

Mental Health Strategy *2023-2026*



Contents

5	Foreword
6	Purpose
8	Our Mental Health Strategy
10	Background
13	How the Strategy was produced
14	Five Key Aims:
14	Aim 1: Quality of Care Delivery
16	Aim 2: Patient Experience
17	Aim 3: Education, Training and Supervision
18	Aim 4: Policies, Protocols and Service Level Agreements
19	Aim 5: Outcomes
20	Strategy Alignment
23	Implementation of the Strategy
24	Reference Documents
26	Legislation
26	Nice Guidance and Quality Standards



Foreword

I am pleased to present this strategy, which has been co-produced by our staff, patients and partners, who all joined together to ensure that patients experiencing acute or chronic mental health episodes are safely supported when they access any of our services.

It is our ambition that the Strategy shapes the way we think, plan and care for those with a mental health condition. Through fundamental education and training, reducing barriers and improving accessibility and working in partnership with colleagues across Manchester and Trafford, we aim to drive improvements for some of the most vulnerable people.

I know you will join me in welcoming the Strategy as we work together to deliver its key aims.

A handwritten signature in black ink that reads 'Cheryl Lenney'.

Professor Cheryl Lenney OBE
Chief Nurse

Purpose

The purpose of this document is to set out Manchester University NHS Foundation Trust's (MFT) 3-year Strategy (the Strategy) to support patients who have a mental health difficulty throughout their journey of care through our Emergency Departments, Inpatient, Outpatient and our Community Settings.

This Strategy covers all ages – children, young people and adults in acute, maternity and community settings.

At MFT we are committed to providing outstanding, patient centred care, that meets the needs of physical health alongside mental health. It is crucial that our patients feel safe, listened to and have confidence in the knowledge and skills of our staff. Our Mental Health Strategy builds on the work that has been completed over recent years. Providing a clear commitment for continuing this progress, the Strategy sets the direction for the delivery of quality services within the Trust for the next three years. There are Five Key Aims of the Strategy, that we aim to deliver alongside our partners in Greater Manchester Mental Health Trust, stakeholders in the Greater Manchester Police Neighbourhood teams and Manchester Safeguarding and Suicide Prevention Partnership (see page 7, opposite).

The Strategy supports and builds upon the Trust's proven delivery of high-quality services, whilst supporting its ambition for a continuous improvement of services and sustainable growth.

The Strategy sets out an approach to ensuring that the needs of people with a mental health condition are supported alongside physical health, promoting the principle of parity of esteem where mental health is given equal priority to physical health, and is an enabler of the key tenets of the Trust's vision and strategic objectives to:

- focus relentlessly on improving access, safety, clinical quality, and outcomes.
- improve continuously the experience of patients, carers, and their families.
- work with partners and play our part in addressing inequalities, creating social value, and advancing the wider green agenda.

The Strategy identifies the importance of working in partnership with Mental Health Providers and multi-agency partners including Local Authority, Police Services, Primary Care and Voluntary and Community Services in delivering collaborative person-centred care.

Aim 1: Quality of Care Delivery

To improve the quality of care delivered to our patients when they access services at MFT.

Aim 2: Patient Experience

To ensure that our patients, of any age, have a positive experience measured through a range of metrics agreed in partnership with others.

Aim 3: Education, Training and Supervision

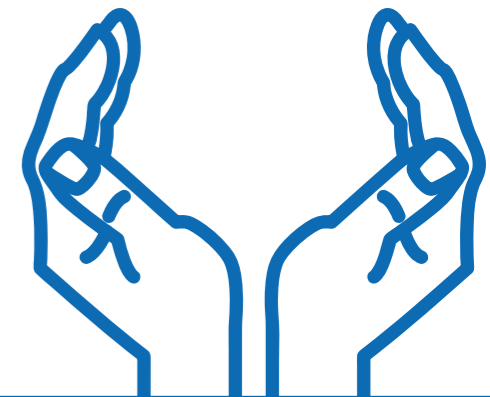
To ensure our workforce has the right knowledge, skills, and attitude to recognise and care for patients, carers and families with mental health needs.

Aim 4: Policies, Protocols and Service Level Agreements

To ensure that our staff are supported to deliver evidence-based practice.

Aim 5: Outcomes

To ensure that we will deliver outcomes that are important to people as well as organisations.



