



Mental Health Matters

A 5 year Mental Health Strategy for The Newcastle upon Tyne Hospitals NHS Trust





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Introduction

In 2017, a National Confidential Enquiry into Patient Outcomes and Deaths (NCEPOD) 'Treat as One' report examined standards of care provided to those with comorbid mental health problems in physical health settings.

The report made several important recommendations, emphasising that mental health should be everybody's business and not only the remit of mental health specialists, and a 'Treat as One' group was started to begin to explore what this meant for Newcastle Hospitals.

Contributors

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Expert reference group

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In 2021, the Care Quality Commission (CQC) carried out a series of mental health themed reviews in acute hospital settings and made recommendations for both trusts and healthcare systems to take the parity of esteem agenda further, ensuring mental and physical health are given equal attention and resources in health and social care provision, and to ensure staff are adequately trained and supported to deliver this.

These recommendations included:

- All acute trusts should have a mental health strategy, with board level oversight and clear governance over administration and monitoring of the Mental Health Act.
- Mental health care in acute settings should meet nationally recognised standards.
- Acute trust staff should have training to provide confidence in meeting mental health needs and support for their own wellbeing.

Newcastle Hospitals has long recognised the importance of addressing mental health and psychological wellbeing of both staff and patients. Over many years we have invested in services to support this including health psychology, psychiatric liaison, chaplaincy, drug and alcohol service, learning disability liaison nurses, dementia nurse specialists and in-house occupational health services.

Following the coronavirus pandemic, mental health has become an increasing priority for society and healthcare providers, and it is clear there is still more to do to ensure the provision of fully integrated holistic services

to meet the needs of our patients, carers and staff and achieve the outcomes we aspire to.

In recognition of the importance of this developing area of work, in 2021 a psychiatrist was appointed to the new role of Honorary Associate Medical Director for Mental Health at Newcastle Hospitals, and subsequently a mental health nurse was appointed as Associate Nursing Director for Mental Health.

Our new mental health strategy, 'Mental Health Matters', aims to set a new 'gold standard' for coproduction and is the result of 18 months of truly collaborative work between the steering group, staff and an expert reference group of patients and carers.

It has been developed alongside many developments and improvements in how people's mental health needs are met when they visit or work for the Trust.

This strategy will provide a clear framework to facilitate future developments in the delivery of care for patients and staff with mental health needs, alongside our developing People Strategy which will have staff wellbeing at its heart.

Lucia Pareja-Cebrian & Michael Wright
Joint Medical Directors and executive leads for mental health

Sarah Brown
Honorary Associate Medical Director for Mental Health

Background

Newcastle Hospitals are proud to provide excellent care in a wide range of settings from hospital to home, to the growing population of Newcastle and beyond – 300,820 residents in 2019 (Office of National Statistics, ONS), expected to increase to 315,038 by 2040, with an increasingly youthful and diverse demographic.

Mental ill health is increasing throughout the population, with figures suggesting that as many as one in six people experienced a mental health issue such as anxiety in the previous week (Survey of Mental Health and Wellbeing, 2016).

Half a million people in England have a diagnosis of a severe mental illness such as schizophrenia or bipolar disorder, and the suicide rate in the North east is now the highest in the country (ONS).

Cases are rising across all age groups and the impact of the covid pandemic continues to be seen.

We know that patients with mental illness also have increased physical ill-health and experience difficulties accessing services. This group is also more likely to experience poverty, homelessness, social isolation,

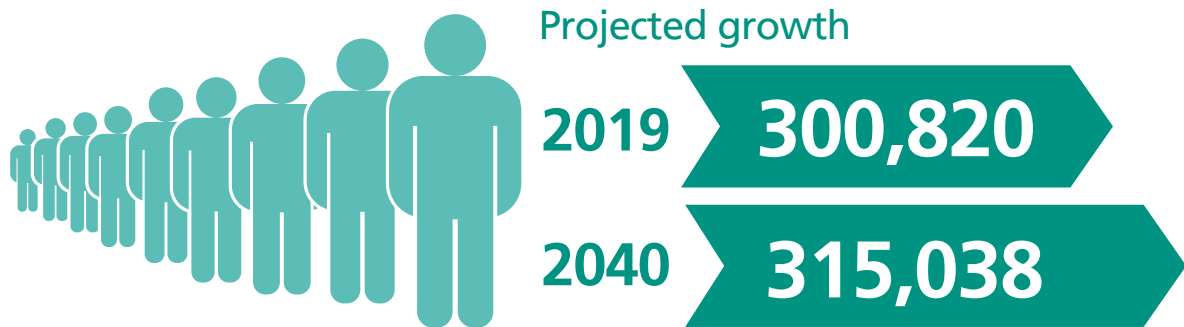
unemployment and time in prison, further increasing the risk and impact of mental illness and psychological distress.

