The NIMC Quarterly Report Analysis

Sharing the Vision Implementation Status Report: Quarter 3: 2022

December 2022

Introduction

Background to this report analysis

The National Implementation Monitoring Committee (NIMC) welcomes this opportunity to provide an analysis of the fifth Implementation Status Report of Sharing the Vision (Q3 2022).

This is the third Implementation Status Report to be measured against the Sharing the Vision Implementation Plan 2022 – 2024, (published in March 2022) which sets specific milestones and the expected time period for delivery with the implementation time-period commencing from the publication of the Implementation Plan.

The attached Q3 2022 Sharing the Vision Implementation Status Report (Q3 Report) has been prepared by the joint secretariats of NIMC and the HSE Implementation Group (HIG) and was submitted to the NIMC in advance of its meeting on Friday 18 November 2022. This Quarterly Report Analysis is an output of the analysis of the Q3 Report, by members of the NIMC. Additionally, this Quarterly Report Analysis benefits from the Feedback of the Reference Group. The Reference Group is tasked with providing the service user, family member and carer perspective, specifically in relation to Quarterly Reports.

Summary of statements

- **NIMC would like to highlight that staff recruitment continues to be a critical issue in mental health services.**
- **In order to properly understand both the rate of attrition of staff and the impact of new posts on the system, NIMC requests future recruitment reports provide enhanced data on the net gain of posts in HSE mental health services (capturing replacement post and new post recruitment), for a relevant quarterly time period.**
- **NIMC supports the work of the Reference Group and acknowledges in particular the longer-term positive impact of the Reference Group contribution to the policy implementation monitoring process.**
- **NIMC endorses the need for future quarterly reports to incorporate a summary of the involvement of people with lived experience in the various implementation groups associated with StV implementation.**

Commentary and Analysis

Sharing the Vision (StV) Recommendation Status

The Implementation Status Report for Q3, 2022 outlines the implementation status of all 100 recommendations as detailed in StV. In addition, for the first time it has been domain-themed, focusing on Domain 1 (Promotion, prevention and early intervention) and Domain 3 (Social inclusion), covering activity completed over the course of Q3, 2022. This domain-themed format allows for a more focused, qualitative approach to reporting. In general, the Committee requested

and welcomes this integrated report, providing an oversight of implementation across the HSE, government departments and relevant state agencies.

Key areas of implementation progress include:

- Progress continued on the recruitment of staff to teams across Early Intervention in Psychosis, Eating Disorders, National Clinical Programme (NCP) ADHD in Adults, NCP Self Harm and NCP Dual Diagnosis (p.35).
- CAMHS Mental Health Intellectual Disabilities Model of Service was launched (p.35).
- Development of new public mental health content, subsequently published on yourmentalhealth.ie, on the topics: Anxiety, stress, low mood and sleep with an enhanced focus on signposting supports and services (p.21).
- The report of the Specialist Group on Women's Mental Health is currently being finalised and the Digital Mental Health Specialist Group is developing a strategic action plan with a focus on a layered model of digital mental health support (p.21).
- A national network for health promotion and improvement officers working in the area of mental health has been established (p.21).
- The Directories of Wellbeing Continuing Professional Development (CPD) and the Catalogues of Resources for wellbeing promotion, for schools and centres of education, have been updated and published online (p.22).
- The draft Standard Operating Procedure (SOP) for the Individualised Placement Support (IPS) model of supported employment is at an advanced stage. (p.28).
- To help people aged 18-22 years who are in receipt of Disability Benefits to enter or return to employment, Intreo (Public Employment Service) case officers are currently sending Easy-to-Read letters inviting them to avail of Intreo services (p.28).

Recruitment

In previous Report Analyses, NIMC have cited recruitment as existential to the StV implementation and would like to highlight that, while significant progress has been made to date in 2023, recruitment continues to be an issue in mental health services.

