

Planning Objective 4C: Mental Health Recovery Plan

- Executive Lead: Andrew Carruthers, Director of Operations
 - Reporting Officer: Liz Carroll, Director MH&LD
 - Reporting Period: October 2023 – December 2023

Overview

Planning Objective 4C is to develop a recovery plan for Mental Health (MH), neurodevelopmental (ND) and child and adolescent mental health services (CAMHS) to reduce waiting times by March 2024, and maintain a 111 press 2 service on a 24/7 basis for urgent mental health issues.

Aligns to Ministerial Priorities:

- Development and maintenance of 111 Option 2 (all age Mental Health Single Point Of Contact) 24/7
- Recover waiting time performance to performance framework standards for Specialist Child and Adolescence Mental Health Services (SCAMHS) Part 1 assessment and intervention
- Recover waiting time performance to performance framework standards for all age Local Primary Mental Health Support Services (LPMHSS) assessment and intervention

Wider planning objectives take into account national and local guidance, priorities and directives. These objectives are supported by more detailed action plans where appropriate, including:

- Annual Plan (Hywel Dda University Health Board (HDdUHB))
- Service Framework for the Treatment of People with a co-occurring Mental Health and Substance Misuse Problems 2015
- Together for Mental Health Delivery Plan 2012
- Dementia Action Plan Wales 2018 – 2022 All Wales Dementia Standards March 2021
- West Wales Dementia Strategy 2021

Specialist Child & Adolescence Mental Health Services (SCAMHS)

Key Objectives	Status	Key Achievements	Next Steps	Outcomes	Risks/Issues & Considerations
Undertake a demand and capacity review against service need. Report monthly through Heads of Service meeting. Continue to review training needs against workforce skill mix.		<p>A range of staff have attended/booked to attend demand and capacity training delivered by the Delivery Unit.</p> <p>Staff have been identified and booked on therapies training via Health Education and Improvement Wales additional funding.</p> <p>Monthly improvement trajectories are continually monitored through the Integrated Performance and Assurance Report.</p>	<p>Regular monitoring of recruitment/skill mix with support from workforce colleagues are scheduled as business as usual.</p> <p>Regular meetings with Welsh Government (WG) and the Delivery Unit are scheduled for Quarter (Q) 4 in line with Enhanced Monitoring procedures.</p>	<p>Improved caseload management.</p> <p>Service efficiencies.</p> <p>Better utilisation of resources.</p> <p>Improved performance.</p> <p>Attainment of 80% WG target Part 1A and 1B.</p>	
Work collaboratively with Regional Partnership Board colleagues to seek sustainable funding for Kooth on-line counselling platform. Ensure staff have adequate digital resources to efficiently and effectively manage service demand.		<p>A funding proposal has been developed with Regional Partnership Board colleagues to agree a four-way sustainable funding model for Kooth to provide universal online support services for children and young people.</p>	<p>Funding proposal will be considered by Regional Partnership Board colleagues in Q4.</p>	<p>Universal early intervention and prevention services.</p> <p>319 Children and young people (CYP) accessing the service in Q3.</p> <p>64% of CYP have achieved goal-based outcomes in Q3.</p>	<p>If the Health Board is unable to secure sustainable funding through the Regional Partnership Board we will likely have to decommission Kooth in March 2024.</p>

Key Objectives	Status	Key Achievements	Next Steps	Outcomes	Risks/Issues & Considerations
In line with the 'No Wrong Door' approach Specialist Child and Adolescent Mental Health Services will work with multi-agency referral panels to agree community interventions to reduce the demand on secondary care services and mitigate against waiting lists. Clarify how the Specialist Child and Adolescent Mental Health Services Primary Mental Health Service structure aligns with the Measure.		The strategic work on 'No wrong door' is being led by Regional Partnership Board colleagues and timelines are subject to a regional agenda. Work is ongoing to scope possible models for multi-agency referral panels/pathways.	Discussions to take place with partners to explore options for multi-agency panels. Meetings have been scheduled for Q4 for Regional Partnership Board Leads to consider how a regional model/approach could work across all agencies.	Will provide care closer to home. Streamlined access to services. Reduced costs for complex needs though a regional approach.	
Continue quarterly meetings with Delivery Unit colleagues. Monthly reporting and monitoring via Integrated Performance Assurance Report. Monthly returns to Welsh Government.		This is ongoing with regular meetings scheduled across all quarters. The service continues to monitor the waiting lists internally.	Continue with scheduled meetings and reporting mechanisms in Q4.	Attainment of 80% WG target Part 1A and 1B. Improved performance.	Risk of harm to children and young people due to the internal waiting lists in Specialist Child and Adolescent Mental Health Services (SCAMHS) for therapeutic intervention. This is caused by vacancies, demand outstripping capacity and estates not fit for purpose.

