

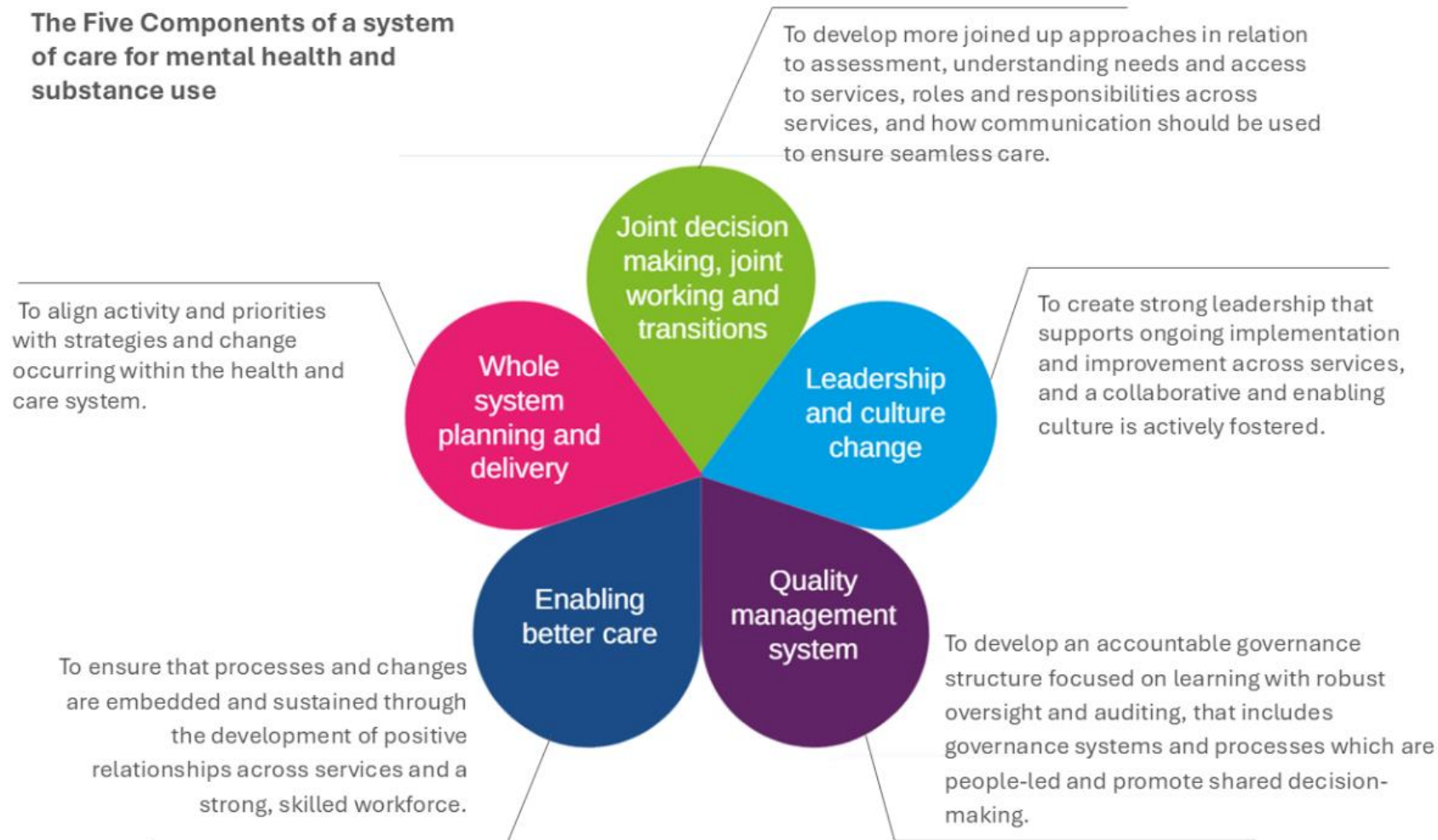
Mental Health and Substance Use Protocol Programme: National Learning Event