Our Mental Health Strategy

High quality mental healthcare offered to patients in our hospitals/managed clinical services and local care organisations is our aim. The National Confidential Enquiry into Patient Outcome and Death 'Treat as One' 2017 (Treat as One NCEPOD 2017) outlined barriers to this occurring well, noting:

'The benefits of integrated care across boundaries ... are understood, however, good integrated care for people with mental health conditions often appears to remain the exception rather than the rule, with physical healthcare and mental healthcare largely disconnected'.

Links to NHS Mental Health Implementation Long Term Plan, where the commitment to deliver timely, high quality mental health support by 2023/24 is underpinned by the following core priorities are the focus of the Trust's Mental Health Strategy:

- Specialist Community Perinatal Mental Health
- Children and Young People's (CYP) Mental Health
- Adult Common Mental Illnesses (IAPT)
- Adult Severe Mental Illnesses (SMI) Community Care
- Mental Health Crisis Care and Liaison



Background

Good mental health and resilience are fundamental to our physical health, our relationships, our education, our training, our work and to achieving our potential (No Health Without Mental Health 2011).

Half of mental health conditions in adults start before the age of 14 and 75% before the age of 24. One in four adults experiences at least one diagnosable mental health problem in any given year. With one in six children and young people, aged 7 to 16, had a probable mental health disorder (NHS Digital 2022). During pregnancy and after the birth of a child, women are at higher risk of experiencing mental health problems ranging from low mood to psychosis. At this time a woman who has previously experienced mental health conditions may find they experience them again.

A decline in mental health can affect anyone of us at any time, and it is recognised that many people accessing care within the Emergency Departments, Maternity Settings, Inpatient, Outpatient areas and community settings may require support around their mental health.

A clear link between mental health and physical health has been noted in national drivers, for example, people living with diabetes are two to three times more likely to have depression than the general population and it is estimated

that poor mental health carries an economic and social cost of £105 billion a year in England (Wellbeing and Mental Health: Applying All Our Health 2022).

The Department of Health and Social Care (2022) has estimated that 50% of patients in a general hospital are older people and the number of people aged 75 years or over is expected to double in the next 30 years. On an average day in a 500 bed hospital, older people occupy 330 of the beds, and of these 220 will have a mental disorder of some kind with depression (being the most common illness), psychotic disorders, dementia and delirium. It is noted that depression in later life can be a major factor in suicide.

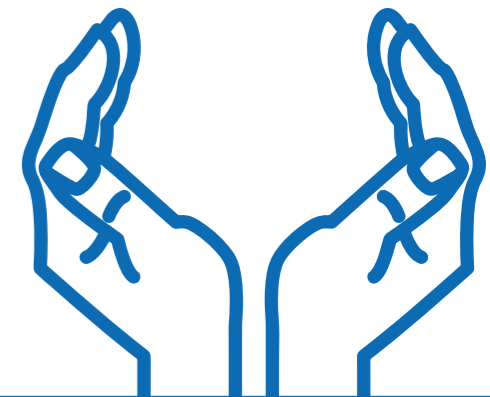
The Treat as One document (NCEPOD 2017) recognised the importance of bridging the gap between mental and physical health care in general hospitals. Likewise Mental Healthcare in Children and Young People and Young Adults (NCEPOD 2019) recognises that Emergency Department attendance shows an increased presentation rate due to mental health conditions compared with other health conditions highlighting the need for focus on mental health. Healthcare Safety Investigation Branch (HSIB) [2023] identified that the number of children, young people and adults with mental health needs has increased since 2017

with 25.7% of people aged 17 to 19 years having had a probable mental disorder. The We Can Talk Impact Report (2019) identifies that acute hospitals play a vital role in supporting children and young people's mental health. The report identifies the importance of creating a culture that enables the workforce to be competent and confident in their knowledge and skills in supporting people's mental health to foster a more effective care environment.

A Kings Fund Report (2016) highlighted that all health and care professionals have a part to play in delivering closer integration to meet the needs of both physical and mental health. Research recognises the importance of professionals being willing and able to take a 'whole person' perspective and having the necessary skills to do so. Following the Coronavirus pandemic of 2020, mental health decline has been evident throughout our communities. In 2023 the GM Mental Health Partnership Board identified 550,000 people were at risk of a mental health need in Greater Manchester Services should be asked to bring expertise, knowledge, resources and relationships together to improve all citizens mental wellbeing and respond to mental health issues in a flexible person centred way designed around a person's needs. The Trust is dedicated to understanding the needs of our population and will strive to treat mental health at the same time as physical health.