SCAMHS Cont.

Key Objectives	Status	Key Achievements	Next Steps	Outcomes	Risks/Issues & Considerations
Establish 24/7 Children and Young People alternative to hospital/Discharge Lounge in Carmarthen, linked to Crisis Assessment & Treatment Teams.		<p>The service is fully operational since Q2.</p> <p>All pathways and referral criteria are working effectively.</p> <p>The national team is currently agreeing national outcome and Key Performance Indicators measures as other Health Boards bring their services on line. A draft service specification is in its final stages and scheduled for consultation in Q4.</p>	<p>Work with the national team to finalise national outcome measures and Key Performance Indicators.</p> <p>Consult on draft service specification with partner agencies and stakeholders.</p>	<p>Timelier discharge for children and young people with mental health crisis from Accident and Emergency (A&E) and inpatient settings.</p> <p>Reduction in the numbers of children and young people attending A&E with mental health crisis.</p> <p>Reduction in the numbers of CYP requiring inpatient beds due to mental health crisis.</p>	<p>Revenue funding for staff has only been awarded until March 2025. If Welsh Government do not extend the funding the service will not be sustainable post March 2025.</p>
Develop two Youth Worker led children and young people Sanctuaries in Pembrokeshire and Ceredigion.		<p>Both sanctuary services have been operational since Q1, with robust contract monitoring processes in place.</p>	<p>Ongoing contract monitoring of performance including Key Performance Indicators and outcome measures.</p> <p>End of year service review in Q4.</p>	<p>Early intervention and prevention for children and young people in mental health crisis.</p> <p>Reduction in mental health crisis escalation for children and young people.</p>	<p>Revenue funding for children and young people Sanctuaries has only been awarded until March 2025. If Welsh Government do not extend the funding the services will not be sustainable post March 2025.</p>

SCAMHS Cont.

Key Objectives	Status	Key Achievements	Next Steps	Outcomes	Risks/Issues & Considerations
Achieve and implement the Royal College of Psychiatrists Standards for Perinatal Mental Health.		Work continues to achieve the Royal College of Psychiatrists Standards. Projected target to have implemented the Standards by 2025.	This work will be ongoing throughout 2024/25.	Attainment of Royal College of Psychiatrists accreditation for Perinatal mental health services.	
Further strengthen the workforce and the capacity within the restructured Crisis & Assessment Teams to meet the increased acuity and demand.		Successful recruitment campaigns in 2023/24 means that the majority of vacant posts have been recruited into.	Continual monitoring of workforce capacity and demand in place. Job descriptions are being routinely reviewed to ensure they are attractive to prospective applicants.	Improved caseload management. Service efficiencies. Better utilisation of resources. Improved performance. Attainment of 80% WG target Part 1A and 1B.	
Attain accreditation with Royal College of Physicians standards for Early Intervention in Psychosis.		Work continues to achieve the Royal College of Physicians Standards. Projected target to have implemented Standards by 2025.	This work will be ongoing throughout 2024/25.	Attainment of Royal College of Physicians accreditation for Early Intervention in Psychosis services.	
Implement all new service developments following Welsh Government funding ie Eating Disorder service.		Successful recruitment to the Avoidant Restrictive Food Intake Disorder multi-disciplinary Team through Service Improvement Funding.	Development of service specification and developing pathways with other service areas.	Increased access to Eating Disorder Services, within the 4-week standard. Improved outcomes as indicated by sustained recovery and reduction in relapse. Reduced need for inpatient admissions and long-term stays.	

111 Option 2

Key Objectives	Status	Key Achievements	Next Steps	Outcomes	Risks/Issues & Considerations
Communications and engagement activity to transfer to national team in line with a targeted national advertisement campaign.		A targeted local marketing campaign has been developed to include radio, social media and newspapers etc which will run throughout Q3 and Q4.	Work with Accident & Emergency, Minor Injury Unit and General Practitioners colleagues to agree baseline mental health presentation data and tracking of 111 Option 2 referral information.	Reduction on secondary mental health services. Access to support 24/7 or those in mental health crisis. Seamless referrals to partner agencies and other mental health services.	Delay to national communications campaign due to another Health Board being unable to provide 111 Option 2 until later in 2023. Introduction of Right Care, Right Person will likely increase call volume. Working with National Collaborative Commissioning Unit to identify additional funding and changes to service delivery and reporting. Alternative to Adastra system has been delayed. Working with National Collaborative Commissioning Unit to identify a potential solution through Microsoft Teams.
Establish monitoring processes to capture national minimum data set and local targets.		Service delivery is reviewed weekly against national minimum data set. All targets achieved in Q3. The national team is currently reviewing staffing models across all Health Board areas to identify areas of good practice and areas for improvement. To conclude in Q4. Demand and capacity is reviewed monthly in line with staff rota requirements. This will be monitored in line with the national communications campaign.			