NIMC notes that the HSE approved the release of 302.7 previously held programme for government (PFG) posts for recruitment in 2021, alongside planned recruitment of an additional 154.4 posts under new developments for 2021 and 322.7 posts under new developments 2022, providing for an additional 779.8 staff across services. Significant progress continued in Quarter 3, 2022 in the recruitment of staff, with 336.9 in place, and the remaining 442.9 posts at various stages in the recruitment process

NIMC will continue to prioritise recruitment, which is a standing item at meetings, and will continue to focus on the complex problems surrounding the issue, in order to make informed recommendations. A Department of Health strategic workforce planning perspective will be presented to NIMC at the December 2022 meeting to help further inform the discussion.

In order to properly understand both the rate of attrition of staff and the impact of new posts on the system, NIMC requests future recruitment reports provide to enhanced data on the net gain of posts in HSE mental health services (capturing replacement post and new post recruitment), for a relevant quarterly time period.

Reference Group Feedback

NIMC welcomes the Reference Group Feedback, with an extract of same included at Appendix I in this Analysis document. NIMC acknowledges in particular the longer-term impact of the Reference Group feedback and that feedback is provided on each of the 100 recommendations.

NIMC will seek to address the Reference Groups requests and concerns insofar as possible, recommending that in the first instance the Reference Group Feedback (where relevant) be shared with all implementation leads, so that this Feedback can support policy implementation at all levels, and so that requests for information and/or clarification can be addressed through iterative reporting processes (i.e. each report will build on and refine previous reports, to ensure continuous improvement in reporting).

The relationship between NIMC and the Reference Group should be one of collaborative partnership, whereby the full potential of the Reference Group's experience, expertise and insight can be benefited from, reflecting the appropriate relationship model between service users, services and policy makers in the implementation of the policy as a whole. Reflecting this engagement model, the NIMC supports the close working relationship developing between the NIMC and HIG secretariats through regular face-to-face engagements, serving to, address the Reference Group's need for factual information and context, but more broadly to develop this collaborative partnership. **NIMC will seek to continue this engagement on a regular basis.**

Reports

The NIMC welcomes the improvements that have been made to the Q3 Report, noting that many of the most recent changes were prompted by the Feedback of the Reference Group. The Q3 report is the first report to be domain-themed, focusing on Domain 1 (Promotion, prevention and early intervention) and Domain 3 (Social inclusion), covering activity completed over the course of Q3, 2022. This domain-themed format allows for a more focused, qualitative approach to reporting. Future reports will similarly be organised thematically.

The NIMC will constantly seek to improve and enhance reports as a key aspect of policy implementation monitoring. While the Q3 Report provides the status of recommendations by category (On-track, Minor delivery issue, Major delivery issue, Paused, Not started yet, Completed), metrics will be developed for each recommendation and included in future reporting.

The NIMC specifically requests the following improvements to future reports:

- **Include more time-specific and measurable implementation status descriptions as they are developed, on each recommendation.**
- **Greater detail on the involvement of experts by experience (people with lived experience and recovery experience of mental health challenges and family/supporters).**

Conclusion

The NIMC presents the StV Implementation Status Report for Q3, 2022, and provides this Quarterly Report Analysis. The report gives detail on the implementation status of each of the 100 recommendations as detailed in the StV policy. Notwithstanding challenges and barriers to implementation, and the urgent need for the changes as set in the StV policy, NIMC acknowledges the progress to date across several service areas.

NIMC embraces the fact that reporting remains an iterative process, seeking to provide enhanced monitoring, greater transparency and more robust interrogation of data and information provided, by working with the secretariats and implementation leads to attain the highest standards in reporting.

