

Case studies

Call to action: Public Mental Health Leadership for Workforce Development

Yorkshire and Humber Mental Health and Suicide Prevention Community of Improvement

April 2018

Case studies are referenced against relevant recommendations within the accompanying call to action Public Mental Health Leadership for Workforce Development.



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Document

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Domain 1: Needs and assets assessment: effective use of data

Recommendation 1: Develop a mental health training needs assessment (using the six framework ambitions) & undertake resource mapping to identify key staff groups, local training assets and potential gaps in training resources and expertise.

Case study: Mental health training audit - Wakefield Council

Following discussions at the Mental Health Strategic Programme Board a workforce mental health training audit was designed. This supports the Wakefield Connecting Care (CC) Workforce Framework and Delivery Plan.

The aims of the audit were to:

- identify local organisations involved in commissioning, delivering, and receiving mental health awareness training.
- audit the content, scope, outcomes of this delivery.
- establish a baseline position of current capacity within CC to deliver training.
- make recommendations to pursue a more joined up and strategic approach to training.

Wakefield Council Public Health team sent a questionnaire to Connecting Care and partner organisations in early 2017, with the following 13 (c100,000 staff) responding to date.

Wakefield District Housing	Yorkshire Ambulance Service
Wakefield Council Health & Wellbeing	Mid-York's Hospitals NHS Trust
Wakefield District Police	Spectrum Community Health
West Yorkshire Fire & Rescue Service	NHS Wakefield CCG
West Yorkshire Joint Services	Turning Point
GMB Union	SWYPFT
Wakefield Council MCA/MHA team	A sample of GP practices.

Initial findings & points for discussion

1. Further work is required to:
 - define the mental health learning outcomes for a skills passport and workforce strategy – based on local mental health strategy documents.
 - identify learning outcomes and required skills first before placing staff on training.
 - define whether we are aiming to improve staff well-being, staff mental health awareness or patient/service mental well-being (or all 3).
2. There are training resources and expertise already within CC organisations that could be organised around a common framework.
3. Parity of esteem – how do we put basic mental health awareness into all contacts with health and social care (to reduce stigma)?
4. How as a network do we make a strong 'invest to save' argument for mental health training?
5. Training is not just face to face, modular or e-learning, but also on the job training, within 1:1s, via the ethos of organisation.

6. Think about developing a mental health training framework that includes:
- some core training (basic mental health awareness)
 - specialist training elements (e.g. suicide awareness and prevention)
 - wider workforce work/life models (e.g. 5 Ways to Well-Being, workplace charter).

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Recommendation 2: Use the Mental Health JSNA resource pack and local intelligence to describe the local mental health profile (and key risk groups).

Case study: Wakefield Joint Strategic Needs Assessment (JSNA) - Wakefield Council

Wakefield Council's JSNA includes a specific page on mental health. This has been promoted through a dedicated edition of the JSNA newsletter. <http://www.wakefieldjsna.co.uk/adults-2/health-and-wellbeing-demand/mental-health/>

The newsletter outlines the local mental health profile together with information on ongoing mental health awareness campaigns and mental health awareness training for council staff.

The mental health page of the JSNA includes information about common mental health disorders, their prevalence in Wakefield and the services available for people suffering from them. You can also learn more about the types of severe mental illness and their prevalence and treatment in Wakefield, by visiting the severe mental illness page. Key mental health related indicators are also featured along with risk factors affecting mental health and protective factors of mental health.

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Domain 2: Partnership and alignment

Recommendation 3: Develop mental health champion networks (organisational and community based) to support mental health promotion, prevention of mental ill-health and to support recovery (using local/national campaigns).

Case study: Making Every Contact Count (Yorkshire and the Humber)

The regional Making Every Contact Count (MECC) CoI has identified the need to improve access to signposting information on self-care as well as local and national support services.

Local mental health and wellbeing support services have been mapped against local authority areas and added to the regions new signposting tool www.mecclink.co.uk.