Adult Mental Health

Key Objectives	Status	Key Achievements	Next Steps	Outcomes	Risks/Issues & Considerations
Develop and implement a robust co-occurring Mental Health and Substance Misuse Framework and Pathways.		<p>The Co-occurring Substance Misuse Framework has been adopted by relevant service areas.</p> <p>Dedicated training has been developed and rolled out alongside the Framework.</p>	The Framework and pathways will be reviewed in 2024/25. extending to include CYP.	<p>Improved pathways for people with complex needs to ensure timelier access to assessment and treatment.</p> <p>Holistic services provided through a coordinated multi-agency approach.</p>	
Embed and review co-occurring Nurse roles within high demand co-occurring areas.		<p>A review of Co-occurring Nurse roles has been undertaken, with a range of posts identified and recruited into across each Local Authority area:</p> <p>Joint working is being ensured through the establishment of regular Clinical Liaison Groups within each county, which facilitates discussions and agrees actions for complex cases.</p>	<p>Awaiting decision from Area Planning Board (APB) on the early release of additional funding from 2024/25 to enable further recruitment.</p> <p>The Clinical Liaison Groups will be reviewed in 2024/25.</p>	<p>Strengthen co-occurring work across multi agency partners.</p> <p>Specialist input provided for dual diagnosis individuals.</p>	

Adult Mental Health Cont.

Key Objectives	Status	Key Achievements	Next Steps	Outcomes	Risks/Issues & Considerations
Review demand and capacity of Community Mental Health Centres (CMHC's) and Community Mental Health Teams (CMHT's) to ensure appropriate staff numbers in respective areas.		<p>A review of boundaries has been undertaken to identify efficiencies and manage caseloads equitably.</p> <p>A new Sector Model of Care has been developed aligned to proposed changes in boundary areas which will be implemented in Q4.</p>	Implement new Sector Model of Care.	Seamless care provided from community to inpatient settings through a single consultant.	
Develop and implement service specification for new ways of working across CMHC's and CMHT's, inclusive of Crisis Resolution and Home Treatment Teams (CRHTs).		<p>Service specification was finalised in Q3.</p> <p>Delay due to changes required from review of seven day working as an action from Annual Recovery Plan work.</p>	<p>Engage on draft service specification, including five day working with staff and stakeholders.</p> <p>Sign off of final version of Service Specification in Q4.</p> <p>Commence Organisational Change Process for affected staff in Q4.</p>	Consistent operational processes and procedures across all three Local Authority areas.	An Organisational Change Process will be required for Gorseion Community Mental Health Centre to reduce from seven day working to five in line with Annual Recovery Plan recommendations.

Integrated Psychological Therapy Services & Local Primary Mental Health Support Service

Key Objectives	Status	Key Achievements	Next Steps	Outcomes	Risks/Issues & Considerations
Introduce text messaging service for appointment reminders to mitigate Do Not Attends (DNAs) and increase attendance.		Following the introduction of a pilot text messaging reminder service in Integrated Psychological Therapy Services and Local Primary Mental Health Support Service, the service has now been extended to all Primary Mental Health Service areas.	DNA rates will be consistently monitored as part of business as usual. Further develop text service to include signposting to additional services/support including 111 Option 2 and Third Sector. Add in additional function in text messaging service to include hyperlinks for outcome measures/satisfaction questionnaires etc.	The pilot project showed a reduction of 80% in Do Not Attend rates.	
Introduce additional evidence-based group interventions as appropriately identified through the review, utilising community venues to increase uptake.		Following the success of the pilot group intervention project additional groups were held in Q3 in Llanelli, Carmarthenshire, Neyland and Aberystwyth. Currently training additional staff to plan further group interventions in Q4. 500 letters have been sent out to those on waiting lists to offer group interventions. Currently collating responses to plan for Q4 sessions.	Work with Third Sectors and community organisations to identify suitable venues that can be utilised for group work.	150 individuals have successfully completed group interventions. 75 individuals have been discharged	It has been difficult to secure community venues to run groups. Current cohorts are accessing services online. There is a risk that some clients may not be able to engage due to the requirement to use IT.