Conversely, we know that poor mental health worsens outcomes for patients with physical health problems, increases the risk of developing other conditions, slows recovery, and can lead to greater risk of complications or death.

Clearly there is a much wider need for support than specialist mental health services can provide alone. To effectively address this, Newcastle Hospitals must recognise mental health and psychological wellbeing as a core component of overall health, and ensure we can deliver holistic care, working closely with more specialist services to achieve the best outcomes for all.



Total population of Newcastle covers



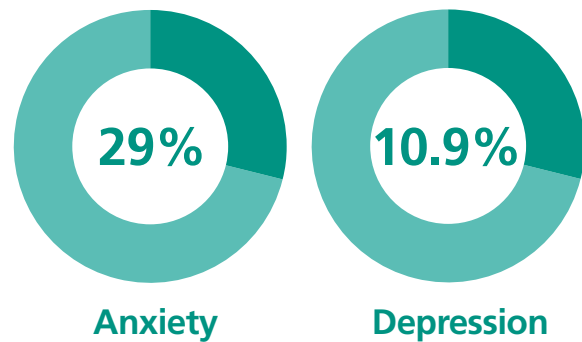
(Newcastle Future Needs Assessment City Profile – April 2021)



1 in 6

Rate of mental illness
in general population

Mental illness in general population



(Adult Psychiatric Morbidity Survey: Survey of
Mental Health and Wellbeing, England, 2014)

In 2023 one in five (20%) children (boys and girls) aged 8 to 16 years were identified as having a probable mental disorder. (Mental Health of children and young people in England report 2023, NHSE)



Rate of mental illness in hospital inpatients

(Based on current coding)



Newcastle Hospitals reports

47%

of all people discharged from wards and departments have both a mental health and physical health condition.



It is estimated that poor mental health carries an economic and social cost of

£105 billion

a year in England



(Five year forward view for mental health NHSE 2016)

Scope

This strategy will apply to people of all ages, including patients, carers and staff, using and providing Newcastle Hospitals services (inpatient, outpatient and community services).

All aspects of mental health and wellbeing are covered including mental illness, psychological distress, dementia, autism and learning disability.



Ambitions

Our ambitions are aligned to the 5Ps of our strategic framework - patients, people, pioneers, performance, partnerships.

1. High quality care, in a safe and suitable environment. (*Patients*)

We will:

- Provide highly trained and suitably skilled staff to deliver high quality, safe, effective, and dignified care in all settings.
- Consider safety, dignity, wellbeing, and patient and carer views when developing our services and clinical environments.

2. High quality training, education, supervision and support for staff – for effective care delivery and supporting their own. This will build on existing work including Care For Me With Me, the trust wellbeing strategy, and align with existing services including occupational health, health psychology, psychiatric liaison and the chaplaincy service. (*People*)

We will:

- Develop training for all staff, with tailored training for areas with the greatest need, such as children's services, maternity, intensive care, emergency department and other services providing urgent care for patients experiencing mental health difficulties.
- Work with experts, including people with lived experience, carers, mental health trusts and 3rd sector organisations to develop and deliver mental health training.



- Support staff with high quality clinical supervision and and promote effective practice.
- Support staff to access resources within staff wellbeing services and occupational health.

3. Improved outcomes – improved patient experience, reducing inequalities, more holistic and integrated care, learning together from patient experience, closer working with partners (*Pioneering*).

We will:

- Listen to, care for, and look after you as a whole person, considering both physical and mental wellbeing and supporting their loved ones.
- Engage patients and carers in reviewing and developing our services.
- Listen to and respond to feedback from patients, carers and partners.
- Learn from incidents related to mental ill health, through effective review, reflection and effectively sharing the learning with colleagues at every level.
- Keep up to date and respond to developments to support people with mental health needs effectively in the future.

4. Governance structures overseeing mental health and wellbeing will be embedded at every level in the organisation from Ward to Board. (*Performance*)

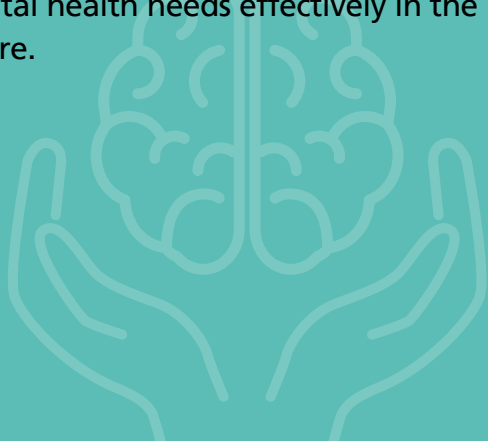
We will:

- Develop a Mental Health Committee reporting to the Board via the Quality Committee, including specialists in mental health and experts by experience. This group will ensure mental health has its own dedicated agenda within Newcastle Hospitals. It will provide assurance that each Clinical Board and service has effective processes embedded to address patient, carer and staff mental health and wellbeing. There will be clear executive oversight and dedicated leadership at all levels.