The MECC CoI are also in the final stages of producing a Train the Trainer course and have plans to provide a large scale training event in order to expand the network of MECC trainers and Champions within the region.

There is significant potential for the Public Mental Health and Suicide Prevention CoI to work with the MECC CoI to develop a more coordinated programme of support for public mental health promotion.

Fire and Rescue services

Fire and Rescue services across the region are implementing 'Safe and Well' visits, an initiative that builds on the long-standing success of Home Safety Checks but also incorporates advice to help individuals improve their mental and physical health and wellbeing. Fire and Rescue Services will be utilising the MECC approach and MECC Link (detailed above) to signpost staff to a range of self-care, national and local support for mental and physical wellbeing services. Both the West Yorkshire and Humberside Fire & Rescue Services will also pilot a MECC signposting card in the first quarter of 2018.

Further opportunities to adopt this approach are also currently being identified within the ambulance and police services.

NHS Pharmacy

The MECC CoI and the Mental Health & Suicide Prevention CoI are working together on a joint proposal to create a sub-regional/regional Pharmacy Campaign related to Mental Health. Health Education England have agreed to fund MECC Training workshops via each of the regions Local Pharmaceutical Committees. It is envisaged that the MECC approach will then be aligned to a Mental Health focused campaign in May 2018.

Domain 3: Translating need into deliverable commitments

Recommendation 6: Develop and distribute resources and best practice for Public Health and partners about Public Mental Health leadership and workforce development (liaising with other COIs), and support common standards for basic mental health and suicide awareness training.

Case study: Agreeing a common approach to mental health training through the STP - Hull City Council

Hull and East Riding, through the STP, are working to agree a common approach to mental health training across all agencies. A sub group of the STP was formed to develop this common approach. An early step was to facilitate a workshop to identify tiered training for partner agencies relating specifically to the Crisis Care Concordat (CCC). The following ambition was developed.

“We commit to work together to improve the system of care and support so people in crisis because of a mental health condition are kept safe and helped to find the support they need – whatever the circumstances in which they first need help – and from whichever service they turn to first”.

Training therefore needs to be available to support this ambition. From a public health perspective we were primarily focussed on Tier 1 training fit for entry level employees and public audiences to support understanding of mental health and improve awareness across public facing staff and managers.

Available in bitesize formats, most likely suited to Elearning options due to the size of the population who would be appropriate to undertake this training, the following areas were highlighted from the workshop:

- Dementia
- Suicide Awareness
- Mental Health Awareness, including some condition specific information
- Learning Disabilities
- Safeguarding
- Self-Harm

This has led to the formation of a Task and Finish Group which will:

- Scope all available eLearning that meets the criteria for the CCC educational strategy
- Agree common aims and outcomes for eLearning modules in line with ambitions for the CCC
- Agree (where possible) currently available modules of learning that can be shared across agencies in the concordat; that meet the defined aims and objectives
- Identify gaps in eLearning provision and co-produce new eLearning packages to meet this need.

- Ensure public products/charitable organisation packages are included in the scoping exercise.
- Ensure all agency sign up to the above packages is achieved

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Case study: Mental Health First Aid and Asist - North Yorkshire County Council

A series of small grants were given to local organisations for mental health first aid (MHFA) and ASIST instructor training courses. The grant also funded the delivery of small mental health first aid training courses in order for instructors to become fully certified, thus ensuring that participants could receive training free of charge. In April 2016, 11 organisations were granted funding for employees to undertake training to become accredited trainers of MHFA and/or ASIST. The total grants awarded totalled £70,602, which was to fund 10 ASIST trainers and 10 MHFA trainers. As part of the funding agreement organisations were required to deliver the qualifying courses, in order to become accredited, free of charge to individuals in North Yorkshire.

The training model was built around the concept of sustainability. Organisations were expected to go on to deliver subsequent training sessions, in order to build capacity within the wider public health workforce and to create income streams for the charitable organisations.