Integrated Psychological Therapy Services & Local Primary Mental Health Support Service Cont.

Key Objectives	Status	Key Achievements	Next Steps	Outcomes	Risks/Issues & Considerations
Monitor the demand and capacity of the service to reduce waiting lists and maximise capacity by monitoring and implementing performance improvements such as job Planning, caseload reviews, waiting list reviews.		<p>Review of performance improvement strategies including job planning, caseload reviews, waiting list reviews etc, are now business as usual.</p> <p>The externally provided Eye Movement Desensitisation and Reprocessing therapy continues to be monitored monthly.</p> <p>One-off therapy session to provide individuals with resilience skills to help them to self-manage while they await individual therapy continues to be offered.</p>	<p>Continue to monitor demand and capacity in line with staff skill mix.</p> <p>Continue to contact monitor Movement Desensitization and Reprocessing (EMDR) external contract in line with Eye EMDR waiting lists.</p> <p>Continue to review and monitor caseloads through supervision process.</p> <p>A mail shot to all individuals waiting over 26 weeks for therapy will be offered a group intervention.</p>	44 individuals have successfully completed eight sessions each of Eye Movement Desensitization and Reprocessing.	Inability to deliver psychology assessments and psychotherapeutic interventions due to inability to recruit to qualified psychologist vacancies, due to national shortage.
Service reporting on maintained trajectories to move to business as usual.		The service has continued to demonstrate improved compliance with improving trajectories and is on track to reach full compliance for Part 1 by end of Q4.	<p>Compliance with trajectories is continually monitored through Integrated Planning Assurance Report (IPAR) and reported monthly.</p> <p>Planned increase in group interventions.</p>	Reduction in waiting times for assessment and treatment.	

Integrated Psychological Therapy Services & Local Primary Mental Health Support Service Cont.

Key Objectives	Status	Key Achievements	Next Steps	Outcomes	Risks/Issues & Considerations
Implement a new work stream of Psychological Wellbeing Practitioners to further improve links between GP clusters, Local Primary Mental Health Support Services (LPMHSS) and other Mental Health services.		<p>The GP Cluster based Well-being Service has been fully recruited to and is now fully operational, offering face to face brief interventions cross all GP Cluster areas.</p> <p>Referrals processes have been agreed via 111 Option 2.</p>	<p>Develop a draft Service Specification and share with partners for engagement in Q4.</p> <p>Planned awareness services with partners and internal service areas to highlight benefits of service.</p>	<p>Early intervention and prevention.</p> <p>Reduced demand on primary mental health services.</p>	
Work in partnership with Primary Care and internal services to improve efficiencies in referral processes.		<p>A Partnership Agreement in respect of Mental Health (Wales) Measure (Part 1) has been developed and shared with partners for consultation.</p> <p>In line with the Delivery Unit’s All Wales review of Psychological Therapy services additional work is being undertaken to adapt and enhance services to be fully inclusive for Older Adult Mental Health clients. The service has identified and developed resources for adaptations and reasonable adjustments, including staff training.</p>	<p>Undertake review of joint assessments with Community Mental Health Teams to identify best practise and areas for improvement.</p> <p>Finalise Partnership Agreement and sign off.</p>	<p>Seamless referral process.</p>	

Older Adult Mental Health

Key Objectives	Status	Key Achievements	Next Steps	Outcomes	Risks/Issues & Considerations
Review clinical pathways for older adults experiencing mental health crisis in later life to assure equality of service with working age adults.		This action is now complete with an SBAR taken through Quality Safety and Experience Assurance Group.	Any subsequent monitoring will be undertaken through business as usual.	Timelier access to assessment and treatment.	
Explore alternative pathways (holistic multi-agency and multidisciplinary) for people and their carers living with dementia and acute-frailty distress.		<p>Some work has been undertaken to identify urgent and unscheduled care pathways for people living with Dementia experiencing acute frailty episodes across all three Health and Local Authority (LA) areas, however in order to fully complete work will need to be undertaken.</p> <p>Meetings have taken place with respective service delivery managers and project leads in all three Health and LAs e.g. Proactive Care pilot in Carmarthenshire.</p> <p>Currently identifying processes to integrate best practice Dementia Care expertise into established and developing pathways. Technically this action has been completed, however, due to service being open to further collaboration, next steps can now be considered for the next financial year.</p>	To develop draft plans to move from discovery and design principles with Health and LA colleagues to pilot a phase of an alternative pathway practices within the 2024/25 financial year.	Timelier access to assessment and treatment.	Some issues in agreeing Health Board wide pathways as each Local Authority is trialling different approaches, with differing local focuses.