This Strategy will align closely to the following Trust strategies:

- Dementia Strategy
- Our Plan for People with Learning Disability and/or Autism their families and Carers Strategy
- Safeguarding Policy
- Diversity Matters Strategy
- Carer's Strategy
- Adult Supportive and Palliative and End of Life Care Strategy





How the Strategy was produced

The Strategy was developed in partnership with service users, MFT professionals, statutory and multi-agency partners. The MFT Mental Health Subgroup have supported the development of the Strategy and a series of MFT, and partnership stakeholder events were completed from March to July 2023 to develop and consult upon the Strategy. This included consultation events with Greater Manchester Mental Health Services, the Police, partners in the Integrated Care Board, Manchester Suicide Prevention and Safeguarding Partnerships. During Mental Health Awareness week 2023 the Strategy was consulted on, with frontline MFT professionals.

Five Key Aims:

Aim 1: Quality of Care Delivery

To improve the quality of care delivered to our patients when they access services at MFT, we will:

- Work with Mental Health Providers and multi-agency partners including local authority, police services, primary care and voluntary and community services to understand, then deliver, services that can effectively and efficiently meet the needs of the communities we serve.
- Work with our key partners to ensure seamless evidence-based care at the point of care delivery, by fostering a culture of parallel assessment that meets the needs of patients with a mental health and physical health concern.
- Consistently deliver mental health risk identification and management tools.
- Develop and deliver a digital audit schedule to systematically review and monitor national guidance, including:
 - > NECPOD Recommendations:
 - ~ Treat as One (2017).
 - ~ Mental Healthcare for Young People and Young Adults (2019)
 - > NHS (2022) Supporting Children and Young People (CYP) with mental health needs in acute paediatric settings.
 - > No Wrong Door: A Vision for mental health, autism and learning disability services in 2032 (2023).
 - > NICE Guidance/Quality Standards in adults, children and maternity relating to mental health.
 - > Royal College of Emergency Medicine (RCEM) A toolkit for mental health audit standards for the Emergency Department.

- Work alongside our partners, jointly auditing the quality of mental health assessments, risk assessment and care management plans to improve pathways for mental health.
- Work with our partners to deliver care in a safe environment appropriate to the patient's needs to promote patient privacy and dignity.
- Ensure early identification and support for perinatal mental health remains a priority within maternity settings.
- Use digital information systems to inform and deliver improvements in the quality of care.

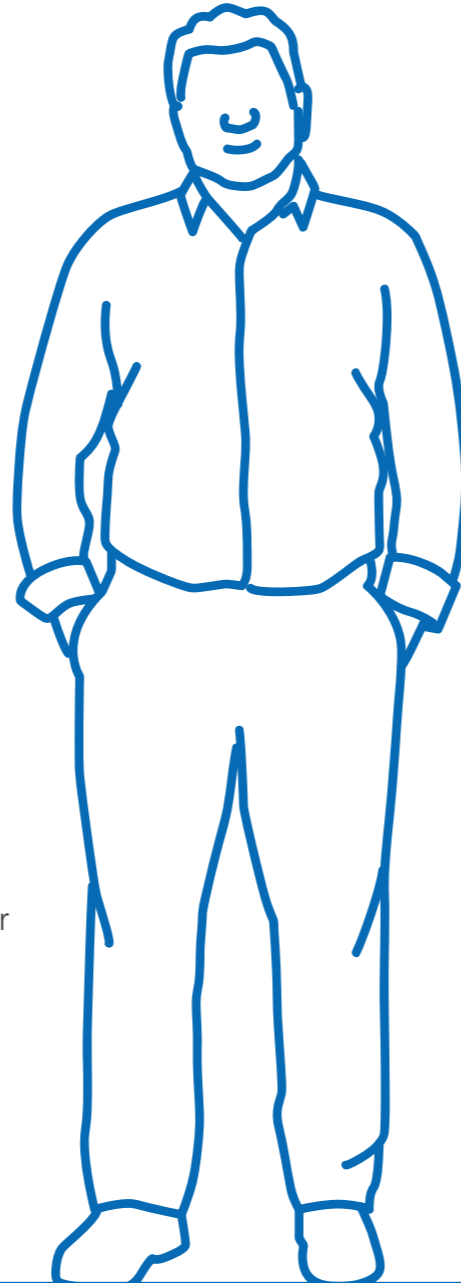


Five Key Aims:

Aim 2: Patient Experience

To ensure that our patients, of any age, have a positive experience measured through a range of metrics agreed in partnership with others, we will:

- Hear and listen to the voice of people in their journey through MFT services working in partnership with multi-agency services to inform a coordinated approach to the care of people with mental health difficulties.
- Develop forums where experts by experience, their families, and carers co-produce culturally appropriate pathways for mental health, recognising the inequality, discrimination, and structural inequity of peoples' experience to develop more inclusive services.
- Provide accessible, accurate information to people using services, including access to patient information through My MFT.
- Actively seek to understand patients' lived experience through surveys, questionnaires and by analysing themes from incidents, complaints, PALS, or concerns raised.
- Ensure section 132 of the Mental Health Act is applied, we will review patient experience of being detained under a section of the Mental Health Act.
- Ensure that feedback received is used to guide quality improvement projects and service development to improve patient experience.



Aim 3: Education, Training and Supervision

To ensure our workforce has the right knowledge, skills and attitude to recognise and care for patients, carers and families with mental health needs, we will:

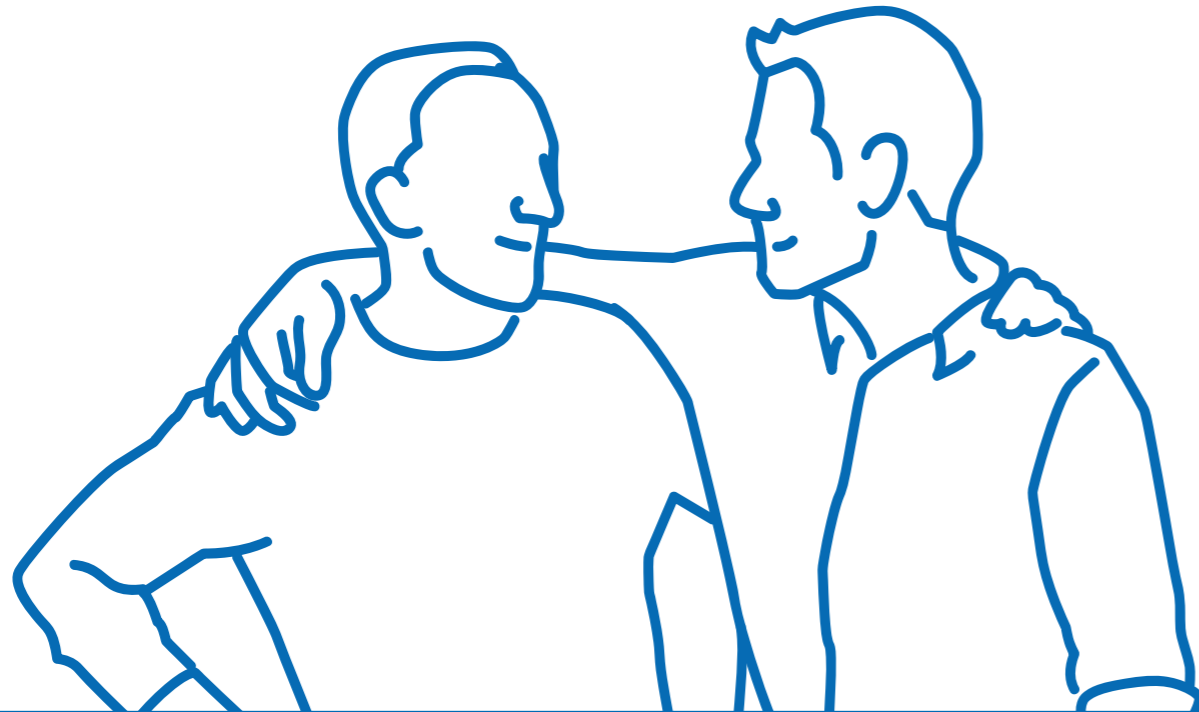
- Develop and deliver training programmes with Mental Health Service Providers specific to the needs of staff, with a key focus on collaborating individualised care related to implementation and application in practice of:
 - > The Mental Health Act (1983, amended 2007)
 - > The Mental Capacity Act (2005)
 - > The Children Act (1989)
 - > Care Act (2014)
 - > Suicide Prevention
 - > Trauma Informed Practice
 - > Trust Policy and Procedures
 - > Risk assessment and management tools
- Work alongside our security colleagues to support delivery of:
 - > De-escalation and Safety, and Supporting You training programmes
 - > Restrictive Intervention Training Programme
 - > Delivery of Enhanced Supervision and Observation.
- Develop the role of Mental Health Champions, jointly supported by MFT Mental Health Team, CAMHS Team, and Mental Health Liaison Teams to role model and increase confidence, knowledge, and skills within teams.
- Include patient stories and involve experts by experience in the development of training, continually increasing staff knowledge in supporting people with mental health difficulties and in application of the Mental Health Act (MHA), patient rights, process of appealing, and least restrictive practice.
- Scope the requirement for supervision for clinical teams who regularly provide care to patients with mental health needs.
- Develop a communication plan to highlight education opportunities.