In May 2017, annual evaluation data was requested from successful organisations. One organisation withdrew from the scheme due to a lack of capacity to deliver and therefore did not receive their grant (£2234).

For the period May 2016 – May 2017 (inclusive), 7 individuals were trained as MHFA trainers and 10 as ASIST trainers. 6 ASIST courses and 5 MHFA courses had been delivered, totalling 83 ASIST participants and 108 MHFA participants (total = 191) receiving training free of charge under the grant scheme. Participants have included individuals from sports clubs, talking therapy organisations, schools, hospices, religious organisations, voluntary and community groups, probation services and art related services.

Due to the strict licencing restrictions MHFA and ASIST instructor training courses only take place a few times a year, demand is high and places are often oversubscribed. Therefore, 3 organisations were unable to undertake the training in 2016 and instead undertook training in Spring 2017, leading to a slower roll out.

Demand for subsequent courses has been identified by the funded organisations across the county. 6 organisations have already booked further training sessions and an additional organisation intends to organise a session imminently. Organisations who received the funding report that they have been able to create additional revenue streams to fund other mental health projects, create partnerships (York Mind), support other organisational projects which require mental health support (North Yorkshire Sport) and have led to potential contracts to act as preferred provider for mental health training for other organisations (Scarborough Survivors, York Mind).

Organisations who have not yet completed their training accreditation or specified expected dates for completion of training delivery are being engaged and the evaluation will be updated accordingly.

Within NYCC, Public Health worked with the workforce development team to promote the benefits of these programmes. NYCC now has MHFA instructors and MHFA is part of the NYCC training offer to staff.

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Case study: Perinatal mental health awareness in family centres - Barnsley Council

In Barnsley one member of family centre staff is currently funded to receive MHFA train-the-trainer to add capacity within the centres and the Council. The vision is to roll this out to other family centre staff as well as other areas within the local authority and community.

A specific session on perinatal mental health awareness has been designed. This course is suitable for professionals and volunteers working with families in the perinatal period. This may include social workers, family support workers, children centre staff, public health breastfeeding peer supporters, volunteers supporting families in the community, Family Nurse Partners and Health visitors.

Course Overview

Aim

The half day training session aims to help to build professionals' knowledge and confidence in working with parents who are experiencing mild to moderate perinatal mental illness.

Learning Outcomes

By the end of the day participants are able to:

- Describe the prevalence and range of mental health difficulties that can affect women in the perinatal period
- Identify common symptoms and feelings associated with perinatal mental ill health
- Recognise the psychological, physical, social and environmental risk factors for perinatal mental illness
- Describe the impact of perinatal mental illness on infants and on wider family members
- Identify ways in which to begin supportive conversations about Perinatal mental health
- Identify resources that can help families where women are affected

For further information contact:

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Recommendation 8: Support and align basic mental health training within Workplace Well-Being programmes (including private sector).

Case study: Working towards a mentally well workplace - Doncaster Council

The aim of this programme in Doncaster is to train staff within the Council in MHFA, to provide support at work in this area, making the workplace a more mentally well place to be. The project is in the early stages of ‘starting and planning’ with implementation planned for April 2018.

An overview of the objectives and actions together with an outline delivery plan has been developed.

Goal: Improve the mental health and wellbeing of the workforce	Outcome: Reduction of occurrences of sickness related to mental ill-health	
Objective 1: Champion mental health to reduce the stigma and support the workforce in staying mentally well and preventing mental health issues	Action: Promote simple steps and promote healthier lifestyles i.e. Five Ways to wellbeing	Measure: Staff Survey - Feedback in staff confidence about not fearing being stigmatised in the workplace
Objective 2: Support the workforce to recognise the signs of early mental health problems and be confident to take action and support	Action: Make Mental Health e-learning module a core skill and is a basic part of new employment training	
Objective 3: Support staff at the earliest stages of the experience of mental health problems and provide a clear and well-communicated route	Action: Train a pool of staff within the workplace on MHFA and promote support	Measure: Number of staff contacts with MHFA

Delivery plan

Q3 17/18	Mental Health Event to raise awareness of the programme
	Recruit volunteers
	Commission specialist training
Q4 17/18	Train 16 volunteers in the MHFA accredited training
Q1 18/19	Phase 1: Promote and roll out
	Train remaining volunteers
	Evaluation
Q2 18/19	Phase 2: Roll out
Q3 18/19	Evaluation
Q4 18/19	Plan for the future

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Domain 4: Define success outcomes

Recommendation 9: Develop key evaluation metrics for measuring success of mental health leadership and workforce development.