Older Adult Mental Health Cont.

Key Objectives	Status	Key Achievements	Next Steps	Outcomes	Risks/Issues & Considerations
Improve psychological assessment, treatment, and clinical risk management pathways for people experiencing functional mental ill health conditions associated with and manifesting in later life.		<p>The service has reviewed the Local Primary Mental Health Support Services and the Integrated Psychological Therapy Service pathways and made recommendations for reasonable adjustments to enable older people easier access.</p> <p>Psychologists are picking up internal clinical cases delivering psychological treatment. Improved pathway.</p> <p>Some CMHT staff have been identified to undertake psychology treatment modalities.</p>	Undertake functional data collection for community services to enable a holistic picture.	Improved pathways for access to assessment and treatment.	Capacity remains challenging with increasing referral rates.
Agree a holistic clinical pathway for people living with dementia whilst experiencing acute-frailty distress during inpatient episodes of care.		<p>While there has been a strong commitment from geriatricians to support this it has been difficult to schedule meetings in the summer due to geriatrician’s operational pressures and leave. Unfortunately, operational pressures have remained over winter, and it has been agreed to move this on until the next financial year.</p>	<p>Schedule design meeting to define and test the model for Q4.</p> <p>Agree revised timescales for pilot in 2024/25.</p>	Improved pathways for access to assessment and treatment.	Clinical capacity to support the design and implementation of the pilot phase will be challenging to due to service pressures as staffing issues.

Older Adult Mental Health Cont.

Key Objectives	Status	Key Achievements	Next Steps	Outcomes	Risks/Issues & Considerations
Integrate the Dementia Wellbeing Teams into a single Dementia Wellbeing Service networked across the region to simplify access, assessment and intervention for people living with dementia, unpaid and paid carers/professionals alike.		<p>New service specifications for the Memory Assessment Service and the Dementia Well-being Service have been engaged on and signed off through internal governance processes.</p> <p>The new Service Delivery Manager for Dementia Well-being Services came into post in Q3. Following her induction, she will focus on delivering the delivery of the regional Dementia Well-being Strategy.</p> <p>The service has reviewed and made recommendations/reasonable adjustments on a number of internal pathways to enable easier access for older adults including Integrated Psychological Therapy Services and Local Primary Mental Health Support Services, Co-occurring Substance Misuse Services and Health Psychology.</p>	Following her induction, the Service Delivery Manager will focus on the delivery of the regional Dementia Well-being Strategy.	<p>Increased capacity.</p> <p>Improved outcomes for individuals.</p> <p>Seamless access to services.</p>	
Improve access to psychological therapies for people experiencing functional mental health needs in later life.		<p>Workforce readiness: Practice Transformation sessions to facilitate and change practice of Community Psychiatric Nurses to deliver more psychologically informed practice and psychotherapeutic treatments will now be undertaken next year.</p> <p>All identified staff are currently undertaking therapies training through Health Education and Improvement Wales funding. This will be completed by Q4.</p>	<p>Identified clinical staff to undertake therapies training through Health Education and Improvement Wales (HEIW) prior to March 2024.</p> <p>Identify respective job descriptions and move into recruitment processes.</p>	<p>Improved access to therapies.</p> <p>Reduction in waiting times for psychological intervention.</p>	

Commissioning

Key Objectives	Status	Key Achievements	Next Steps	Outcomes	Risks/Issues & Considerations
Develop commissioning principles to define the commissioning role and operational roles based on the recommendations of the National Collaborative Commissioning Unit (NCCU) review.		<p>The report has identified a number of cross cutting themes and actions which need to be considered alongside other audit/action plans across the Directorate.</p> <p>In line with this, we are working with the Values Based Health Care team to streamline responses and actions.</p>	Following the outcome of the work being undertaken by the Values Based Health Care team responsible clinicians will be identified to lead respective workstreams to take forward key actions.	Commissioning principles actions will lead to improvements in commissioning arrangements which will increase outcomes for individuals in placements.	Completion and implementation of the Action Plan requires directorate wide involvement and commitment from senior clinicians to progress, therefore operational pressures may affect capacity to deliver within the agreed timeframes.
Pilot revised joint funding request process and roll out based on findings.		<p>Following the development of a regional joint funding request process developed through the West Wales Care Partnership (WWCP).</p> <p>A pilot project between Carmarthenshire Local Authority and Carmarthenshire Community Team for Learning Disability to trial joint funding request processes has commenced in Q3.</p>	<p>Review of pilot project in Q4, to include guidance and pathway flow.</p> <p>Discussions taking place with Pembrokeshire County Council to agree a pilot initiative to commence in Q1 2024/25.</p>	Reduction in decision making process/time to make funding decisions on complex needs cases.	Improvements in joint funding requests require robust multidisciplinary team (MDT) decision making and joint LA and Health commitment to resolve issues, which are oftentimes complex and require extended periods of time.