Options Appraisal: Supporting informed decision making

Agenda

Time	Topic	Lead
1pm	Welcome and introductions	Benjamin McElwee, Senior Improvement Advisor, Healthcare Improvement Scotland
1:05pm	Options Appraisals and The National Mental Health and Substance Use Protocol	Benjamin McElwee, Senior Improvement Advisor, Healthcare Improvement Scotland
1:15	Overview and discussion of different approaches to collaborative care	Gregory Hill-O'Connor, Strategic Planning Advisor, Healthcare Improvement Scotland
1:55	Options Appraisals as a way to inform decisions	Clare Hammond, Senior Strategic Planning Advisor, Healthcare Improvement Scotland
2.05pm	Q & A / Panel discussion	All
2.25pm	Closing remarks	

The Five Components of a system of care for mental health and substance use



Mental Health and Substance Use Toolkit

1- Identify



National Mental Health and Substance Use Protocol

Substance use and mental health concerns - The Way Ahead: rapid review recommendations

Self reflection tool

Strategic gap analysis

3 - Develop and design



Building your team

Three horizons

Options appraisal

How might we

Matchmaking care

Personas

Developing aims

6 - Define and implement



Implementation planning

8 - Sustain



Sustain

2 - Understand



Interconnected system map

Staff conversations

Offer map

Engaging with stakeholders

Journey mapping

Understanding systems and creating conditions

4 - Prototype and test



Testing changes

Communication and engagement plan

5 - Review for implementation



Review for implementation tools

7 - Embed



Embedding changes

Options Appraisal: Supporting informed decision making

Gregory Hill O'Connor, Strategic Planning Advisor, Healthcare Improvement Scotland

Thinking about integrated delivery

Co-ordinated care – Mental health and substance use professionals **practice separately**

Co-located care – Mental health and substance use professionals **practice in parallel**

Integrated care – Mental health and substance use professionals **collaboratively design and implement** unified care plans