No case studies included. A specific session of the Mental Health Community of Improvers will address this recommendation.

Domain 5: Leadership and accountability

Recommendation 9: Develop a strategy and action plan for public mental health leadership and workforce development, aligning with existing strategies (e.g. Prevention Concordat, suicide prevention strategy, local workforce strategy).

Case study: Mental Wellbeing Strategy for Bradford district - Bradford Council

Bradford Council has worked collaboratively with key partners and stakeholders to develop a Mental Wellbeing Strategy for Bradford district.

The aim is to create environments and communities that will keep people well across their lifetime, achieving and sustaining good mental health and wellbeing for all.

Key deliverables from the strategy have included:

- The council's HR Department working in partnership with Bradford Care Trust offering free 4 week Keeping Psychologically Healthy courses for Bradford Council staff around recognising and coping with stress and anxiety
- 'Stressbuster' sessions for council employees delivered by MyWellBeing College in an hour over a lunch break
- A stress management plan that can be used by individual workers or groups of staff in 'one to ones' or during team appraisals to identify the early signs of stress and anxiety
- Sign up to the 'Time to Change' pledge including supporting 'Time to Talk' events with a social media campaign and an open 'drop in' session for staff offering information, advice and support around mental health issues
- A number of Time to Change Champions across the Council who provide the workforce with information and raise awareness of any mental health events and campaigns
- Working in partnership with Remploy's Mental Health Support Service to deliver free Mental Wellbeing Surgeries for council employees
- Producing self-care information leaflets for council employees covering topics including abuse, alcohol, anxiety, bereavement, controlling anger, depression & low mood, eating disorders, health anxiety, hearing voices, obsession & compulsion, panic, post-traumatic stress, self-harm, stress, sleep, and social anxiety
- Working in partnership with Bradford Care Trust to promote self-referral for council employees to My WellBeing College

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Case study: Multi-agency emotional wellbeing plan - Hull City Council

Hull City Council Public Health have facilitated the development of a multi-agency emotional wellbeing plan for the City. This plan has some significant aspirational actions around training to improve support for people experiencing mental health in the workplace and for public facing staff to ensure we are supporting some of our most vulnerable residents.

Training actions include:

Action: To make Mental Health awareness training mandatory for all public facing staff and managers across the partnership

All service areas represented at Health and Wellbeing Board are to ensure mental health training is mandatory in either commissioned or directly delivered services across Hull. This action will deliver an increased understanding around mental health and wellbeing, and therefore support our most vulnerable residents and assist in reducing stigma. This will be rolled out targeting the workforces with the most impact first before widening.

Action: To deliver mental health awareness training for all new councillors and Party Whips.

As part of Mental Health week in 2017, training on Mental Health Awareness was provided to existing Councillors (approx. 12 attended). The evaluation of this training indicated that the best approach would be to include training to the new members and Whips.

Mental Health Awareness training will therefore be delivered as part of Councillor induction programmes to help assist Councillors in supporting vulnerable residents. In addition, training is to be provided to Party Whips who are best placed to advise all Councillors.

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Case study: Mindful Employer - North Yorkshire County Council

Following NYCC corporate management board approval, North Yorkshire County Council signed up to the Mindful Employer charter in February 2016. Shortly after signing the declaration, a Mindful Employer Working Group was convened. The group is led and chaired by Public Health with representation from Workforce Development, HR, Occupational Health and two NYCC staff who are mental health experts by experience. The group has a governance structure reporting to the Corporate Management Board via the HR senior management team and NYCC Healthy Workplace Group.