Commissioning Cont.

Key Objectives	Status	Key Achievements	Next Steps	Outcomes	Risks/Issues & Considerations
Undertake the Regional Progression Project, with the aim of achieving financial savings target of £1.2 million.		<p>Regional working continues to work well with regional processes agreed on jointly worked cases. Following a regional presentation in November Regional Improvement Funding has been approved into 2024/25.</p> <p>Current savings projection against the target £1.2 million remains at £600,000.</p> <p>Band 5 Occupational Therapist rotation commenced in November 2023.</p>	Work is underway to establish a Complex Needs pilot in Carmarthenshire, which has been funded via the Housing Support Grant.	<p>Will enable individuals to step down to less restrictive placements.</p> <p>More independent settings will lead to improved long-term outcomes for individuals.</p>	<p>One of the main issues in achieving the savings target is the lack of availability of council accommodation eg there are 15 individuals that could step down into independent accommodation however there are no suitable/available Local Authority housing options.</p> <p>Regional Improvement Funding expectation is that projects will be sustainable and mainstreamed within five years therefore a financial exit strategy is required.</p>
Engage with Regional partners and Health teams to develop new service models.		<p>Following the Market Stability Report the Regional Partnership Board have commissioned Oxford Brookes to undertake a regional commissioning capacity report.</p> <p>A Carmarthenshire Accommodation and Efficiency Project Group has been established to support the development of new services initiatives. Reviewing.</p>	Regional workshops have been planned for Q4 to consider the outcomes of the capacity report to identify actions and next steps.	The outcome of the regional commissioning capacity work will inform regional commissioning intentions and requirements leading to increased capacity across partner agencies.	

Substance Misuse

Key Objectives	Status	Key Achievements	Next Steps	Outcomes	Risks/Issues & Considerations
Develop additional services and implement pathways to meet the needs of those with complex needs where substance misuse is a factor, alongside regional partners.		<p>Monitoring and reviewing of the Co-occurring Substance Misuse Framework has been agreed through the Co-occurring Board, reporting into the Area Planning Board.</p> <p>Work continues on the national Co-occurring Substance Misuse Action Plan.</p> <p>The newly established Alcohol Related Brain Damage working group continues to oversee pathway development and resource requirements.</p> <p>Following a review of service needs it has been agreed to amend the previously agreed funding for a Complex Needs Caseworker post to a Band 7 Clinical Lead in Alcohol Related Brain Damage. Proposals are currently with Welsh Government for approval.</p>	<p>Agree plans to extend the new Framework to include children and young people, Police, Probation services and Third Sector partners.</p> <p>Following Welsh Government approval undertake recruitment for the proposed Band 7 Clinical Lead post.</p>	<p>Improved pathways for people with complex needs to ensure timelier access to assessment and treatment.</p> <p>Holistic services provided through a coordinated multi-agency approach.</p>	

Substance Misuse Cont.

Key Objectives	Status	Key Achievements	Next Steps	Outcomes	Risks/Issues & Considerations
Further develop and embed the new prescribing model to ensure that clinical governance, pathways, processes and estate are in place to support the new staffing structure.		<p>Advanced Nurse Practitioner/Nurse Prescriber posts have been successfully recruited into, coming into post in Q3.</p> <p>Controlled Drug Storage License applications have been submitted. Interim arrangements continue with shared space made available in Brynmair Clinic to enable Buvidal prescribing.</p>	Home Office inspection for Controlled Drugs License application scheduled for Q4.	Timelier access to treatment/medications.	<p>Until Home Office have approved the applications arrangements for controlled drug storage, licenses continue to be interim.</p> <p>The Llanelli North Dock capital development has been delayed due to planning consent issues. Awaiting confirmation on whether the Area Planning Board will appeal the planning decision.</p>
Improve and implement arrangements for service user feedback, individual outcomes monitoring and reporting.		<p>Following the review of service user feedback and outcome measures new processes have been developed within the Community Drug and Alcohol Team.</p> <p>The Commissioning Team is currently developing similar processes.</p>	<p>Regular monitoring of service user feedback and outcomes measures has been established and will become business as usual.</p> <p>Plan to extend to wider commissioning arrangement.</p> <p>Embed service user feedback in the review process to ensure consistency.</p>	Feedback will be reviewed and monitored to ensure that services align to service user expectations and needs.	