Thinking about integrated delivery

Funding

System investment

Inter-departmental
collaboration

Integrated working in
service specifications

Organisational

Inter-agency
relationships

Common agency
goals

Co-location

Service delivery

Staff training

Information sharing

Case management

Referral

Professional networks

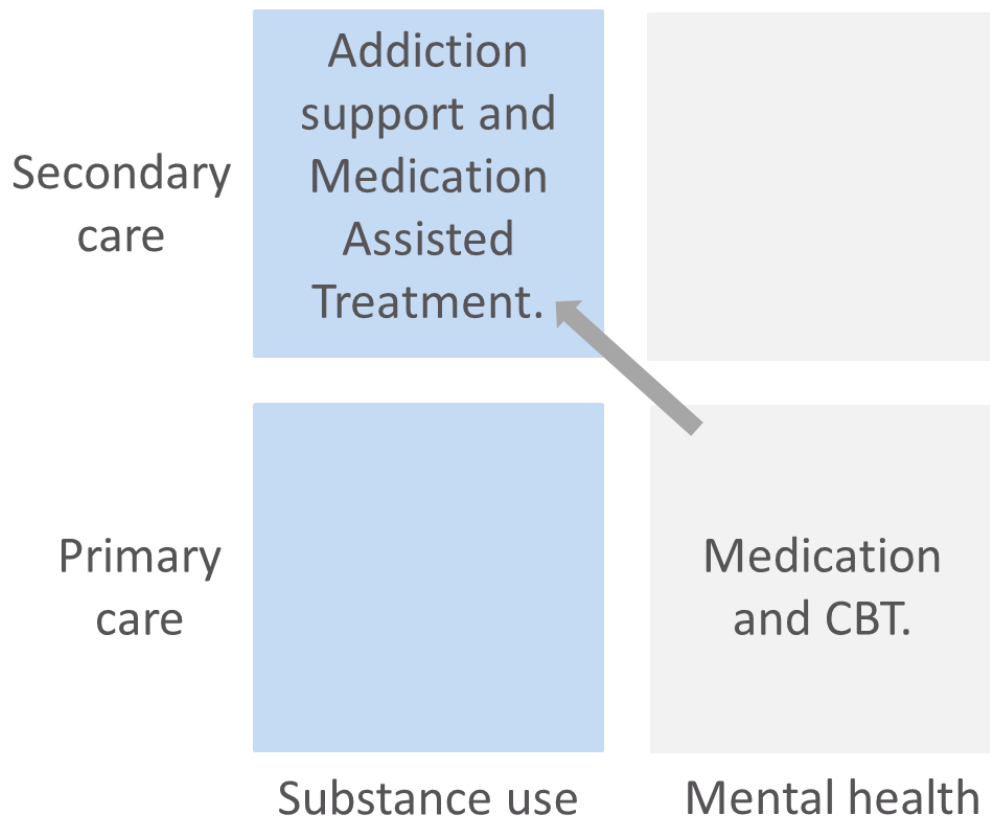
Clinical

Screening

Joint care planning

Staff supervision

Thinking about integrated delivery



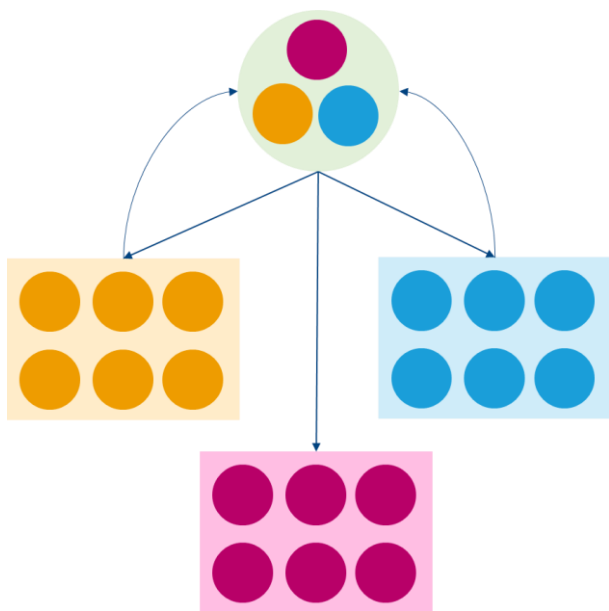
Exploring some options

Think about

- Where are your challenges?
- What do people want/need?
- What is your culture? Do you want to change or accommodate it?
- How might this work at different levels?
- What does it mean for you right now?

Shared decision making model

This option sees the creation of a separate hub meeting, made up of members from mental health services, substance use services, and the third sector, to jointly assess need and decide most appropriate services to provide care.

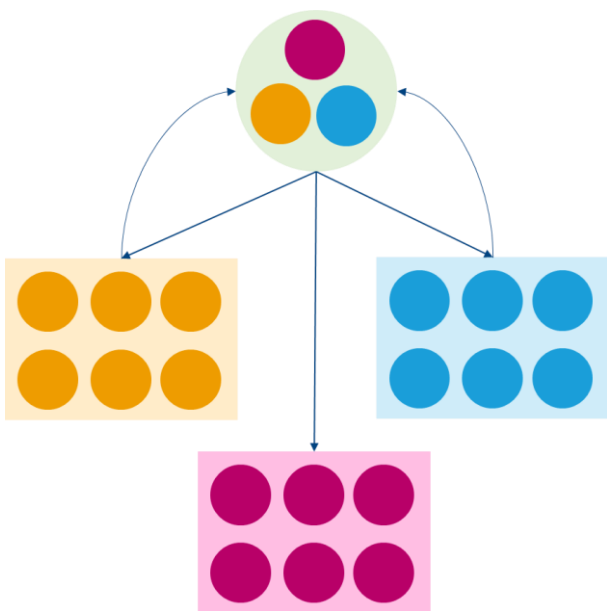


Core features

- Incoming referrals are discussed and allocated to appropriate services.
- Staff can bring cases where needs might have changed and require additional input.
- Option to invite additional services into the hub such as housing where deemed important.
- Commissioned, case holding third sector services equipped to provide psycho-social interventions and key working support are involved.