The group initially mapped an employee's pathway through the council from pre-recruitment and taking account of potential transitions such as redundancy and retirement, ill health and the associated mental health related support from NYCC. This gap analysis helped direct the priorities for action for the group.

The group has led on mental health promotion through a variety of campaigns such as Time to Talk and World Mental Health Day and has raised awareness through, for example, blogs and awareness raising sessions for staff. The group has also mapped and scoped out current mental health training for NYCC staff and provided recommendations for HR senior management team on how the mental health training offer to NYCC staff could be updated and enhanced.

For further information contact:

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Case study: Workforce development - Wakefield Council

The Council's HR dept developed a briefing paper to look at training to support for its workforce, to reduce stigma associated with Mental health, and look at ways of helping Managers to support their employees who may be experiencing mental health issues and an in-house training package based on best practice was developed.

Mental Health Awareness

Mental Health awareness sessions are available to all employees. This 3 hour interactive training session is delivered by Adult Education. This training will help to reduce stigma around mental health in the workplace. We have commissioned 26 courses to date with a 13 further dates planned. This training is also available to maintained schools. Places for schools will be recharged at £12 . Places for Council employees have been funded using the corporate training budget.

Managing Mental Health in the Workplace

Managers play a pivotal role in managing Mental Health in the workplace. To support our managers we are running a series of corporately funded 'Managing Mental Health in the Workplace' training courses. These are 1 day courses and we currently have 13 courses available. Anyone who has Management responsibility may wish to book a place on this through PIP self-service. We are recommending managers attend both sessions as the focus for each of course is different and benefit can be gained for both aspects of each here at the Council. This training is also available to maintained school at a recharge of £30. We commissioned this training course a few years ago and it was very popular. It is delivered by trainers from the [Charlie Waller Foundation](#). The course will

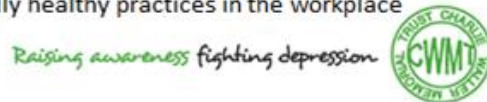
signpost our policies/procedures /risk assessments linked to managing Mental health. It also makes reference to the [MHFA line managers resource](#) The aims of the course are as follows;

Aim of the workshop

- To improve participants skills in managing staff with mental health conditions at work.

Learning outcomes

- Recognise and address early signs of stress, distress and mental health conditions at work
- Develop practical strategies to support staff through effective sickness absence management and return to work
- Develop practical strategies to help employees retain their employment and carry out their role effectively
- Maintain mentally healthy practices in the workplace



Wellbeing Coaching

We are aware that for some people, individual support is what is needed to help work through what can be very difficult situations. We have been able to offer 8 x 30 minute 1:1 Wellbeing Coaching sessions for staff who would benefit from this kind of support from a qualified Wellbeing Coach. We already have 24 staff taking up this opportunity and have been able to provide an additional 24 places. Referrals are provided to the team by Line Managers and supported through HRLT.

Learning Portal

We are continuing to develop the [Health & Wellbeing section](#) of the Learning Portal To bring together a number of external online resources.

Acas

One of the ways managers can always access advice on Mental Health Awareness is through an ACAS e-learning package which is available [here](#)

We have tried to encourage our workforce to participate in these training events through various channels including ;-

- Newstream
- Manager Alert
- Contact with individual workforce development teams
- Posters
- HR
- Yammer
- Work with Internal Comms to promote a number of wellbeing events throughout the year including;- A Random Act of Kindness day on the 17th February and Mental Health Awareness Week in May.

In terms of the evaluation of training, we have opted for a survey Monkey Questionnaire which we have been using to evaluate the Mental Health awareness course. So far the results have been really positive. The link to the survey can be found [here](#) . PIP has been enabled to send delegates a link to the survey following a training event which is useful , as we have a very limited administration resource. We will develop a second survey to evaluate Managing Mental Health, before the training begins in March.

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