Autism Spectrum Disorder

Key Objectives	Status	Key Achievements	Next Steps	Outcomes	Risks/Issues & Considerations
Work collaboratively with Welsh Government to implement the recommendations of the Welsh Government Neurodevelopmental review.		<p>Work on the Neurodevelopmental 3-year Improvement Plan continues.</p> <p>Work continues with Regional Partnership Board colleagues to develop regional integrated plans to meet the Code of Practice and implement new service initiatives.</p> <p>All Wales Delivery Unit review of Neurodevelopmental services has been published. The service is currently working up an action plan in response to the report recommendations, which will need to be agreed with the Delivery Unit.</p>	Finalise action plan and agree next steps with the Delivery Unit.	<p>Streamlined access to services.</p> <p>Improved performance to meet agreed trajectories.</p>	Autism Spectrum Disorder (ASD) performance continues to remain significantly challenging with increased demand and limited capacity.
In line with the anticipated recommendations of the review develop ways to deliver timely multi-disciplinary assessments and interventions across the age range.		<p>Review of clinical and administrative processes has been undertaken in both services.</p> <p>Work has begun to further develop pre and post diagnostic support in Integrated Autism Service (IAS) and introduced in Adult Attention Deficit Hyperactivity Disorder (ADHD) .</p> <p>Work has begun to explore ways to align Adult ADHD and IAS services and Children’s ADHD and Neurodevelopmental (ND) service. Including the development of <5’s integrated pathway between Children’s ND and Child Health.</p>	<p>Ongoing Plan Do Act Study (PDSA) cycle to ensure seamless and efficient processes are in place.</p> <p>Regular supervisions are scheduled which manage caseload allocations and waiting list monitoring.</p> <p>Regular job planning scheduled for clinical and support staff.</p> <p>Finalise <5’s integrated pathway.</p>	<p>Streamlined access to services.</p> <p>Improved performance to meet agreed trajectories.</p>	Recruitment into Clinical Psychology posts remains an issue.

Autism Spectrum Disorder Cont.

Key Objectives	Status	Key Achievements	Next Steps	Outcomes	Risks/Issues & Considerations
Secure additional funding to increase workforce to meet demand capacity imbalance from Welsh Government Neurodivergence Improvement Funding.		Successfully awarded £297, 000 through the Neurodivergence Improvement Fund monies of 297,000K (non-recurrent) has been allocated to the Health Board. The recruitment process has commenced with new starters expected in Q4.	Recruit to new posts once funding has been granted.	Increased capacity. Improved performance to meet agreed trajectories.	Funding is for 12 months which will make it difficult to recruit applicants on short term contracts.
Work with procured private providers to deliver timelier assessments to reduce excessive waiting times.		Both contracts (Adult and CYP) have been in place since Q1 and both are meeting their agreed targets and outcomes.	Maintain monthly contract monitoring meetings to manage referrals and evaluate effectiveness.	140 CYP Autism Assessments have been undertaken in year. 147 CYP Adult Autism Assessments have been undertaken in year.	Funding for both contracts is not sustainable and has been agreed outside of budget.
Work with the Delivery Unit to agree realistic trajectories to meet national targets.		All Wales Delivery Unit review of Neurodevelopmental services has been published. The service is currently working up an action plan in response to the report recommendations, which will need to be agreed with the Delivery Unit.	Continue with routine internal monitoring processes established to monitor waiting lists.	Improved performance to meet agreed trajectories.	Current demand continues to outweigh capacity, which is severely impacting on performance targets.