Shared decision making model

This option sees the creation of a separate hub meeting, made up of members from mental health services, substance use services, and the third sector, to jointly assess need and decide most appropriate services to provide care.



Strengths

- Improved access
- Collaboration with third sector services
- 'Network' effect

Limitations

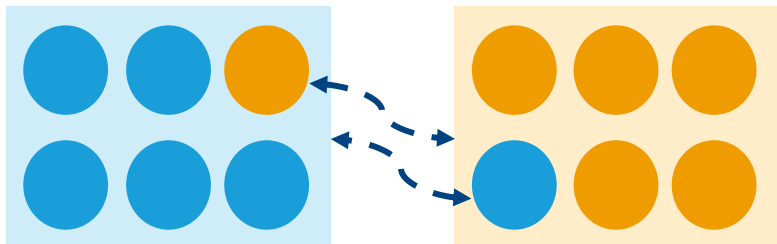
- Does not extend to joint delivery
- Thresholds with services remain a challenge

Considerations

- Supports horizontal integration
- Focussed on access
- Relies on existing staff/services

In-house support provision

This option centred on planned input into each other's services, including direct delivery of support from a specialist who retains clinical links between services.

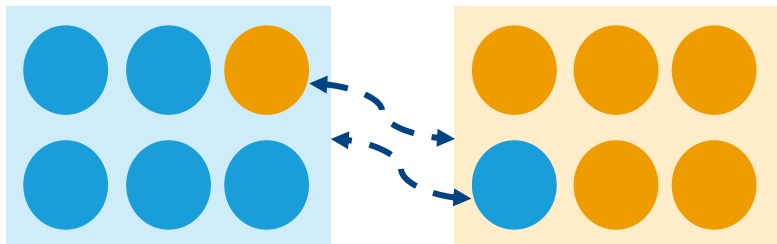


Core features

- Agreed screening to allocate between core service and additional specialist support
- Agreed interventions and support to be provided by the additional specialist support
- Clinical supervision across services
- Protected time to provide reflective practice and internal capacity building activities

In-house support provision

This option centred on planned input into each other's services, including direct delivery of support from a specialist who retains clinical links between services.



Strengths

- Clinical integration
- Greater choice
- Supporting transitions

Limitations

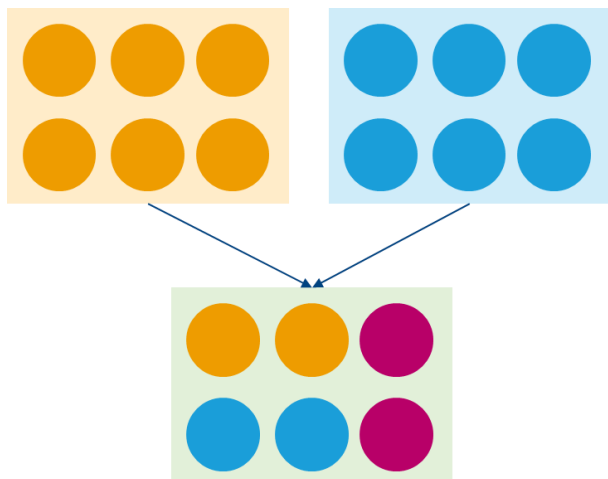
- High level of cultural readiness required
- Risk of over-reliance of the specialists

Considerations

- Supports continuity of care
- Structured approach to clinical relationships

Co-occurring conditions team

This option relates to the creation of a specific team that provides care for people with concurrent mental health and substance use support need.

