating
- Delegating
- Coaching
- Appraising
- Monitoring
- Rewarding
- Terminating
- Learning

FORMULATING

MAKING SENSE

EVALUATING

TAKing ACTION

SENSING

Strategic management
Why do we need a new mental health strategy?

- Improvement process
- Maintaining focus
- Shared and developing understanding
- Accountability for spend
- Responsibility to innovate
- “Parity of esteem”
- Competition
- Stigma
- Socio/political factors
- Demographic factors
Why the homunculus analogy?

Lots of brain surface dedicated to the sense of touch, to highly nimble areas like the lips tongue and hands..... (the emphasis being on “touchy feely” elements.)

A useful metaphor for the distorted emphasis that various healthcare improvement frameworks have placed on various parts of the underlying anatomy of health care improvement.... (it may at times look or be imbalanced)
Writing and producing a strategy document—what the experts say

1. Background
2. Purpose
3. Benefits
4. Principles
5. Strategies
6. Responsibilities
7. Key deliverables

2. What does the org want?
1. Why is this important?
3. What happens once there?
4. How does this fit?
6. Judging the outcomes?
5. What will we do to get there?
6. Where are we now? And what needs to happen?
What we did............

“Delivering for Mental Health”
DFMH

“Towards a mentally flourishing Scotland” TAMFS

Mental Health Strategy Consultation
14 Themed outcomes

1. Promote mental health and wellbeing.
2. Early years focus to improve long term outcomes
3. Self management of mental health needs
4. First contact services work well, swift assessment/treatment
5. EB care delivered safely and effectively
6. Whole person, growth, self-management, recovery
7. Role of family and carers understood and supported.
14 themes continued

8. Balance of IP/OP services safe, efficient, with good outcomes
9. Easily accessible services
10. Mental health works well/integrated with other services
11. Workforce skills and attitudes
12. Mental health system functioning: capacity, activity, outputs, outcomes
13. Improvement processes in place
14. Legal framework supportive of rights
What we got – general feedback...

- Lacking in mental health and wellbeing
- Lacking in mental health service focus
- Ambitious to have one strategy – but not joined enough
- More on individual need, outcome focus.
- Lack of mention of voluntary organisation
- Community assets “massively underplayed”
- Questions almost incomprehensible
What we got – some details...

4. First contact services work well, swift assessment/treatment

8. Balance of IP/OP services safe, efficient, with good outcomes

12. Mental health system functioning: capacity, activity, outputs, outcomes
Where we are now

• Achievements
• Why

• How .....will we take forward this strategy?
• What.....will we do that is clearly outcomes focused and measurable? (Note ministerial interest!)
What you need to know – the perfect(ly performing) creature

The “Hows”

• Working more effectively with families
• Embedding more peer to peer work
• More support for self management and behavioural approaches
• Extending anti-stigma work to discrimination
• Continuing focus on rights
• Developing outcomes approach
• Ensuring we use new technologies effectively
What you need to know – the perfect(ly performing) creature

The “Whats”

- Access to psychological therapies
- National patient safety agenda
- Benchmarking, productivity and activity work
- Refresh to Choose Life
- Extend dementia strategy
- Focus on SMI
- Balance of care
- Trauma
- Developmental disorders
Mental Health Benchmarking

Mental Health Benchmarking Project
2009/10 Performance Management

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Trend

Board Comparisons

Community Overview
Summary

• MH Strategy will be published in the summer
• Remember WHY we think we need one
• Strategic management requires complex thinking AND action
• A strategy can at times look or be imbalanced but still be effective
• This strategy will be more about improvement and less about investment than previous
• Take an interest in your locality
Any questions?
Some useful links

- [http://www.scotland.gov.uk/Publications/2011/03/17153551/0](http://www.scotland.gov.uk/Publications/2011/03/17153551/0)
- www.scotland.gov.uk/Publications/2008/11/28152218/0
- Strategic thinking; Wooton and Horne 2001

Moira.connolly@scotland.gsi.gov.uk
POLICY AREAS OF RELEVANCE TO SERVICE PROVISION FOR PEOPLE WITH CO-MORBID MENTAL HEALTH AND ADDICTION PROBLEMS