Learning Disabilites & Inpatients

Key Objectives	Status	Key Achievements	Next Steps	Outcomes	Risks/Issues & Considerations
Learning Disabilities					
Co-production of the new service model for inpatient care and enhanced community services.		<p>The multi-agency programme group continues to meet bi-monthly to oversee the service redesign. Carers and people with lived experience have been identified from all three Local Authority areas to become members.</p> <p>Co-production workshops have taken place across all three Local Authority areas, this has now been extended into Q4 to enable more detailed engagement with individuals with complex needs and their carers.</p> <p>A new job description of a Lead Nurse for Learning Disabilities has been developed and is currently going through Job Evaluation.</p>	<p>Process mapping of all pathways is being supported by Improvement Cymru. Workshops have been extended into Q4.</p> <p>Begin recruitment for Lead Nurse for Learning Disabilities.</p> <p>Service Specification will be finalised in Q1 2024/25 following extended engagement and coproduction.</p>	<p>Improved caseload management.</p> <p>Service efficiencies.</p> <p>Better utilisation of resources.</p> <p>Improved performance.</p>	
Undertake an Organisational Change Process for staff working in new ways to support the model.		Following the development of the new service specification including, pathway redesign, roles and functions etc an Organisational Change Process will be undertaken with all affected staff, including those supporting the Learning Disability bed on adult inpatient wards.	Following agreement to extend co-production and Organisational Change Process will be undertaken in Q4/Q1. This has been rescheduled due to in year financial pressures.		There is a national shortage of Learning Disability Nurses which may impact planned recruitment for new service model.

Learning Disabilites & Inpatients Cont.

Key Objectives	Status	Key Achievements	Next Steps	Outcomes	Risks/Issues & Considerations
Inpatient Services					
Develop and implement service specification for acute wards.		<p>Following approval to integrate Learning Disability inpatient services within Adult inpatients, an integrated service specification is in development.</p> <p>The Learning Disability pathway element is being supported by Improvement Cymru, with development workshops extended from Q3 through to the end of Q4.</p>	Finalise service specification and engage with stakeholders.	<p>Seamless pathway of care.</p> <p>Improved admission procedures.</p> <p>Improved processes and procedures.</p> <p>Earlier discharge times.</p>	<p>Demand on inpatient beds continues to remain high, with surge beds being used occasionally to ease pressures when needed.</p> <p>Inpatient Services continue to be impacted by a lack of registered nurses to safely staff wards, exacerbated by staff sickness, maternity leave and difficulties with recruitment.</p>
Develop the assessment and treatment pathways for inpatient care.		Assessment and treatment pathways will be developed in line with the overarching service specification as outlined above.	Establishment of clinically led workstreams scheduled to commence in Q4.		

Psychology

Key Objectives	Status	Key Achievements	Next Steps	Outcomes	Risks/Issues & Considerations
Strengthen the professional leadership of psychology ensuring governance, supporting consultant psychologists and psychological therapy leads, and provide professional input and advice to directorate strategy and operational delivery.		<p>The new Professional Lead came into post in Q3. He is currently completing an extensive induction across all service areas.</p> <p>The Consultant Psychologists monthly meetings have been re-established.</p>	Re-establish the Psychological Therapies Multi-agency Meeting, which was stood down in 2023/24.	Leadership and governance to psychology services across the age range.	
Improve vacancy position and sustainability plan for the future including finalising plans for ‘Grow your own’ workforce and exploring new roles.		<p>Work has been undertaken with South Wales Clinical Psychology Training course to agree the process for the 2024 Grow Your Own intake. This will see three places prioritised for HDdUHB employees. Additionally, we will offer placements to three additional trainees under the regional model, giving us a throughput of six trainees.</p> <p>Annex 21 has been applied to recent Band 8B adverts resulting in successful appointment to two posts in MHLd in the Q3.</p>	<p>Agree plan to further support the retention of Assistant Psychologists post qualification, so that Grow Your Own is one strand of a wider strategy, e.g. recruiting Assistants who leave to take up Training places on other courses in the UK to return to HDdUHB upon qualification.</p> <p>Consider Clinical Associate Applied Psychologist as potential solution in some areas at Band 7. Next intake will be January 2025.</p>	Improved workforce retention and recruitment.	
Enable gaps in the psychology establishment of input into critical areas of mental health to be remedied with specific input and through evaluation of outcomes plan for more sustainable establishment.		<p>Annual Recovery Plan action to review financial establishments is still ongoing with a revised completion date of Q4.</p> <p>Professional Lead working with Operational colleagues and Consultants in each Speciality area to review existing vacancies and consider alternative workforce models. Particular focus on Older Adult, Forensic and Adult Mental Health.</p>	Following budget reconfiguration longer term sustainable workforce planning will be undertaken.	Improved access to psychological therapies (assessment and treatment) all ages.	

Recommendations & Assurances

Strategic Development and Operational Delivery Committee is asked to
NOTE:

- The MH&LD Directorates progress against its planning objective as presented, including the associated risks, issues and considerations for each service area as highlighted.
- That assurances and mitigations against each service area's objectives are being managed/scrutinised through Business Planning, Performance and Assurance Group and Quality, Safety and Experience Assurance Group and that Quarterly monitoring and reporting arrangements have been developed.