5. Development of an easily accessible digital resource for all mental health matters within Newcastle Hospitals, bringing relevant information together in one place with links to our local specialist mental health provider (Cumbria, Northumberland, Tyne and Wear Mental Health Foundation Trust, (CNTW)) and other relevant providers. (*Partnerships*)

We will:

- Develop an easily accessible digital resource for staff to signpost patients, carers and colleagues to services, to offer holistic support.
- Ensure the provision of accurate, accessible, and up to date information for staff, patients and carers.



Interfaces and alignment

The intention of this new mental health strategy is to provide an overarching framework within which other relevant organisational strategies, policies and processes can co-exist and develop in alignment, and be overseen by the new governance structure.

Other key strategies:

- Newcastle Hospitals trust strategy
Trust strategy
- Newcastle Hospitals research strategy
- Staff wellbeing strategy
- Clinical Board / Corporate strategies
- Dementia strategy
- Learning disability and autism
- Children's mental health strategy
- People Plan

Clinical services

- Psychology in Healthcare, Psychiatric Liaison Team, Chaplaincy, Occupational Health
- Operational Policies – Mental Capacity Act (MCA), Deprivation of Liberty Safeguards (DoLS), Mental Health Act (MHA), Enhanced Care and Observation, Reducing Restrictive Practice, Safeguarding.

Implementation and next steps

Each Clinical Board will use this mental health strategy as a point of reference for future developments.

Clinical Boards will provide leadership to support clinical services to carry out a baseline assessment and develop a service-specific implementation plan.

The new Mental Health Committee, reporting to the Board, will be the forum for oversight and assurance for this strategy.

Appendix 1 describes the key questions each Clinical Board and service should consider as part of a self-assessment process, before developing their own 'Mental Health Matters Action Plan' for implementation and monitoring.

Appendix 2 provides a template for a 'Mental Health Matters Action Plan'

Key references



Newcastle Hospitals strategy - 2019-2024

<https://www.newcastle-hospitals.nhs.uk/resources/our-five-year-strategy-2019-2024/>

Treat as One NCEPOD 2017

<https://www.ncepod.org.uk/2017mhgh.html>

Assessment Mental Health Services Acute Trusts - CQC 2020

<https://www.cqc.org.uk/publications/themed-work/assessment-mental-health-services-acute-trusts>

NHSE Long term plan

<https://www.longtermplan.nhs.uk/publication/nhs-long-term-plan/>

No Health without Mental Health 2011

<https://www.gov.uk/government/publications/no-health-without-mental-health-a-cross-government-outcomes-strategy>

Suicide prevention strategy for England 2023

<https://www.gov.uk/government/publications/suicide-prevention-strategy-for-england-2023-to-2028>

Implementing and Monitoring the Mental Health Strategy

Each Clinical Board should assess their services against the strategic ambitions and support their services to develop a Mental Health Matters action plan for implementation and monitoring. This should be aligned with any recent CQC recommendations.

Clinical Board / Service Self Assessment Audit Tool

| Service Context | Describe resources and challenges |
|--|-----------------------------------|
| How do mental health issues present in your service area? | |
| For patients (impact of health conditions on mental health, uncertainty, long hospital stays, isolation) | |
| For staff | |
| For visitors/carers | |
| Specific issues eg incidents, restraint, rapid tranquilisation, use of security/1:1 staff | |

Ambitions

1. High quality care in a safe & suitable environment

What capacity does your service currently have to meet the mental health needs of patients in your service area?

What services or supports does your service have access to assist with addressing patient mental health needs?

Are there staff with specific training or expertise in mental health within the service?

Are there any issues with the environment/ accommodation of your service that may impact on mental health (eg privacy, how people arrive, noise, environmental risk)?

2. High quality training, education, supervision and support for staff

How does your service support the wellbeing of your staff?

How are staff made aware of the support structures available ((e.g. staff wellbeing services, occupational health, workforce, chaplaincy)?

Is staff wellbeing on the agenda for team meetings & 1:1 supervision?