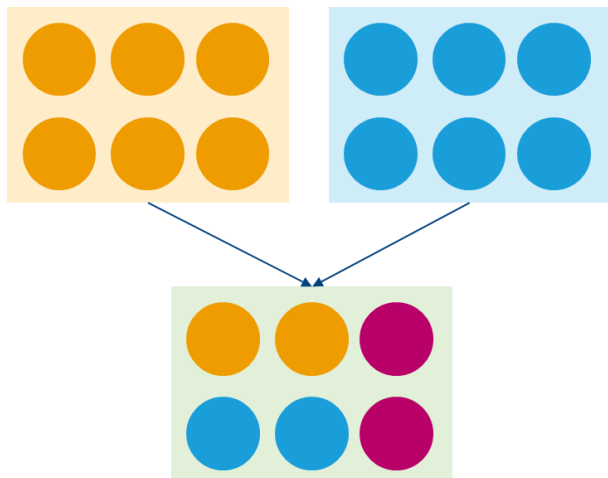


Core features

- Team includes nurse consultant, recovery worker, specialist dual diagnosis worker, peer mentor and link worker
- Communication pathways with core services, including sharing care plans
- Clear processes for identifying and agreeing people to be supported by the team
- Potential for inclusion of third sector workers within the team

Co-occurring conditions team

This option relates to the creation of a specific team that provides care for people with concurrent mental health and substance use support need.



Strengths

- Joint delivery of support
- Staff supported to build specific expertise around co-occurring conditions
- Flexible support as needs fluctuate

Limitations

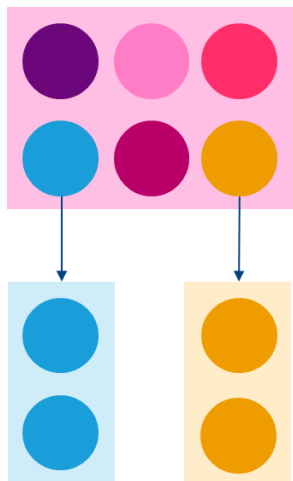
- Risk of over-reliance on the team for all people using substances
- Not recommended by 'The Way Ahead'

Considerations

- Can provide wrap around support for complex needs
- Integrated funding

Third sector keyworking

This option relates to the commissioning of a third sector service that will be responsible for key working and care coordination, includes clinical roles and is able to bring in more specialist support when required.

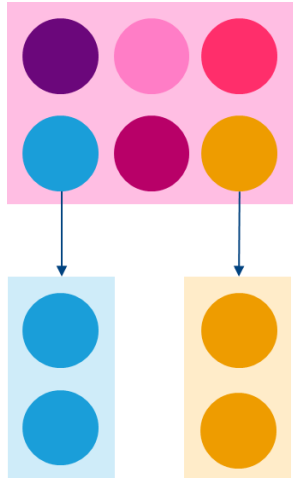


Core features

- Integrated workforce that provides high level therapeutic interventions alongside social/emotional support
- Specialists support the team to allow for 'step up' care
- Agreed thresholds for involvement in secondary services
- No discharge' policies within secondary care to allow for flexibility around re-accessing services

Third sector keyworking

This option relates to the commissioning of a third sector service that will be responsible for key working and care coordination, includes clinical roles and is able to bring in more specialist support when required.



Strengths

- Supports complex needs with formal integration of services
- Flexible support with clear roles around care coordination
- Inclusion of non-clinical outcomes in care planning

Limitations

- High investment costs linked to third sector commissioning
- Lack of digital infrastructure for information sharing

Considerations

- Strengthens third sector support
- Centres care within communities

All about Options Appraisal

Clare Hammond, Senior Strategic Planning Advisor, Healthcare Improvement Scotland