Five Key Aims:

Aim 4: Policies, Protocols and Service Level Agreements

To ensure that our staff are supported to deliver evidence-based practice, we will:

- Implement national guidance and best evidence-based practice through policy, protocol, and procedure.
- Contribute, as a leading partner to the development of services across the system for patients with mental health needs to provide a collaborative joint health and partner agency response.
- Work with health and multi-agency partners to strengthen links with system wide pathways of care and escalation framework.
- Regularly review agreed Service Level Agreements/Specifications with Mental Health Provider partners through agreed governance framework.



Aim 5: Outcomes

To ensure that we will deliver outcomes that are important to people as well as organisations, we will:

- Hold a series of workshops with key stakeholders, drawing on the experience of patients to develop a series of outcomes to be measured and presented through the governance structure to the Board of Directors via an annual report, including, but not exhaustively, data relating to:
 - > Patients who are detained under the Mental Health Act in acute settings.
 - > Patients who are brought to the emergency department under section 136.
 - > Children and young people in crisis.
 - > Patients' rights and access to advocacy services.
- Ensure mental health is a core part of integrated locality services, local system initiatives and wider sustainability and transformation plans.
- Complete an annual assurance exercise with all hospitals/MCS/LCO focussing on mental health experience within services.
- Develop a Trust-wide digital audit schedule based on impact of implementing national guidance, using the data available within our Hive system to improve and achieve change.

Strategy Alignment

This Mental Health Strategy is aligned with, and dependent on the delivery of all Group Wide strategies for instance the Our Plan for People with Learning Disability and/or Autism their families and Carers Strategy, Dementia Strategy, Quality and Safety Strategy, Diversity Matters Carer's Strategy, Adult Supportive and Palliative and End of life Care Strategy and the Risk Management Framework and Strategy.

The Strategy is informed by the Greater Manchester Integrated Partnership Mental Health Doing Mental Health Differently Strategy, Escalation Process, and the Decision-Making Process.





Implementation of the Strategy

The aims within this Mental Health Strategy are supported by specific implementation plans which are used to develop an overarching MFT Mental Health Action plan and Assurance Framework. Each plan includes measures of success in relation to the delivery of this Strategy. Each Hospital, Managed Clinical Service and Local Care Organisation will be responsible for the local delivery of the aims of the Strategy coordinated and supported by the MFT Mental Health Subgroup which will report to Group Safeguarding Committee who will oversee delivery of the aims. Implementation plans will involve co-production with service users and Mental Health services and multi-agency partners.

Reference Documents

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[Kings Fund: Bringing Together Physical and Mental Health: A new Frontier for Integrated Care \(2016\)](#)

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[Greater Manchester Integrated Partnership \(2023\) Mental Health Doing Mental Health Differently Strategy](#)

[Kings Fund. Mental Healthcare for Young People and Young Adults \(2019\)](#)

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[NHS England 2022 ; Supporting Children and Young People \(CYP\) with mental health needs in acute paediatric settings](#)

Accessed at: <https://www.england.nhs.uk/long-read/supporting-children-and-young-people-with-mental-health-needs-in-acute-paediatric-settings-framework-for-systems/>

[Greater Manchester Integrated Partnership \(2023\) Mental Health Escalation Process](#)

[Greater Manchester Integrated Partnership \(2023\) Decision Making Process](#)

[No Wrong Door: A Vision for mental health, autism and learning disability services in 2032 \(2023\)](#)

Legislation

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Nice Guidance and Quality Standards

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