Appendix I
NIMC Reference Group Feedback (Extract 'Overview' and 'Summary')
November 2022

Overview

The NIMC Reference Group (hereon referred to as 'the group' or 'RG') is made up of twelve people with a range of personal, family and professional experiences, each one bringing to the group their own unique perspectives and skills. The first feedback report was made by the Reference Group in May 2022 and the second in August 2022. This is the third feedback report produced by the Reference Group and builds on the continuous improvement approach that all NIMC/Sharing the Vision stakeholders are developing. The process of putting together this report included a survey of RG members to gather information on structure, language and overall thematic areas; a template to feedback on each recommendation; an in person workshop to discuss feedback, areas of progress and remaining challenges and formation of this final report. As we continue to progress the implementation of the Sharing the Vision Implementation Plan it is clear that significant work is being undertaken within HSE services and with partner organisations and that time taken to engage multiple departments, service areas and various key leads has proven beneficial in the cohesive approach towards implementation of the 100 recommendations of Sharing the Vision.

Summary

The Reference Group would like to acknowledge the input of staff across the HSE and various government departments who were involved in submitting the update reports for Q.3 for continuing to take on board the comments and recommendations contained within our Q.2 feedback report.

While there are and will continue to be new challenges in implementation over the lifetime of the plan, the RG group feels that the design and content of the report has improved significantly, and it is now much more user friendly, enabling a wider audience to become familiar with the activities that are taking place. The departmental staff in charge of implementation have been made clear and it is hoped that as we progress further clarity around the collaboration between the HSE and voluntary and charity organisations will become more apparent, enabling a holistic all government and community approach. The group recognises that the achievement of results will take time and (patiently) look forward to moving beyond establishing workstreams and developing terms of reference towards the implementation of actions that will result in positive outcomes for service users. It was noted that further work is needed to provide:

> **'Absolute clarity as to how service user and carer voices are going to be included across all recommendations'**

There is strong consensus amongst RG members that minority groups (including Travellers) need to be given a bigger space in the implementation of the policy and subsequent reporting. All members of the community should feel acknowledged in the implementation of Sharing the Vision and the lack of inclusive language for of non-binary and transgender people in the report was disappointing.

In previous reports the RG highlighted the Ukrainian crises, the rising cost of living, the ongoing impacts of COVID and the need to address intersectionality as key environmental issues to be considered.

It would be comforting to the RG and the communities they represent to know that resourcing and financing implications for implementation of Sharing the Vison recommendations have been identified and are being addressed.

The impact of delays in the commencement of the Assisted Decision-Making Capacity Act, in relation to the implementation of Sharing the Vision was considered by the RG who expressed a number of concerns regarding ongoing delays with one RG member commenting:

'I am very worried about the implementation of the Act on StV as so much of it will require a fundamental shift in how we think about mental health, how it is funded and also how we resolve the recruitment and retention crisis in health services'

The RG felt that it was important to ensure that frontline services and supports are developed appropriately and effectively for when the Act is implemented.

Members of the RG value the positive interaction with NIMC representatives of the Department of Health and the HSE Implementation Group The openness to discuss how decisions are made and the process to collate report information brings clarity to the group and greater understanding of the challenges faced. The RG looks forward to continuing this collaboration.

Areas of positive improvement

• The structure and layout of the report, particularly the improvements in the use of hyperlinks, acronyms and the connection between this report and the previous ones

• The content update provided in some recommendations is very detailed and welcomed

• The positive interaction with NIMC representatives

• The capacity building of knowledge and collaborations amongst reference group members

• The ongoing development of an all of government approach

• The domain themed approach of Q3 report 5 Areas for continued progress

• Minority groups (including Travellers) need to be given a bigger space in the implementation of Sharing the Vison

• Greater inclusiveness within the language of the report for Transgender and non-binary people

• Clearer information on timelines across a number of recommendations

• Collaboration between the voluntary sector and the HSE in policy implementation

• Information sharing and learning across different working streams towards improved reporting and consistency in the quality of reporting

• Balancing achievement between progress in relation to shape and structure and progress on actual policy implementation

• Developing methodologies for measuring change, outcomes and impact