Where does Options Appraisal fit in

Where does Options Appraisal fit in

Population needs
assessments



Where does Options Appraisal fit in

Population needs
assessments



Legislation, policy
and strategy

Where does Options Appraisal fit in

Population needs
assessments



Legislation, policy
and strategy

Status quo
analysis



Where does Options Appraisal fit in



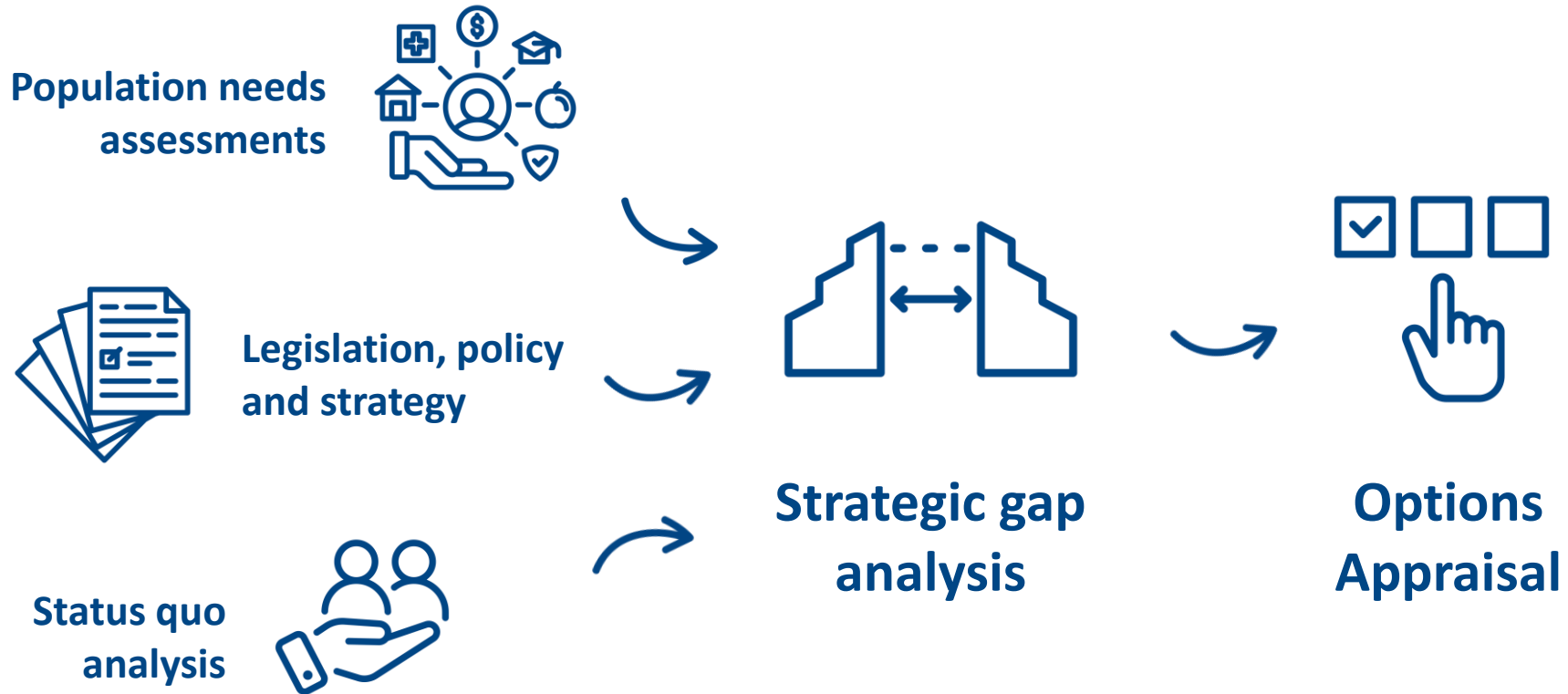
Where does Options Appraisal fit in



Where does Options Appraisal fit in



Where does Options Appraisal fit in



What is Options Appraisal

What is Options Appraisal



Aims and objectives

What is Options Appraisal



Aims and objectives



Identify criteria

What is Options Appraisal



Identify criteria

- Avoid generic criteria – be specific to your context
- Make sure everyone has the same understanding of what they mean

What is Options Appraisal

1. Effectiveness
2. Cost effectiveness
3. Access and accessibility
4. Service quality and delivery
5. Organisational feasibility and sustainability