- **Mental Health Strategy**
  - Current consultation:
  - Mental Health Strategy for Scotland 2011-2015, a consultation
  - Existing mental health strategy:
  - Delivery for Mental health, Scottish Executive, December 2006
  - Towards a Mentally Flourishing Scotland (TAMFS), Scottish Government, April 2009
    - [http://www.scotland.gov.uk/Publications/2009/05/06154655/0](http://www.scotland.gov.uk/Publications/2009/05/06154655/0)
  - Meeting the needs of people with co-occurring substance misuse and mental health problems:
    - Mind the Gaps, Scottish Executive, October 2003
    - Closing the Gaps, Scottish Government, December 2007
    - A Fuller Life, Scottish Executive, March 2004
• **Alcohol Strategy**
  • Existing alcohol strategy:
  • Changing Scotland’s Relationship with Alcohol: A Framework for Action, Scottish Government, March 2009
  • [http://scotland.gov.uk/Publications/2009/03/04144703/0](http://scotland.gov.uk/Publications/2009/03/04144703/0)
  • Guidance on effective delivery of quality alcohol treatment:
  • Quality Alcohol Treatment and Support (QATS), Scottish Government, March 2011
  • [http://scotland.gov.uk/Publications/2011/03/21111515/0](http://scotland.gov.uk/Publications/2011/03/21111515/0)

• **Drugs Strategy**
  • Existing drugs strategy:
  • The Road to Recovery: A New Approach to Tackling Scotland’s Drug Problem, Scottish Government, May 2008
  • [http://www.scotland.gov.uk/Publications/2008/05/22161610/0](http://www.scotland.gov.uk/Publications/2008/05/22161610/0)
  • Scottish Drugs Strategy Delivery Commission:
  • The Scottish Drugs Strategy Delivery Commission's first report on the Scottish Government’s progress in the delivery of the national drugs strategy, *The Road to Recovery*, October 2011
  • [http://www.scotland.gov.uk/Publications/2011/10/10142851/0](http://www.scotland.gov.uk/Publications/2011/10/10142851/0)
Related HEAT Targets

- Access to Psychological Therapies: 18 week referral to treatment time (RTT) from December 2014
  - [http://www.isdscotland.org/Health-Topics/Mental-Health/Psychological-Therapies.asp](http://www.isdscotland.org/Health-Topics/Mental-Health/Psychological-Therapies.asp)
- Access to appropriate interventions for people affected by drug and alcohol problems, 3 week RTT by March 2013
  - [http://www.scotland.gov.uk/Publications/2010/06/02115503/2](http://www.scotland.gov.uk/Publications/2010/06/02115503/2)
- Access to treatment – child and adolescent Services (CAMHS) – 26 weeks RTT by March 2013
  - [http://www.scotland.gov.uk/About/scotPerforms/partnerstories/NHSScotlandperformance/CAMHS](http://www.scotland.gov.uk/About/scotPerforms/partnerstories/NHSScotlandperformance/CAMHS)
- Achieve agreed number of screenings using the setting-appropriate screening tool and appropriate alcohol brief intervention, in line with SIGN 74 guidelines during 2011/12
  - [http://scotland.gov.uk/About/scotPerforms/partnerstories/NHSScotlandperformance/alcoholbriefinterventions](http://scotland.gov.uk/About/scotPerforms/partnerstories/NHSScotlandperformance/alcoholbriefinterventions)
- Reduced attendances at A&E Departments by 2013/2014
  - [http://scotland.gov.uk/About/scotPerforms/partnerstories/NHSScotlandperformance/AEattendances](http://scotland.gov.uk/About/scotPerforms/partnerstories/NHSScotlandperformance/AEattendances)
- Reduce Suicide Rate by 20% between 2002 and 2013 (rolling 3 year average)
  - [http://www.scotland.gov.uk/About/scotPerforms/partnerstories/NHSScotlandperformance/Suicide](http://www.scotland.gov.uk/About/scotPerforms/partnerstories/NHSScotlandperformance/Suicide)