Are staff able to access information to help them support patients with mental health needs? (mandatory training, relevant policies e.g. mental health awareness, Mental Capacity Act/DoLS training, safeguarding etc)

What are the specific mental health training needs of your staff (e.g. de-escalation, mental health first aid, restraint, low intensity mental health interventions)

Ambitions

3. Improved outcomes

Is mental health / psychological wellbeing monitored through patient experience/ feedback?

Are there areas that you are working on to improve the mental health of patients/staff/ visitors?

How do you currently work to reduce inequalities for patients with mental health issues who are accessing your services? (e.g. Quality Improvement work, reasonable adjustments, Learning disability & autism patient passports etc.)

4. Governance structures

Does your service have a mental health lead/someone with a remit for mental health?

Does your service audit programme include mental health?

How do you currently work to reduce inequalities for patients with mental health issues who are accessing your services? (e.g. Quality Improvement work, reasonable adjustments, Learning disability & autism patient passports etc.)

5. Digital Information

Do staff in your service know where to look on the intranet/Trust internet for further information on mental health?

Do staff in your service know where to signpost patients for further support with mental health?

Is this information easy to access, up to date and useful?

Each service should develop a service specific action plan, and each Clinical Board should have an overarching plan which will be monitored by the Mental Health Committee

Mental Health Matters Action Plan template

| Clinical Board/Service | | |
|--|--|--|
| Ambitions | SMART goals to meet the needs identified in baselines assessment. (Specific, Measurable, Achievable, Relevant, Time-limited) | ACTIONS required to achieve SMART goal |
| 1. High quality care in a safe & suitable environment | | |
| What capacity does your service currently have to meet the mental health needs of patients in your service area? | | |
| What services or supports does your service have access to assist with addressing patient mental health needs? | | |
| Are there staff with specific training or expertise in mental health within the service? | | |
| Are there any issues with the environment/accommodation of your service that may impact on mental health (e.g. privacy, how people arrive, noise, environmental risk)? | | |

| Service Context | Brief service description: |
|---|----------------------------|
| From your baseline assessment, what are the key improvements you are seeking in your service area? | |
| For patients | |
| For staff | |
| For visitors/carers | |
| Specific issues | |

Service specific

| Person responsible | Timescale | Support needed to achieve | Evidence required to show improvement |
|--------------------|-----------|---------------------------|---------------------------------------|
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Mental Health Matters Action Plan template

| Clinical Board/Service | | |
|--|--|--|
| Ambitions | SMART goals to meet the needs identified in baselines assessment. (Specific, Measurable, Achievable, Relevant, Time-limited) | ACTIONS required to achieve SMART goal |
| 2. High quality training, education, supervision, and support | | |
| How does your service support the wellbeing of your staff? | | |
| How are staff made aware of the support structures available (e.g. staff wellbeing services, occupational health, workforce, chaplaincy)? | | |
| Is staff wellbeing on the agenda for team meetings & 1:1 supervision? | | |
| Are staff able to access information to help them support patients with mental health needs? (mandatory training, relevant policies e.g. mental health awareness, Mental Capacity Act/DoLS training, safeguarding etc) | | |
| What are the specific mental health training needs of your staff? (e.g. de-escalation, mental health first aid, restraint, low intensity mental health interventions) | | |

Service specific

| Person responsible | Timescale | Support needed to achieve | Evidence required to show improvement |
|---------------------------|------------------|----------------------------------|--|
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Continue overleaf >

| Ambitions | SMART goals to meet the needs identified in baselines assessment. (Specific, Measurable, Achievable, Relevant, Time-limited) | ACTIONS required to achieve SMART goal |
|---|--|--|
| 3. Improved outcomes | | |
| Is mental health/psychological wellbeing monitored through patient experience/ feedback? | | |
| Are there areas that you are working on to improve the mental health of patients/staff/visitors? | | |
| How do you currently work to reduce inequalities for patients with mental health issues who are accessing your services? (e.g. Quality Improvement work, reasonable adjustments, Learning disability & autism patient passports etc.) | | |
| 4. Governance structures | | |
| Does your service have a mental health lead/someone with a remit for mental health? | | |
| Does your service audit programme include mental health/wellbeing? | | |
| Is there patient/carer involvement in your service area for training/audit/ feedback/governance? | | |

| Ambitions | SMART goals to meet the needs identified in baselines assessment. (Specific, Measurable, Achievable, Relevant, Time-limited) | ACTIONS required to achieve SMART goal |
|--|--|--|
| 5. Digital Information | | |
| Do staff in your service know where to look on the intranet/internet for further information on mental health? | | |
| Is this information easy to access, up to date and useful? | | |
| Do staff in your service know where to signpost patients for further support with mental health? | | |

Service specific

| Person responsible | Timescale | Support needed to achieve | Evidence required to show improvement |
|---------------------------|------------------|----------------------------------|--|
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