What is Options Appraisal

1. Effectiveness

Improved mental health and substance use outcomes - eg

2. Cost effectiveness

- **symptom reduction**

3. Access and accessibility

- **increased abstinence**

4. Service quality and delivery

- **decreased hospitalisations.**

5. Organisational feasibility and sustainability

What is Options Appraisal

1. Effectiveness
 2. **Cost effectiveness**
 3. Access and accessibility
 4. Service quality and delivery
 5. Organisational feasibility and sustainability
- **Financial cost per client/cost-benefit analysis considering potential long-term cost savings.**
 - **Wider system savings related to reduced demand for other services, such as Emergency Department attendance and blue light service involvement.**

What is Options Appraisal

1. Effectiveness
2. Cost effectiveness
- 3. Access and accessibility**
 - **Service availability/convenience (location, hours, transportation, wait times).**
 - **Access to additional services for escalated need and ease of transitions.**
 - **Integration with existing health and social services.**
4. Service quality and delivery
5. Organisational feasibility and sustainability

What is Options Appraisal



Aims and objectives



Identify criteria



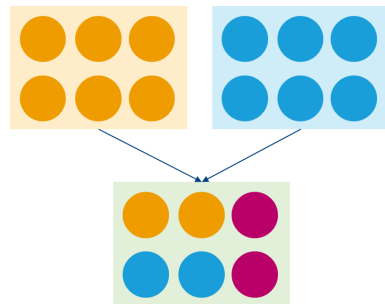
Identify options

What is Options Appraisal



Identify options

- From evidence
- From policy and standards
- From other areas
- Use ours as a starting point



What is Options Appraisal



Aims and objectives



Identify criteria



Identify options



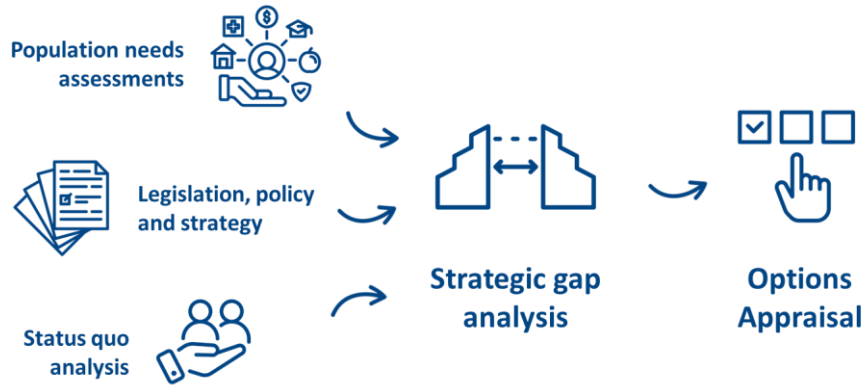
Gather information

What is Options Appraisal

- From a wide range of sources and triangulate
- Your prior analysis will help



Gather information



What is Options Appraisal



Aims and objectives



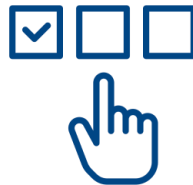
Identify criteria



Identify options



Gather information



Appraise options

What is Options Appraisal



Aims and objectives



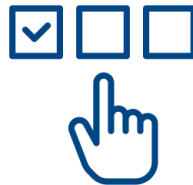
Identify criteria



Identify options



Gather information



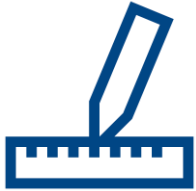
Appraise options



Make recommendation

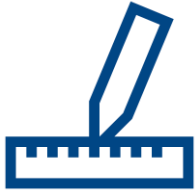
Why do an Options Appraisal

Why do an Options Appraisal



**Adds rigour to the
decision you make**

Why do an Options Appraisal

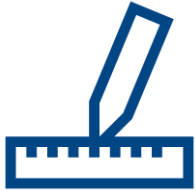


**Adds rigour to the
decision you make**



**Drag and drop
doesn't often work**

Why do an Options Appraisal



**Adds rigour to the
decision you make**

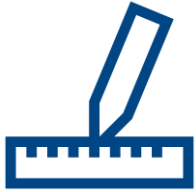


**Drag and drop
doesn't often work**



**Provides structure
to engagement**

Why do an Options Appraisal



Adds rigour to the decision you make



Drag and drop doesn't often work



Provides structure to engagement



Agreeing criteria to reach consensus

Engaging people in Options Appraisal

Engaging people in Options Appraisal



**Analysis quality and
credibility**

Engaging people in Options Appraisal



**Analysis quality and
credibility**



**Shared and realistic
expectations**

Engaging people in Options Appraisal



**Analysis quality and
credibility**



**Shared and realistic
expectations**



**Appraising options
together**

Engaging people in Options Appraisal



**Analysis quality and
credibility**



**Shared and realistic
expectations**



**Appraising options
together**



**Create environment
open to challenge**

Engaging people in Options Appraisal



**Analysis quality and
credibility**



**Shared and realistic
expectations**



**Appraising options
together**



**Create environment
open to challenge**

Open discussion and Q&A



Feedback

**Use the link in the chat
box or scan the QR code**

**Mental Health and Substance Use:
Options Appraisal**



Peer Network workshop

Join the Mental Health and Substance Use Peer Network....

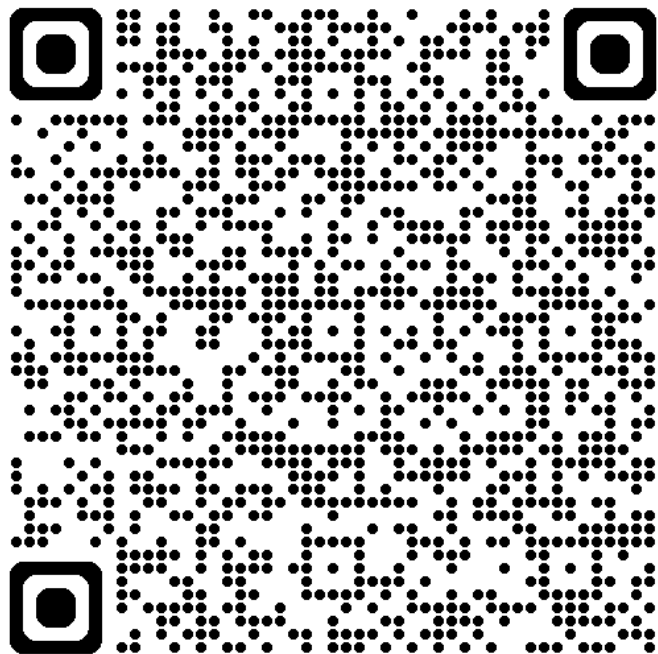
- To build knowledge and accelerate improved outcomes,
- Connect with people to share learning, successes and challenges,
- Develop an understanding of co-occurring mental health and substance use needs within the health and social care system.

Our next workshop is taking place on **22 October at 14:00** to continue the discussions held today, join the network to take part:

<https://tinyurl.com/mpt3hnh6>

Mental Health and Substance Use: Toolkit

- We have launched a new Mental Health and Substance Use Toolkit
- It shares tools that can help staff with the process of designing and delivering services.
- Using the framework of the Scottish Approach to Change, it can support and guide teams on how to approach and make changes, from initial planning through to implementation and sustainment.



Scan the QR code to access our
Toolkit

Register for upcoming event

Mental Health and Substance Use: National Learning Event - Primary Care & Missingness

30 October, 1-2.30pm

This event will focus on **primary care responses** and **why 'missingness' matters**, and will explore:

- Applying a 'missingness' lens; addressing 'missingness' of people with mental health and substance use conditions
- Different primary care models of responding to mental health and substance use concerns



Next steps



Mental Health and Substance Use Distribution list

Mental Health and Substance Use
- Distribution list consent form



Use the link in the chat box to sign up to our distribution list to ensure you receive all communication around future mental health and substance use events, including how to register

Keep in touch

Twitter: @online_his

Email: his.transformationalchangementalhealth@nhs.scot

Web: healthcareimprovementscotland.scot

Find out more:

<https://ihub.testing.nhsscotland.net/ihub.scot/improvement-programmes/mental-health-portfolio/mental-health-and-substance-use-protocol-programme/>